

South and North Dakota west of the Missouri River) established by the 1868 Fort Laramie Treaty, of which Red Cloud was the most important signatory.

The last three chapters (excluding the author's concluding remarks) cover Red Cloud's agency life after 1878 at the newly established Pine Ridge Reservation, finally situated on the Great Sioux Reservation. McDermott concisely sifts through the well-studied 1878–1889 period of catastrophic land losses: the Black Hills in 1877 and dismemberment into six smaller Sioux reservations in 1889. After 1889, Pine Ridge Lakotas sadly forgot their great leader, and Red Cloud died in 1909 an impoverished Lakota.

McDermott emphasizes two of Red Cloud's crucial qualities: after 1868 he dedicated his life to peace with non-Indians, and he spent his whole life defending Lakota traditional ways.

In this marvelously researched study, McDermott provides a clear and concise narrative. I agree with his positive assessments of Red Cloud, but we still need a culturally sophisticated biography of the Lakota chief. Red Cloud deserves an interpretation that explains why he was in fact so greatly revered as the Oglalas' agency leader: every political battle he fought and every decision he made was predicated on the long-term interest of his people, not his own fortunes. That is what great tribal leaders do.

*Out Where the West Begins: Profiles, Visions, and Strategies of Early Western Business Leaders*, by Philip F. Anschutz. Denver: Cloud Camp Press, 2015. 392 pp. Illustrations, maps, bibliography, index. \$34.95 hardcover.

Reviewer J. T. Murphy is professor of history at Indiana University South Bend. His research and writing have focused on the military history of the nineteenth-century U.S. West, the Oregon Trail, and frontier settlement, among other topics.

In his initial sentence, Philip F. Anschutz asks, "*Who created the American West?*" (13). Because he is a successful, Denver-based, corporate executive ranked 108th on *Forbes Magazine's* list of the world's billionaires, the answer seems simple enough—people like him. "It will come as no particular surprise to my friends," he writes, admitting this conceit, "that I selected entrepreneurs and businessmen to write about" (14). *Forbes* scores Anschutz's wealth as primarily self-made. He grew up in western Kansas, where his mother was a teacher who inspired his interest in history and the arts (he dedicates this book to her); his father, an oilfield wildcatter, laid the groundwork for his future business career. From his start in the oilfields, he expanded his corporation to include enterprises associated with the modern American West. He

purchased then sold the Southern Pacific Railroad, developed the telecommunication firm Qwest, acquired part ownership of the Los Angeles Lakers along with their home, the Staples Center, and ventured into publishing and entertainment. Anschutz's personal story is reflected in the very structure of his book, in the 49 men he profiles, and in his view of the West as a place where it is possible to turn "visions of what might be into realities" (13).

*Out Where the West Begins* is a celebration of men (never women) who had ideas, saw potential opportunities, took risks, tapped a need or satisfied a waiting market, and made money — lots of it. After acquiring their wealth, some failed financially, but many gave money away or invested it back into their communities through philanthropy or boosterism. To tell their stories, Anschutz places them within one of seven categories and repeats a formula showing an individual's personal and business history. He begins with a general assessment, explains background and career, gauges character (all are hard-working, intelligent, ambitious, and generous), evaluates success and contributions to society, and concludes by praising each man's importance to westward expansion. Henry Ford, for example, made cars accessible in a "land of vast distances and rugged obstacles" (322).

Anschutz begins with the fur trade, a nod to moneymaking and the West's mythic appeal. The same can be said for his next section, "Agriculture and Livestock," where he lumps famed cattlemen Charles Goodnight and John Wesley Iliff with the lumber magnate Frederick Weyerhaeuser and Charles Boettcher, a Colorado hardware merchant "especially remarkable for being a multi-discipline, multi-industry investor in the American West" (99). The section on railroads and transportation describes men familiar to students of the frontier, such as the "big four" of the Central Pacific Railroad, "Stagecoach King" Benjamin Holladay, partners Henry Wells and William Fargo, railroad mogul James J. Hill, and Fred Harvey, innovator of the hospitality industry. Of the six names associated with mineral extraction, the inclusion of John D. Rockefeller seems gratuitous, but Anschutz reminds us with profiles about George Hearst and Meyer Guggenheim that mining in the West was an industry shaped by science, engineering, and capital investment. He recognizes that the West's development tied into the national economy. That point is central to his discussion of manufacturing and the men — Adolph Coors, Levi Strauss, Charles Pillsbury, and Gustavus Swift — who created companies that continue today. The most interesting representative of Anschutz's "Finance and Banking" section is A. P. Giannini, whose Bank of America became a powerhouse by catering to the immigrant population ignored by bigger banks. Anschutz's final set

of profiles covers three prominent figures associated with entertainment and communications: Harrison Gray Otis, publisher of the *Los Angeles Times*, early filmmaker Carl Laemmle, and the ultimate entertainer, William F. Cody.

It is easy to see that Anschutz admires his subjects; although he notes foibles and mistakes, their accomplishments are his focus. He praises John Evans, appointed Colorado Territory's governor in 1862, for his efforts in developing Denver and the region, but he sidesteps the governor's complicity in the Sand Creek Massacre.

This book is easy to criticize: Anschutz's view of history can be as simplistic as it is insightful; his choices can be questioned (why Samuel Colt and not Oliver Winchester?); his sources need updating; there is some sloppy editing in the bibliographies; and he is prone to overstatement. But it is a handsome book with sturdy pages and colorful art, and it contains more than one gem in his list of favorites. For readers interested in American entrepreneurs, Anschutz provides a starting point; despite its drawbacks, the book is worth having on the shelf.

*Constructing a Legacy: The Weitz Company and the Family Who Built It*, by William B. Friedrichs. Des Moines: Business Publications Corp., 2015. xviii, 311 pp. Illustrations, note on sources, notes, index. \$20.00 paperback.

Reviewer Bill Silag, a former editor of the *Palimpsest*, is working on a biography of Iowa author Ruth Suckow.

Charles Weitz was 30 years old in 1855 when he and his wife arrived in Des Moines, the newly designated state capital. Charles found work as a carpenter and soon opened his own shop. Business was spotty at first — rail service to Des Moines was still years away — but Weitz believed in Des Moines's metropolitan future, so he kept up with his modest trade, started a family, and got to know the local landscape. The arrival of the railroads in the late 1860s sparked a long-awaited economic boom that continued mostly without interruption until the 1890s. Charles Weitz was in the middle of much of that urban development, as were his grown sons, including Frederick Wilhelm, born in 1867, who would succeed his father as CEO of the family's construction business in 1903.

Author William Friedrichs explains the firm's longevity in terms of family character: "The Weitz family itself was a key reason for the company's success," he contends. "Beginning with Charles, the [Weitz] clan created a strong familial stake in the company, and then, over the generations, identified and developed family members with a passion and talent for running the firm" (xi-xii).