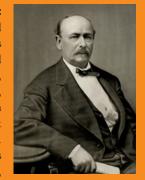


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THE BUSCH DYNASTY

Who they were:
The saga started with Adolphus
Busch, who joined his father-in-law,
Eberhard Anheuser, at the brewery in 1866 and built it into a powerhouse.



Through the years, Busch's heirs have grown into a maze of Busches,

Anheusers, von Gontards, Orthweins and miscellaneous inlaws. **What they did:** Historically, in eastern towns, there was always one family who owned the textile mill and lived at the top of the hill. The Busches are our family. Their mill? The



king of all breweries, Anheuser-Busch. And the Kennedy clan doesn't have much on our own Busch brood in terms of tragedy and controversy—accidental deaths, passionate love affairs, even a police chase with a gun slid under the seat. Why it mattered: Because for all their bluff and bluster, the Busches have contributed more to St. Louis than could be expected of any family. Adolphus gave us

the brewery; August A. gave us Grant's Farm; Gussie bought the Cardinals, led the building of Busch Stadium and added the Clydesdales. When St. Louis Country Club repeatedly denied the Busches admission, they built Sunset Country Club. August III can be credited with Wash. U.'s new law school building—and with selling the Cardinals to DeWitt and chums. The Busches' empire now spans the world, but they've remained players in their hometown. Hopes now rest on the broad shoulders of August IV.



Joseph Charless (1772–1834)

Who he was: Irish émigré and escapee from the Brits after the Rebellion of 1795. On the way to Missouri, he befriended a fellow printer, chap by the name of Franklin, in Philadelphia. What he did: Founded St. Louis' first newspaper, the Gazette. Annual subscription: \$3 cash or \$4 in "country produce." He reported on Indian movements and the works of Congress, the St. Louis Board of Trustees and the Louisiana legislature; he editorialized against Indians and the English and for St. Louisand though a slaveowner, he published antislavery letters. Why it mattered: By providing a forum for the opposition voice-and by being that voice-Charless encouraged transparency from the start.

Henry Boernstein (1805–1892)



Who he was: The undisputed leader of what may have been the strongest force in 19th-century St. Louis: the German immigrant community. What

he did: Hung out with Karl Marx, wrote plays and managed grand opera in Paris, ran a theater, hotel and brewery and worked as editor of an acclaimed German press here, then became a colonel in the Civil War and U.S. consul in Bremen. In 1851, he penned

an anti-Jesuit novel that kept the Black Robes on their toes. **Why it mattered:** Radical to the core, Boernstein could rally support—or disgust—for virtually any idea. He kept politics a lively art, full of scrapping and local intrigue.

Wayman Crow (1808–1885)

Who he was: A Kentucky business tycoon, two-term Whig state senator, major political player and benefactor. What he did: Secured a charter for the St. Louis Mercantile Library, the oldest library west of the Mississippi, in 1846. Got Wash. U.'s charter signed by the governor before any of the other principal parties even knew they were involved. Endowed what became the Saint Louis Art Museum. Why it mattered: The Merc remains a repository of wisdom. Wash. U. gained the national spotlight. And our art museum is respected worldwide.

Robert A. Barnes (1808–1892)



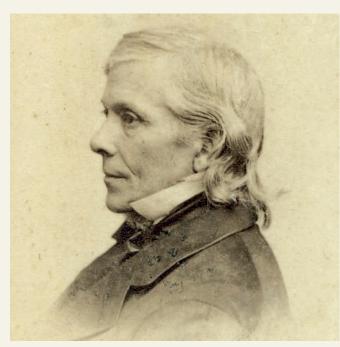
Who he was: A wholesale grocer who became president of State Bank. Independent, commonsensical and plainly spoken, he was a bit eccentric, a quiet giver. What he did: Married Louise De Mun, a devoted Catholic. Lost their children in infancy, and then

lost her. Gave money to create Barnes Hospital—but refused to donate for the funeral of a man who'd given a \$1,000 pin to an actress. "If a man wants to live like a fool and die like a dog, he ought not to be buried like a gentleman," Barnes opined. Why it mattered: He stipulated that Barnes be a modern, Protestant hospital, setting a new tone in St. Louis healthcare.

Dr. Charles Alexander Pope (1818-1870)

Who he was: An eminent physician with the unbending standards of genteel Alabama. Dragged by softhearted philan-

thropist James Yeatman to the bedside of a sick little girl, Pope arched an eyebrow at her drunken family and announced, "I prescribe soap and water. Good night." What he did: As dean of what was then known as Pope's College-it would become Wash. U. Medical School in 1891—he drew a top-flight faculty to St. Louis; as president of the American Medical Association, expanded their reputations. Why it mattered: Anybody not know someone who's received a grave, perplexing diagnosis and been cured by a Wash. U. doc or Wash. U. research?



William Greenleaf Eliot (1811–1887)

Who he was: A Unitarian minister with big, progressive ideas and the political connections to see them realized. An abolitionist, temperance crusader and women's libber dubbed the "Saint of the West" by Ralph Waldo Emerson-oh, and the grandfather of poet T.S. Eliot. What he did: Fought slavery. Established the First Unitarian Church of Saint Louis and Mary Institute (now part of MICDS). With Wayman Crow, cofounded the Saint Louis Art Museum and Washington University. Why it mattered: Have you seen the size of Wash. U.'s endowment these days? MICDS, the Art Museum and the Unitarian church have similarly thrived.

High Drama: 1801-1900

ntil the Civil War, St. Louis was a place without boundaries. The rules were few, and breakable; very little constrained behavior, and public and private were one and the same. For civic-minded types with an orderly cast of mind, this led to a startlingly generous altruism. For rowdy unmarried fortune seekers, migrants who, as William Greenleaf Eliot wrote sadly, "think only of the fortune they have come to seek" and the pickpockets and "pigeon droppers" who came to steal from them, it was an invitation to license. St. Louis fast became a city of contrasts: golden mansions and overcrowded boardinghouses, noble leaders and cocky criminals. The old French-Spanish-American tensions had melted into a stew with many other ingredients, and little was needed to stir the pot.

Henry Shaw (1800 - 1889)

Who he was: An Englishman who emigrated from Sheffield at 18 to find new markets for his family's metalwork company. Shaw was so successful that he retired at 39 and spent the second half of his life as a private banker and publicspirited philanthropist. What he did: Opened the gates of his 50-acre garden in the country to St. Louisans in 1859. The "Missouri Botanical Garden" was the first of its kind in the nation. He added a museum and a library, and in 1870 he gave the city Tower Grove Park. In 1885 he affiliated with Washington University to open a department of botany. Why it mattered: He created beauty, furthered knowledge and made sure both could be shared for decades to come.

Vital Jarrot (1805 - 1877)

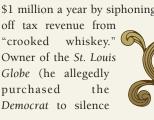
Who he was: Indian agent, newspaper publisher, civic activist, banker, real estate developer and mayor of Illinoistown, now St. Louis. What he did: Son of the founder of Cahokia, he used

Where would we be without ... David Nicholson. didn't leave town after the

his father's money and street cred to make Illinoistown a real city. He got dikes built to control the Mississippi, started the first newspaper and led the syndicate that built Illinois' first railroad. (The contractor quit, so he hired 100 men to finish, driving 40-foot trunks into the ground with a 1,400-pound battering ram.) Why it mattered: The civilizing consequences of his leadership bear out Lincoln's words: "I personally know this man-Vital Jarrot-to be one of the best of men."

William McKee (1815 - 1879)

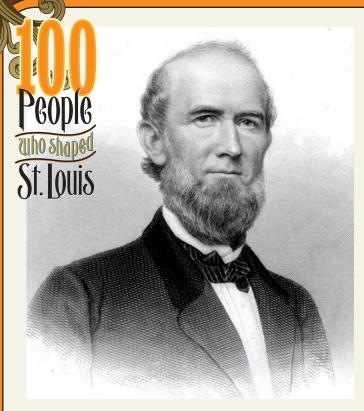
Who he was: One of the masterminds of the Whiskey Ring, which defrauded the U.S. Treasury of more than \$1 million a year by siphoning off tax revenue from "crooked whiskey." Owner of the St. Louis Globe (he allegedly purchased



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James B. Eads (1820–1887)

Who he was: The transplanted Indianan responsible for what Invention & Technology Magazine calls "one of the great engineering successes of the 19th century." What he did: Engineered a 6,220foot-long marvel across the Mississippi River-but not without tribulation and even tragedy. Bedrock was below 25 feet of water and 80 feet of sand; 14 workers died from decompression sickness. The astonishingly self-assured Eads and his crew persevered nevertheless, and Eads Bridge opened on Independence Day 1874. Why it mattered: The bridge was meant to connect St. Louis to increasingly lucrative rail traffic from the East. Sad to say, insane railroad speculation drove the St. Louis and Illinois Bridge Company into bankruptcy the following April. But Mound City still had Eads' magisterial span.

reporting about the Whiskey Ring). What he did: Little things. Like forge the 1870 census so St. Louis' population figures weren't lagging behind Chicago's. Why it mattered: His drive and money fed a newspaper that kept the Post honest and alert for decades.

Father Moses Dickson (1824 - 1901)

Who he was: An African-American abolitionist, minister and Mason. What he did: In

1846, Dickson, who had seen intolerable things during his travels in the South as a barber, organized the African-American secret society the Knights of Liberty. They raised a nationwide army to obliterate slavery-and were nearly 50,000 strong and ready to fight-but when civil

Where would we be without ... Louis Sullivan, who gave us one of his masterpieces, the ornamented brick and terra-cotta Wainwright Building—one of the world's first skyscrapers.

war looked imminent, Dickson urged them to wait. Why it mattered: Dickson's Knights helped to deliver 70,000 slaves to freedom through the Underground Railroad. Later he became president of the Refugee Relief Board, which sheltered nearly 20,000 former slaves.

William Torrey Harris (1835–1909)



Who he was: The "philosopherking" of the St. Louis Public Schools. What he did: As superintendent of St. Louis schools, stressed the need to tame tiny "savages," by use of reason, into self-realization. Championed a free liberal-arts education in the late 1800s, when the wealthy owned the world of ideas. Why it mattered: The Harris in Harris-Stowe State University, he was partnered with Harriet Beecher for good reason: He saw education as a way out of many kinds of slavery.

Edward Butler (1838-1911)

Who he was: Democratic central committeeman known as "Colonel Ed," said by his contemporaries to be "the absolute ruler of Gilded Age St. Louis." What he did: Owned

Where would we be without ... Hiram Leffingwell, whose possible—or Albert Todd, who insisted that since the park would be permanent, "the territory

blacksmith shops, seven sometimes shoeing as many as 2,000 horses a week (everyone could recite his slogan: "No Frog, No Foot: No Foot, No Horse"). But Butler was also St. Louis' answer to Boss Tweed, grooming Democratic candidates and using ballotstuffers and straw election judges to skew the vote their way. One witness testified in 1874 that he'd seen a Fifth Ward judge "chew ballots and spit them onto the floor until



his jaw was swollen." Why it mattered: Butler took graft to a new level in St. Louis, and though reformers lessened the influence of his "dark lantern" political circle, they were unable to eradicate it.

Edward Mallinckrodt Sr. (1845-1928) and Edward Mallinckrodt Jr. (1878 - 1967)

Who they were: St. Louis-born, German-educated Edward Mallinckrodt Sr. co-founded G. Mallinckrodt & Company,

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Susan Blow (1843-1916)

Who she was: Daughter of wealth, well educated and traveled; a reformer, writer and lecturer. What she did: In 1873, opened the country's first successful kindergarten at the Des Peres School in Carondelet. In a light-filled room proportioned to the little rug rats, she exposed 68 poor and unruly children to creativity and culture, thereby preparing them to improve society. She ran the school, unpaid, for 11 years, then spread the idea of kindergarten throughout America. Why it mattered: A pioneer in urban education, Blow took the St. Louis public schools' reputation up a significant notch.

Manufacturing Chemists, in 1867, with his brothers, Otto and Gustav. They died young; the reins went to Edward Jr. in 1928. What they did: Established and led the first manufacturing chemical company west of Philadelphia. During WWI and WWII, Mallinckrodt manufactured narcotic analgesics for the troops and purified uranium for the Manhattan Project. The company remains a leading producer of both. Why it mattered: The good: While Mallinckrodt is now a billion-dollar division of Covidien, its headquarters remain in Hazelwood, and its radiology division still works diagnostic miracles for Barnes-

And what would St. Louis have looked like without ... former mayor John Darby, whose rant against the County Court's "exorbitant" taxation of burdened city dwellers and its "enormous, unjustifiable and scandalous waste of public money" triggered the 1876 separation of city from county.

Jewish and Wash. U. The bad: Traces of uranium, TNT and trichloroethylene linger around the company's former Weldon Spring plant, even after a 16year, \$1 billion cleanup effort.

Joseph Pulitzer (1847–1911)

Who he was: A lanky Hungarian

soldier manqué who immigrated to the U.S. and proved the pen could indeed be mightier than the sword What he did: Founded the St. Louis Post-Dispatch—and co-founded journalism as we know it. Why it mattered: Joseph Pulitzer, almost a century after his 1911 demise, remains a creature of confounding contrasts. During his lifetime, he both plumbed the depths of yellow journalism and scaled the heights of freedom of the press. St. Louisans slight his contribution to our great national dialogue at their own risk. "A cynical, mercenary, demagogic press will produce in time a people as base as itself," Pulitzer wrote in 1904—and his words still resonate.

David R. Francis (1850–1927)

Who he was: Kentucky-born, BMOC at Wash. U. and its law school. President, Louisiana Purchase Exposition Co.; head, Francis Bros & Co.; veep, Merchants-Laclede National Bank; director, Mississippi Valley Trust Co.; pres., Merchants' Exchange; Sec. of the Interior under Grover Cleveland; Ambassador to Russia (1916-18). The gym at Wash. U., the quad at Mizzou and a park in St. Louis Hills all carry his name. What he did: What didn't he do is easier. Came to St. Louis when he was 16, and from that time, he was connected to the city's social, commercial and political growth. The only man in history to be mayor of St. Louis (his tenure was noted for its integrity and efficiency) and governor of Missouri. Why it mattered: The 1904 World's Fair—Francis' baby—brought 20 million people to St. Louis, creating a touchstone and, say Fair-weary progressives, a tombstone.

Homer G. Phillips (1880–1931)

Who he was: Attorney. Activist. Die-hard Republican. Murdered waiting for a streetcar at Aubert Avenue and Delmar Boulevard on June 18, 1931 (unsolved). What he did: In 1915, he was one of a group of black professionals who appealed to the city for a hospital for blacks. The one granted, in 1918, was deemed "inadequate" from the get-go. Phillips led the



And could we perhaps have done without ... Alonso and Charles Slayback, who created the "Mystic Order of the Veiled Prophet of the Enchanted Realm," its elegant secrets used for decades to reinforce tradition—but also class lines and bigotry.

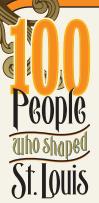
drive for \$1 million to erect a new hospital for blacks as part of a 1923 bond issue. His persistence led to construction of an Art Deco complex in the Ville neighborhood, where it operated until 1979, a symbol of pride to blacks and a political football for whites. **Why it mattered:** "Homer G." was dedicated in 1937 as the nation's biggest (685-

nation's biggest (685bed) and best hospital for the care of sick and poor blacks, and for the training of black nurses and doctors.



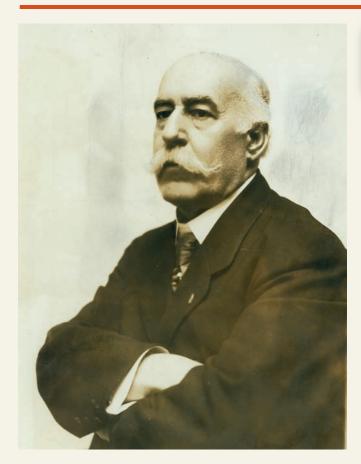
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Big Ideas: 1000-1045

he 20th century dawned here with all the glory of the first sunrise in Eden—and in many ways, its first 20 years still cast a long shadow over the present. The era's flash point came in 1904, when 19.7 million people attended the World's Fair and St. Louis became the first U.S. city to host the Olympics. The Saint Louis Art Museum and nascent Saint Louis Zoo were soon in place. The city's 150th anniversary was grandly fêted in Forest Park in 1914; two years later the city welcomed the Democratic national convention. But all this progress came at a cost: Coal smoke had begun to choke Forest Park's trees, and the city's waste had turned the River des Peres into an open sewer. It would take some big reforms from some big personalities to keep the whole enterprise afloat ...



Halsey C. Ives (1847–1911)

Who he was: Artist-turned-Wash. U. professor-turned-all-star civic arts player. Biggest roles: art department chair for the Chicago and St. Louis world's fairs and first director of the City Art Museum. What he did: Offered free drawing classes at Wash. U. in 1875; the public ate them up and demanded something bigger; the St. Louis School and Museum of Fine Arts was born. Why it mattered: Because that, too, grew, splitting into two lasting institutions—the City Art Museum (later the Saint Louis Art Museum) and Wash. U.'s School of Art. Ives secured special tax support for the former, making St. Louis the first U.S. city to have a municipally funded art museum. The next time you walk into SLAM without paying a penny, think of Ives.

Where would we be without ... John J. Cardinal Glennon, who led the archdiocese for 43 years (1903-1946), and whose last words, spoken after he fell ill in his native land of Ireland, were reportedly, "I belong to St. Louis."

John F. Queeny (1859–1933)

Who he was: Founder of Monsanto Chemical Works, named for his wife, née Olga Mendez Monsanto. What he did: Established the company 1901 to manufacture saccharin-then got elbowed out by Coca-Cola and turned to developing plant-derived chemicals such as caffeine and aspirin. Began manufacturing polymers in the 1930s; later produced uranium for the Manhattan Project. The company has since spun off its plastics and pharmaceuticals divisions to focus on its pioneering discoveries in biotechnology. Why it mattered: Monsanto, now a multinational corporation with revenues of \$7.3 billion in 2006, retains its world headquarters here and continues to survive environmentalists' scrutiny of its growth hormones and genetically modified crops.

John F. Wixford (1861–1935)

Who he was: An eccentric chemist and forgotten—thanks to the petty politics that got him fired—local hero. What he did: Transformed the



notoriously murky output of the city's waterworks into sparkling streams just days before the opening of the 1904 World's Fair. Why it mattered: Clarifying the water supply was the most important civic improvement effected in St. Louis during the Progressive Era, if not in the entire history of the city.

George Kessler (1862–1923)

Who he was: A landscape architect who threw himself into park plans for the World's Fair, then moved here permanently in 1910. What he did: Came up with a well-defined, well-connected system for accessing the city's 2,286 acres of parkland. Outlined "the

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Dwight Davis (1879-1945)

Who he was: One of the era's greatest tennis players, Davis established dozens of free tennis courts during his time as St. Louis parks commissioner—then leaped from civic politics to national prominence. What he did: Honed his skills growing up in St. Louis, founded the Davis Cup, captained the first U.S. Davis Cup team, represented the U.S. in the 1904 Olympics. Served as St. Louis parks commissioner from 1911 to 1916, then left to be U.S. Secretary of War; in 1929, was appointed governor-general of the Philippines. Why it mattered: The tennis courts he commissioned in St. Louis were the first municipal courts built in the United States, and he added baseball diamonds, golf courses and playgrounds to further this city's finest civic tradition: free entertainment.



Clay's words, "put the party of Abraham Lincoln on notice that the passive, accommodating behavior of Negroes was a thing of the past." Why it mattered: The Argus is a giant with 100 eyes, and its namesake was equally vigilant. The Mitchell brothers forced the Republican party to listen to blacks, and thanks to the league's support, Charles Turpin became St. Louis' first African-American elected official.

Wesley Winans Horner (1883–1958)

Who he was: Chief engineer for the city's Board of Public Service; reinventor of the River des Peres. What he did: When a major storm hit the city in 1915, the River des Peres (by then a polluted, waste-filled cesspool of a river) overran its banks, sweeping away homes and killing 11 people. An embarrassed Mayor Henry Kiel quickly commissioned Horner to make sure this never happened again. Using rainfall and runoff data, Horner

created a 10-part plan, lettered A-J, for rebuilding the river. This plan was approved in 1923 as part of what was then the largest city bond issue ever adopted in the United States. Why it mattered: By 1933 the river's makeover was complete, sparing western and southern St. Louis the prospect of even more devastating floods—a neat, if less than elegant, solution.

Where would we be without
... Charles Lindbergh,
who extracted enough
money from local power
brokers to buy himself a
plane and let the whole world
see the Spirit of St. Louis.

David P. Wohl (1886–1960)

Who he was: Founder of Wohl Shoe Company and a major philanthropist. What he did: Made his fortune with Wohl Shoe (which he sold to Brown Shoe Company in 1951) and served as the director of the Mercantile bank and trust company. Retired to a new

career-philanthropy. Donated to the Jewish Community Centers Association, the Girl Scouts and the Boy Scouts, Washington and Saint Louis Universities, whole handfuls of hospitals and cultural institutions-the list goes on. Why it mattered: The Wohl name is everywhere in this town: Girl Scouts at Camp Cedarledge in Pevely still get their badges at Wohl Lodge. Wash. U. students living in the dorms still get their meals at Wohl Center. And the center of life at the JCC is still the Carlyn H. Wohl Building.

Bernard F. Dickmann (1888–1971)

Who he was: A Marine veteran, real-estate broker and Exalted Ruler of the St. Louis Elks Lodge who shocked the city by winning the 1933 mayoral election—as a Democrat. St. Louis had been solidly Republican since 1909. What he did: Pushed through clean-air reforms, Homer G. Phillips Hospital and the decision to clear the riverfront

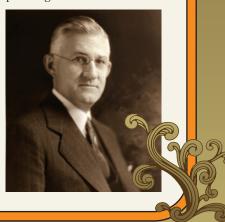
and create a Jefferson memorial. Why it mattered: The smoke in the city was so thick that the 1927 holiday season was nicknamed "Black Christmas," and by 1933 the aldermen had mandated coal-washing. Homer G. endeared Dickmann to the black community and solidified the Democrats' advantage. And the Arch took 30 years to plan as it was; if Dickmann hadn't started the ball rolling, we might still be dithering.

Sam (1888–1961) and Harold Koplar (1915–1985)

Who they were: A practical builder with a genius for numbers and an artistic son with a genius for people. What they did: Sam built the Chase Park Plaza Hotel, and Harold made it wildly fun and glamorous. Harold also founded KPLR and broadcast such classics as Wrestling at the Chase. Why it mattered: The Ritz is everywhere, the old Coronado's gone and the new one's not quite there yet. Every city needs a hotel of its own, one that's both elegant and a tiny bit decadent. And today's Chase is anchoring Maryland Plaza's renaissance.

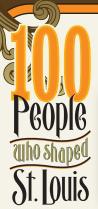
Harland Bartholomew (1889–1989)

Who he was: An engineer and urban planner who, as city planning commissioner from



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And we wish we'd never heard of ... Wayne Wheelin, who wrote a circular used by The United Welfare Association to get a city law passed that would keep blacks out of white neighborhoods. The ordinance was never put into effect; nonetheless, it reinforced the bigotry that divided St. Louis' neighborhoods.

1919 until 1950, inked the master plans that shaped 20thcentury St. Louis. A Modernist and technocrat who lusted after clean efficiency, he had scant patience for tradition. What he did: Sliced highways through the city, trying to wipe out blighted areas. Organized downtown's central business district. Made the Milles fountain and Babler Park happen. Pushed through zoning and reconfigured street patterns and land use (creating neighborhood parks, but destroying some of our finest historic homes). Why it mattered: Because he was all about cars. Bartholomew loved the future, and he made some brilliant changes (like recommending the Bi-State agency), but he was a tad cavalier about context and historic preservation.

Margaret G. Smith, M.D. (1896–1970)

Who she was: A pathologist who joined the Wash. U. faculty in 1929. What she did: Isolated two killer viruses: the salivary gland virus, which killed infants, and the St. Louis encephalitis virus. During the 1933 St. Louis encephalitis epidemic, she found a virus, undetectable even under a microscope, in victims' corpses; in the 1937 epidemic, she traced the cause to a mite infesting first chickens and then children. Why it mattered: Simply put, she saved lives.

Jordan "Pop" Chambers (1897–1962)

Who he was: The father of black politics in St. Louis. Upon his death in 1962, President Kennedy and Lyndon Johnson both wired their sympathies to Chambers' widow. What he did: Led African-American voters out of the Republican and into the Democratic party in the 1930s. His political philosophy was a precursor to the Black Power movement: He said African-Americans needed to unify themselves economically and politically, rather than merely push for desegregation. He used his nightclub, The Rivierawhere a very young Miles Davis performed—to make deals and maintain his political base. Why

it mattered: He bum-rushed St. Louis' white power structure, forcing local government to take a quantum leap.

Josephine Baker (1906–1975)

Who she was: Vaudeville star, Art Deco muse, clown, Queen of the Folies Bergères, French Resistance courier, adoptive mother to a "Rainbow Tribe" of 12, idealist, force of nature ... What she did: Helped ignite the Jazz Age in Europe with her sensual stage act at the Folies Bergères, where she danced in a girdle of bananas; after becoming one of Europe's biggest stars, she used her fame to bolster the civil rights movement, returning to America to speak at the March on Washington alongside Martin Luther King Jr. She remarked that the crowd was "salt and pepperjust what it should be." Why it mattered: Baker fled St. Louis because it represented "fear and humiliation" to her, but returned in 1952 to perform at the Kiel. The Post-Dispatch buried news of her performance

on the crime pages, but she dazzled her small audience—and never performed in St. Louis again. Her refusal to play segregated venues was a powerful symbol for African-Americans—especially in her racially divided hometown.

Dizzy Dean (1910–1974)

Who he was: St. Louis Cardinals pitcher with a knack for a great quote: "It ain't braggin' if you can back it up"; "The doctor X-rayed my head and found nothing." What he did: Dean led the N.L. in complete games in four consecutive seasons (1933-36), in strikeouts in four consecutive seasons (1932-35), in shutouts twice (1932 and 1934) and was voted MVP in 1934. Why it mattered: Because Diz was a legend, what Red Smith called a natural phenomenon, "like the Grand Canyon or the Great Barrier Reef." Inducted into the Hall of Fame, Dean was the last pitcher to win 30 games until 1968. A member of the legendary Gashouse Gang, he epitomized the Cardinals' glory days.



David R. Calhoun Jr. (1902–1974)

Who he was: A native with a firm grip on St. Louis politics, Calhoun used his salesmanship and connections to pull for progress. What he did: After rising through the ranks at Ely & Walker and Walker Textile (the "Walker" there is the same as in "George Walker Bush"), Calhoun sold himself into a new job: president of the St. Louis Union Trust Co. One of the original eight Civic Progress members, he was a major force behind the United Fund, the St. Louis Chamber of Commerce and numerous civic institutions. Why it mattered: Calhoun used his powers of persuasion for the good of the city. When two of his Jewish friends wished to join the St. Louis Club, he made it clear that either the Jews were in or he was out-and if he was out, he'd take everyone else with him. His friends got in.

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