

Mr. Stiles
Intervention Class
Week 1
Worksheet Wonder

Monday-The Erie Canal

Tuesday-J.P. Morgan

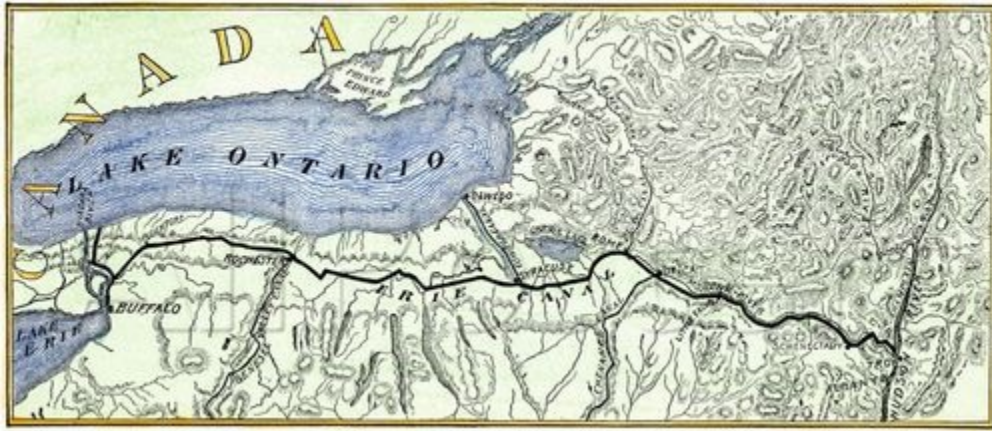
Wednesday-Cornelius Vanderbilt

Thursday-Fort Sumter and the First Shots of the Civil War

Friday-Henry Ford

Westward Expansion - The Erie Canal

by ReadWorks



map of Erie Canal, circa 1840

"Ladies and Gentlemen, I speak to you today of a grand idea. Dream with me for a second. Imagine being able to travel inland in this fine state of New York without having to risk the treacherous Appalachian Mountains. Imagine a way to travel from Albany all the way to Buffalo. Imagine the benefit such transportation would bring to our lives and our commerce. The idea, ladies and gentlemen, is a canal: The Erie Canal."

In 1808, future Governor of New York, DeWitt Clinton, proposed this grand idea. He spoke to the people of New York about building a canal between Albany and Buffalo. The canal would connect the Hudson River to Lake Erie. When he was elected governor, DeWitt Clinton made his idea happen. On July 4, 1817, the project began.

The canal would be very difficult to build. It would have to travel downhill and uphill. How can water flow uphill? The greatest engineers in America were employed to solve this problem. They constructed a series of locks to carry cargo ships. With locks, water can travel uphill. The locks are like elevators in the middle of the canal. They lift all of the water with them so that the ship floats the whole time. When the elevator lifts to the next level, the door of the lock opens up and lets the ship out into the canal without losing any water. The locks on the Erie Canal lift the ships anywhere from 6 to 40 feet.

Most of the workers who built the canal were Irish immigrants. They were paid 80 cents per day. Originally, the Erie Canal was only 4 feet deep. By 1862 it had been dug to 7 feet. The canal did not need to be really deep because it carried mostly barges, or flat bottom storage

boats. Today the canal is around 12 feet deep and is mostly used for recreational purposes and for fun.

On November 4, 1825, the canal was finished. Was the canal worth eight years of hard labor? Well, before the canal, people paid about 100 dollars to ship one ton (2,000 pounds) of goods from Buffalo, New York to New York City. After the completion of the canal, the same shipment cost only 4 dollars!

Name: _____ Date: _____

1. What was the "grand idea" that Governor Dewitt Clinton proposed?
 - A. He proposed the transcontinental railroad.
 - B. He proposed building the Erie Canal.
 - C. He proposed building larger ships to carry cargo.
 - D. He proposed a trail over the Appalachian Mountains.

2. Why does the author say that the Erie Canal was "worth 8 years of hard work"?
 - A. It lowered the cost of shipping a ton of goods from \$100 to \$4 a ton.
 - B. It allowed people to communicate over long distances.
 - C. Trains could travel from Albany to Buffalo.
 - D. The Appalachian Mountains were tamed.

3. All of the following statements about locks are true except
 - A. Locks are like elevators in the middle of the canal.
 - B. Locks lift all of the water with the boat, which allows it to continue to float.
 - C. Locks on the Erie Canal lift boats anywhere from 6 to 40 feet.
 - D. Locks prevent ships from moving through the canal.

4. Locks on the Erie Canal were compared to
 - A. a train.
 - B. an airplane.
 - C. a horse
 - D. an elevator.

5. When the Erie Canal was originally 4 feet deep. How many feet deeper is it today?
 - A. 2 feet
 - B. 3 feet
 - C. 8 feet
 - D. 12 feet

6. What were two positive effects of the Erie Canal?

7. After the canal was completed it was much less expensive to ship goods from Buffalo, New York to New York City. Who do you think would have benefitted from the lower shipping costs?

8. The question below is an incomplete sentence. Choose the word that best completes the sentence.

First, the Erie Canal was dug 4 feet deep, and then it was dug to 7 feet deep, and _____ to 12 feet deep.

- A. finally
- B. but
- C. last
- D. because

People Who Built America: Morgan

by Noah Remnick



John Pierpont Morgan was born on April 17, 1837 into a wealthy family in Hartford, Connecticut. His father was a banker, and young J.P., as he came to be known, lived in fancy houses and went to the best schools. Education was prized in the Morgan family. Indeed, one of Morgan's relatives, James Pierpont, helped to found Yale University in New Haven, Connecticut, not far from the family's home. Young J.P. graduated from high school in Boston. He then studied French and German in Europe before returning home in 1857 to follow in his father's footsteps and begin a career in banking and finance. In time, J.P. Morgan would become one of the most successful and famous bankers in the world.

As a banker, Morgan often helped to finance, or loan money to, different businesses and enterprises. But he came to dominate two industries in particular: the railroad and steel industries. In the late 1800s, railroad companies were expanding at a rapid pace, connecting areas of the country that had been isolated and opening new opportunities for commerce and travel. But some of the railroad companies grew too quickly and didn't create good business plans. The railroad industry was in danger of falling apart just when the country's economy needed it most.

Amidst the chaos, J.P. Morgan saw a financial opportunity. He stepped in, helped to reorganize the failing railroads and to fund them in exchange for a share, or stock, in the companies. Eventually, he controlled about one sixth of the nation's railroads and their profits. J.P. Morgan had become one of the wealthiest men in the nation and the world.

In 1901, Morgan had shifted his interest from railroads to the steel industry. That year, another extraordinarily wealthy man, Andrew Carnegie, decided to sell his vast holdings in the steel industry. The price was steep, but Morgan was eager. He bought the Carnegie Steel Company for about \$480 million and merged it with his other steel companies, creating U.S. Steel, the first billion-dollar corporation in the world. But Morgan did not stop there. He helped to create or finance other major American companies, including General Electric and American Telephone and Telegraph, now known as AT&T.

Morgan's formula for making money was to buy struggling companies, cut costs, reorganize how they were structured, and find new customers. He was so successful that businessmen sought him out for advice and to invest in their companies.

Despite his extensive wealth, Morgan did not only use his money and power for personal gain. Several times Morgan stepped in to help the United States government when it faced financial disaster. In 1895, for example, he was the leader of a group of bankers who loaned the federal government around \$60 million. In 1907, as several major American financial institutions faced imminent failure that could jeopardize the entire nation, Morgan held a meeting of the nation's leading bankers and financiers. He persuaded them to bail out the failing companies for the sake of the country as a whole.

Although he was praised for his patriotism, some people criticized Morgan for having too much control over the country's finances. They accused him of using his influence in the government, and the goodwill he generated by helping out during different crises, to make more money for himself. These critics feared that in amassing such wealth and control over so much of the country's natural resources and businesses, J.P. Morgan could exercise too much control over the country's leaders and its future.

J.P. Morgan also had many interests outside of business. He loved art and books, and collected both with enthusiasm. He accumulated one of the largest, most prestigious, and most valuable art collections in the world, filled with masterpiece paintings and sculptures. He also collected rare books and manuscripts, which today are housed in the Morgan Library and Museum in New York City.

Morgan's influence on New York and the world included the media, as he had a hand in molding perhaps the greatest newspaper in the country or the world, The New York Times. In 1896, Adolph Ochs, who owned the Chattanooga Times, borrowed money from Morgan to purchase The New York Times, which was then financially unstable and failing. With Morgan's backing, Ochs reorganized the paper's finances and newsroom, building what is still a newspaper of the highest reporting and writing standards.

J.P. Morgan died on March 31, 1913 while on a trip to Rome, Italy. The New York Stock Exchange was closed until noon on the morning of his funeral. The family business that was begun by J.P. Morgan's father and passed on to him then passed on to J.P. Morgan's son, J.P. Morgan, Jr. The family dynasty continued.

Name: _____ **Date:** _____

1. What did J.P. Morgan begin a career in after returning home from Europe in 1857?

- A. banking and finance
- B. writing and editing
- C. engineering and architecture
- D. politics and public service

2. What sequence of events does the text describe?

- A. the sequence of events in the life of Adolph Ochs
- B. the sequence of events in the life of James Pierpont
- C. the sequence of events in the career of Andrew Carnegie
- D. the sequence of events in the career of J.P. Morgan

3. Read these sentences from the text:

"In the late 1800s, railroad companies were expanding at a rapid pace, connecting areas of the country that had been isolated and opening new opportunities for commerce and travel. But some of the railroad companies grew too quickly and didn't create good business plans. The railroad industry was in danger of falling apart just when the country's economy needed it most.

Amidst the chaos, J.P. Morgan saw a financial opportunity. He stepped in, helped to reorganize the failing railroads and to fund them in exchange for a share, or stock, in the companies."

Based on this evidence, what might have happened to the railroad industry if J.P. Morgan had not stepped in?

- A. The railroad industry might have become too powerful.
- B. The railroad industry might have created better business plans.
- C. The railroad industry might have helped improve the U.S. economy.
- D. The railroad industry might have fallen apart.

4. Read this sentence from the text:

"...critics feared that in amassing such wealth and control over so much of the country's natural resources and businesses, J.P. Morgan could exercise too much control over the country's leaders and its future."

What evidence in the text shows the control that J.P. Morgan exercised over his country's leaders and its future?

- A. "In 1901, Morgan had shifted his interest from railroads to the steel industry."
- B. "Morgan's formula for making money was to buy struggling companies, cut costs, reorganize how they were structured, and find new customers."
- C. "Several times Morgan stepped in to help the United States government when it faced financial disaster."
- D. "J.P. Morgan also had many interests outside of business. He loved art and books, and collected both with enthusiasm."

5. What is the main idea of this text?

- A. After J.P. Morgan graduated from high school, he studied French and German in Europe.
- B. J.P. Morgan became an extremely wealthy and influential banker.
- C. J.P. Morgan bought the Carnegie Steel Company for about \$480 million.
- D. J.P. Morgan had many interests outside of business, such as art and literature.

6. Read these sentences from the text:

"Morgan's influence on New York and the world included the media, as he had a hand in molding perhaps the greatest newspaper in the country or the world, The New York Times. In 1896, Adolph Ochs, who owned the Chattanooga Times, borrowed money from Morgan to purchase The New York Times, which was then financially unstable and failing. With Morgan's backing, Ochs reorganized the paper's finances and newsroom, building what is still a newspaper of the highest reporting and writing standards."

What does the phrase "had a hand in molding" mean here?

- A. had a problem with
- B. was involved in developing
- C. shaped clay with his hands
- D. was opposed to changing

7. Read these sentences from the text:

"J.P. Morgan also had many interests outside of business. He loved art and books, and collected both with enthusiasm."

How could the second sentence be rewritten to strengthen its connection with the first?

- A. For example, he loved art and books, and collected both with enthusiasm.
- B. In the end, he loved art and books, and collected both with enthusiasm.
- C. Previously, he loved art and books, and collected both with enthusiasm.
- D. However, he loved art and books, and collected both with enthusiasm.

8. Read this sentence from the text:

In 1907, as several major American financial institutions faced imminent failure that could jeopardize the entire nation, Morgan held a meeting of the nation's leading bankers and financiers.

What did Morgan persuade the bankers and financiers to do?

9. What did Morgan's critics accuse him of using his influence in the government to do?

10. Explain whether or not Morgan had too much influence on the government.

Support your answer with evidence from the text.

People Who Built America: Vanderbilt

by Noah Remnick



Cornelius Vanderbilt was a man of vast wealth and power who began life as the son of a poor seaman living on Staten Island, in New York City. When Cornelius was born in 1794, fewer than 20 years after the American Revolution, people moved from place to place by walking, riding horses and donkeys, or sailing waterways on vessels powered by the wind. By the time he died in 1877, Cornelius Vanderbilt had made a fortune on the transportation revolution, owning and operating railroads and steamboats that changed the face of America.

When Cornelius was a mere 11 years old, one of his eight siblings died and he dropped out of school to help his father with his modest boat business. At age 16, Cornelius bought his first sailboat by using money he earned from landscaping. He began a ferry business, conveying people and goods between Staten Island and Manhattan. He expanded his business by charging less than his competitors, even if that meant he earned less of a profit.

His reputation as a businessman and seaman grew. In 1812, when the United States and Britain went to war over maritime and trade rights, Vanderbilt procured the contract to supply the forts stationed in New York Harbor. His small fleet of ships ferried food, munitions, and soldiers to the American forts. His activities during the war earned him the nickname "The Commodore," a moniker that stuck throughout his life.

With the money he earned during the war, Vanderbilt bought more sailing ships and expanded his business. Soon he recognized that the days of sailing ships as the heart of commercial and personal travel were waning. Steamships were becoming the cutting-edge force in transportation. In 1818, Vanderbilt went to work for Thomas Gibbons, who ran a steamboat ferry service between New York City and New Brunswick, New Jersey.

In 1829, Vanderbilt decided the time was right to strike out on his own. He bought his own fleet of steamboats and began plying the Hudson River. As with his first sailboat, Vanderbilt's main tactic for making money was to charge extremely low fares to attract customers, driving his competition out of business. Soon he was running steamship ferry services between New York City and other towns in New England and along the Long Island coast.

The industrial revolution brought increased commercial activity to the United States in the 1830s, and Vanderbilt once again seized the opportunity to expand his own business. He owned more than 100 steamships and used them to connect New England factories with the emerging railroad system in the United States. Soon, he was managing some of the railroads, and, in short order, he began buying the railroads. By the 1860s, Vanderbilt was a major force in the railroad industry. Once again, he used low fares to lure customers from his competitors, increasing his power in the industry.

The railroads and steamboats Vanderbilt owned enriched his own coffers, making him one of the richest men in America, and indeed the world, but they also allowed for personal travel and commercial transport that built businesses across the country.

Cornelius Vanderbilt had come a long way from his modest roots on Staten Island. And yet, unlike many of the industrialists to follow him, Vanderbilt was not a particularly philanthropic man. While he did not live extravagantly, he also did not donate much money to charitable causes. He did not see his wealth as a means of improving the lives of others.

There were two notable exceptions to Vanderbilt's stinginess. When the American Civil War began in 1861, Vanderbilt donated his namesake steamship, the Vanderbilt, to the Union Navy. He spent more than \$1 million outfitting the ship to be battleworthy. And indeed, the ship was a critical force in helping to neutralize the Alabama, a Confederate ship.

After the war, Vanderbilt donated \$1 million to endow a university in the South, an attempt to repair relations between North and South and to help the ravaged former confederacy to recover from the Civil War. The university was eventually named for Vanderbilt, and today it is one of the nation's academic gems.

Vanderbilt spent most of his life in New York, although he resented the fact that the wealthiest and most prominent members of New York society never fully accepted him, as they considered him rough and ill-mannered socially. He helped to fund the building of Grand Central Depot in New York City, a hub of train transportation for the region, but he never demonstrated the philanthropic generosity of many of his peers.

Vanderbilt died in 1877 and left behind an estate then valued at \$100 million. Today that would be worth well over \$100 billion. He was buried in a cemetery not far from his childhood home. After 82 years, the Commodore returned to the shore from which he first set sail.

Name: _____ Date: _____

1. Cornelius Vanderbilt owned and operated railroads. What else did he own and operate?

- A. automobiles
- B. airplanes
- C. elevators
- D. steamboats

2. The text describes how Vanderbilt was able to get customers. If you think of Vanderbilt getting customers as an effect, what was the cause?

- A. the low fares Vanderbilt charged
- B. the goods Vanderbilt conveyed between Staten Island and Manhattan
- C. people who rode horses and donkeys
- D. the trade rights that the U.S. and Britain went to war over

3. Vanderbilt was a skillful businessman.

What evidence in the text supports this conclusion?

A. "In 1829, Vanderbilt decided the time was right to strike out on his own. He bought his own fleet of steamboats and began plying the Hudson River. As with his first sailboat, Vanderbilt's main tactic for making money was to charge extremely low fares to attract customers, driving his competition out of business. Soon he was running steamship ferry services between New York City and other towns in New England and along the Long Island coast."

B. "...unlike many of the industrialists to follow him, Vanderbilt was not a particularly philanthropic man. While he did not live extravagantly, he also did not donate much money to charitable causes. He did not see his wealth as a means of improving the lives of others."

C. "There were two notable exceptions to Vanderbilt's stinginess. When the American Civil War began in 1861, Vanderbilt donated his namesake steamship, the Vanderbilt, to the Union Navy. He spent more than \$1 million outfitting the ship to be battleworthy. And indeed, the ship was a critical force in helping to neutralize the Alabama, a Confederate ship."

D. "After the war, Vanderbilt donated \$1 million to endow a university in the South, an attempt to repair relations between North and South and to help the ravaged former confederacy to recover from the Civil War. The university was eventually named for Vanderbilt, and today it is one of the nation's academic gems."

4. "Revolution" can mean a big change in the way people do things. Based on the evidence in the text, what might the "transportation revolution" have been?

- A. the change from transportation on horses and donkeys to transportation on ships powered by the wind
- B. the change from transportation on horses and sailboats to transportation by railroad and steamboat
- C. the change from transportation on horses and sailboats to transportation on donkeys and rafts
- D. the change from transportation on ships powered by the wind to transportation on horses and donkeys

5. What is the main idea of this text?

- A. In 1861, Cornelius Vanderbilt donated his namesake steamship, the Vanderbilt, to the Union Navy.
- B. Unlike many of the industrialists who followed him, Cornelius Vanderbilt was not a particularly philanthropic man.
- C. Cornelius Vanderbilt made a lot of money by owning and operating railroads and steamboats.
- D. Cornelius Vanderbilt resented the fact that the wealthiest members of New York society never fully accepted him.

6. Read these sentences from the text:

"Cornelius Vanderbilt had come a long way from his modest roots on Staten Island. And yet, unlike many of the industrialists to follow him, Vanderbilt was not a particularly philanthropic man. While he did not live extravagantly, he also did not donate much money to charitable causes. He did not see his wealth as a means of improving the lives of others."

Based on these sentences, what does the word "philanthropic" mean?

- A. healthy
- B. violent
- C. generous
- D. talkative

7. Read this sentence from the text:

"Vanderbilt spent most of his life in New York, although he resented the fact that the wealthiest and most prominent members of New York society never fully accepted him, as they considered him rough and ill-mannered socially."

What word could replace "as" in this sentence without changing its meaning?

- A. because
- B. meanwhile
- C. otherwise
- D. obviously

8. Vanderbilt's railroads and steamboats allowed for personal travel and commercial transport. What did this travel and transport help build across the country?

9. What did Vanderbilt donate \$1 million to endow, or fund?

10. The title of this text is "Men Who Built America: Vanderbilt." Explain how Cornelius Vanderbilt helped build America.

Slavery, the Civil War & Reconstruction: Fort Sumter and the First Shots of the Civil War

by ReadWorks



Bombardment of Fort Sumter

In 1860, Lincoln was elected President. Not one single Southern state voted for him. Between the time he was elected and the time he took office, seven Southern states seceded from the union. South Carolina left first. Not long afterwards, Florida, Alabama, Georgia, Mississippi, Louisiana, and Texas joined South Carolina.

In his first address to the country, Lincoln reminded everyone of his main goal: to preserve the Union. He said that his duty was to keep the states united. Everyone knew that this would mean war. The Northern states would fight to win the Southern states back. Lincoln was telling the *rebel* states that they could not simply leave the Union without any consequences.

However, four Southern states had not yet left the Union. These were Virginia, Arkansas, Tennessee, and North Carolina. Lincoln wanted them to stay a part of the Union. He wanted to buy time for himself and avoid any conflict for as long as possible. Once conflict began, he knew these states would probably join the Confederacy. But Lincoln did not have as much time as he had hoped.

A United States fort was located in South Carolina. Fort Sumter had not received supplies for a long time. The men there had very little left to eat. South Carolina would not even allow food to be brought to the fort because South Carolina believed that Fort Sumter no longer belonged to the U.S. Lincoln knew he could not let this fort collapse. It was one of the last strongholds of Northern power in the South. He had to send a supply ship.

South Carolina saw the ship coming. The state decided to interpret the move as an act of aggression, even though the supply ship had no intention of firing. Before the ship even arrived in South Carolina, the South Carolina troops fired on Fort Sumter. South Carolina demanded that the fort surrender. Because of this event, the Civil War had begun. In the months to come, United States would confront its biggest war yet - a war over slavery, unity, and identity.

Name: _____ **Date:** _____

1. A rebel is someone who

- A. fights for their country.
- B. tries to find peaceful solutions.
- C. fights against the government.
- D. runs for government office.

2. Why didn't South Carolina allow food to be brought to Fort Sumter?

- A. South Carolina thought it was poisoned.
- B. Fort Sumter didn't want to accept food from President Lincoln.
- C. South Carolina felt the fort should no longer belong to the government of the North.
- D. They actually did allow food to be brought to Fort Sumter.

3. What is considered to be the beginning of the Civil War?

- A. When Abraham Lincoln was elected President
- B. When seven southern states left the union
- C. When South Carolina fired on Fort Sumter
- D. When President Lincoln declared war

4. Which of the following events happened first?

- A. South Carolina fires on the Fort Sumter supply ship.
- B. Florida, Alabama, Georgia, Louisiana and Texas seceded from the Union.
- C. The supply ship arrives in Fort Sumter.
- D. Lincoln was elected President.

5. The passage "Fort Sumter and the First Shots of the Civil War" is mostly about

- A. military strategy during the Civil War
- B. a speech Lincoln gave at Fort Sumter
- C. how the Civil War started
- D. slavery in South Carolina

6. Why did Lincoln decide to send a supply ship to Fort Sumter?

7. Explain why, during the Presidential election of 1860, none of the southern states voted for President Lincoln.

8. The question below is an incomplete sentence. Choose the word or phrase that best completes the sentence.

Though President Lincoln wanted to avoid war, _____ he decided to fight.

- A. sometimes
- B. never
- C. likely
- D. ultimately

People Who Built America: Ford

by Noah Remnick



Henry Ford was born on July 30, 1863, on his family's farm in Dearborn, Michigan, a few miles outside of Detroit. The oldest of the family's six children, Henry came of age soon after the Industrial Revolution, and he quickly developed a love for machines. During his adolescence, Henry often walked around with nuts and bolts in his pockets, and he turned into a skilled repairman. After his father gave him a pocket watch, young Henry took it apart and reassembled it many times over. Soon people from all over town were approaching Henry - a mere teenager - to fix their broken timepieces, and he learned the fundamentals of machine design this way. As his interest grew, Henry brought his friends together to build basic water wheels and steam engines, even seeking out the men who built full-sized steam engines to learn more. This blend of curiosity, diligence, and leadership would take Henry to places he could hardly imagine growing up on his family farm.

Tragedy struck the Ford family when, in 1876, Henry's mother, Mary, died. Young Henry was heartbroken, and he spent the next few years with his family in Dearborn. Although his father expected him to take over the family farm, Henry did not find satisfaction in farming. In 1879, he left for Detroit, where he pursued his interest in machinery as an apprentice for a number of

manufacturers. One of Henry's first employers was the Flowers Brothers Machine Shop, where he earned \$2.50 a week for shaping brass valves on a milling machine. He later worked at the Michigan Car Company and the Detroit Dry Rock Company, among other manufacturers. Henry returned home in 1882 to operate and service portable steam engines used by farmers. In time, he was hired by Westinghouse, the company that manufactured portable steam engines.

In 1888, Ford married Clara Ala Bryant, and they moved to Detroit in 1891. Hoping to learn about electricity, Ford began to work as an engineer for the Edison Illuminating Company; by 1896, he had risen to become the Company's chief engineer. But Ford's work did not stop when he left the office. Outside of work, Ford was hard at work trying to build a horseless carriage, and after two years of experiments, his creation was complete. On June 4, 1896, Ford unveiled the Quadricycle, a pure ethanol-powered motor car fixed to four bicycle wheels, which drew a crowd as he test drove the contraption through the streets of Detroit.

Energized by his success and encouraged by investors, Ford got to work on more advanced models and even received financial backing for a company to manufacture and sell horseless carriages. Lacking business experience, Ford faced some initial struggles, and the new company failed, along with a second company. But Ford would not give up on his mission to make great automobiles, so he got to work on some of his boldest ideas yet. To prove the ability of his products, Ford entered one of his cars into a race, which he won. He then proceeded to build an even faster model that set an American speed record. These high-profile successes brought Ford a great deal of attention, and soon investors were knocking at his door once again. On June 16, 1903, Ford incorporated his third enterprise, Ford Motor Company - and this one was here to stay.

The Ford Motor Company began manufacturing several different types of cars, and, in 1907, the \$600 Model N became the country's most popular automobile. Ford was thrilled by his company's success, but he wouldn't stop there. On October 1, 1908, Ford introduced the Model T, also called the "Tin Lizzie," an easy-to-drive and affordable new car that sold for \$950. The new model was such a huge hit that, within mere months, the company had to put new orders on a hiatus. But that wouldn't last for long. In 1910, the Ford Motor Company opened a massive new factory in Highland Park, Michigan, just north of Detroit. Ford was determined to increase production and lower costs. In 1913, he found his answer: a moving assembly line for automobiles. Assembly lines were nothing new, but never before had they used conveyor belts to move the parts, and this innovation dropped production time from 728 minutes to 93 minutes by 1914, and eventually to a mere 24 seconds. This allowed Ford to lower the price of the Model T to \$360, only increasing the car's popularity. With more work came more workers, as Ford hired tens of thousands of people to help keep up with the high demand, and even doubled wages to \$5 per day.

On December 30, 1918, Henry Ford resigned from the presidency of the Ford Motor Company, with his 25-year-old son Edsel taking his place. While Edsel was president in name, Henry was still quite influential. Soon after, the Ford family took complete control of the company. In 1927, given the enormous success of the Model T, Ford announced the production of a new vehicle: the Model A. That same year, Ford announced another crucial innovation: the River Rouge factory complex. This new production center was vertically integrated, meaning that the cars built in the factory were put together using raw materials from the Ford Motor Company itself, rather than from foreign suppliers. Soon after, in 1932, Ford introduced V8 engine, a lightweight and inexpensive model.

Ford's business was a huge success, but that did not prevent struggles. After years of dominating the competition, by 1936 the Ford Motor Company found itself in third place in the American market.

behind both General Motors and Chrysler Corporation. Additionally, during the Great Depression, Ford was forced to lower wages and lay off nearly half of his workers. The labor problems continued for another decade, as the United Auto Workers Union engaged the Ford Motor Company in a bitter battle over the right to organize, wages, and working conditions. Ford was outraged, but after years of fighting, in 1941, he signed a union contract. A few years later, on April 7, 1947, Ford died of a cerebral hemorrhage on his estate in Dearborn, Michigan. He was 83 years old. In his final years, the company continued to struggle in trying to regain its dominance in the American market.

In his lifetime, Ford was also not without controversy outside of the company. His expression of anti-Semitic views is probably the most infamous of his actions. In 1920, he published a series of anti-Semitic articles in *The Dearborn Independent*, a newspaper he owned. For the next two years, the articles were reprinted in brochures and even compiled in a book called *The Independent Jew*. In 1927, Ford was sued over his articles, and it was settled out of court. Ford formally apologized, retracted his attacks, and sold the newspaper. By then, however, *The Independent Jew* had been published all around the world, and later the Nazi Party in Germany had nothing but praise for Ford. In 1938, Ford even accepted a birthday gift with a personal congratulations from Hitler.

Despite controversies around Ford and his company, the empire that he built lives to this day, and his work in the automobile industry changed American society in profound ways. The affordable Model T allowed millions to become car owners, transforming the way Americans lived their lives. With the rise in car culture came the growth of the suburbs, the national highway system, and the country that saw endless possibilities of the open road.

Name: _____ **Date:** _____

1. What did Henry Ford quickly develop a love for?

- A. farming
- B. machines
- C. assembly lines
- D. money

2. What sequence of events does the text describe?

- A. the sequence of events in the history of the Chrysler Corporation
- B. the sequence of events in the history of General Motors
- C. the sequence of events in the life of Henry Ford
- D. the sequence of events in the life of Clara Ala Bryant

3. Henry Ford was curious and diligent.

What evidence in the text supports this claim?

- A. Building a horseless carriage took Henry Ford two years of experimentation.
- B. Henry Ford resigned from the presidency of the Ford Motor Company in 1918.
- C. During the Great Depression, Henry Ford was forced to lay off nearly half of his workers.
- D. Henry Ford died of a cerebral hemorrhage at the age of 83 on his estate in Dearborn, Michigan.

4. Henry Ford was resourceful and innovative.

What evidence in the text supports this claim?

- A. Henry Ford's heartbreak over the death of his mother
- B. Henry Ford's employment at the Flowers Brothers Machine Shop
- C. Henry Ford's use of a moving assembly line for automobiles
- D. Henry Ford's battle with the United Auto Workers Union

5. What is the main idea of this text?

- A. Henry Ford was born on July 30, 1863, on his family's farm in Dearborn, Michigan, a few miles outside of Detroit.
- B. Throughout Henry Ford's lifetime, he and his company faced numerous battles and controversies.
- C. On October 1, 1908, Ford introduced the Model T, an easy-to-drive car that sold for \$950.
- D. Henry Ford was an innovator whose work in the automobile industry changed American society.

6. Read these sentences from the text.

In 1910, the Ford Motor Company opened a massive new factory in Highland Park, Michigan, just north of Detroit. Ford was determined to increase production and lower costs. In 1913, he found his answer: a moving assembly line for automobiles. Assembly lines were nothing new, but never before had they used conveyor belts to move the parts, and this **innovation** dropped production time from 728 minutes to 93 minutes by 1914, and eventually to a mere 24 seconds.

Based on these sentences, what does the word "**innovation**" mean?

- A. a new way of doing things
- B. a widely used product
- C. a dangerous business practice
- D. a slow method of communicating

7. Read these sentences from the text.

On December 30, 1918, Henry Ford resigned from the presidency of the Ford Motor Company, with his 25-year-old son Edsel taking his place. While Edsel was president in name, Henry was still quite influential.

What word or phrase could replace "While" in the second sentence without changing the sentence's meaning?

- A. Until
- B. Since
- C. Because
- D. Even though

8. What was the easy-to-drive and affordable car that Ford introduced in 1908?

9. Describe the impact that the Model T had on American society.

Include at least three pieces of information from the text.

10. The title of this text is "People Who Built America: Ford." Explain how Henry Ford helped build America.

Support your answer with evidence from the text.