

History in our **MIDST**



A Letter From the President:

History in our Midst is another milestone in the long-standing efforts of Measurement Incorporated (MI) to play a meaningful role in invigorating and stabilizing the commercial culture of downtown Durham.

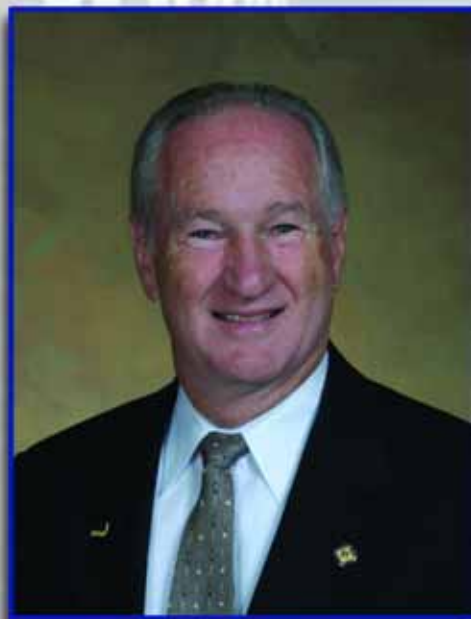
This booklet is a rare chance to recapture and celebrate the remarkable history of our company's immediate neighborhood, including the buildings we have renovated and now occupy.

2010 marks MI's 30th anniversary, and over that time MI has greatly advanced its corporate story. I am so proud of what we have accomplished together in the field of educational assessment. It is important work.

Of course, MI's employees have made the real difference in what we do, and I am continually grateful for their time, devotion, spirit, and talents.

After 30 years, I have heard many stories about the personalities who used to walk the halls of our buildings, or our streets, before we did. Those individuals left fascinating legacies worth revisiting.

I hope you enjoy *History in our Midst*.



Henry Scheich

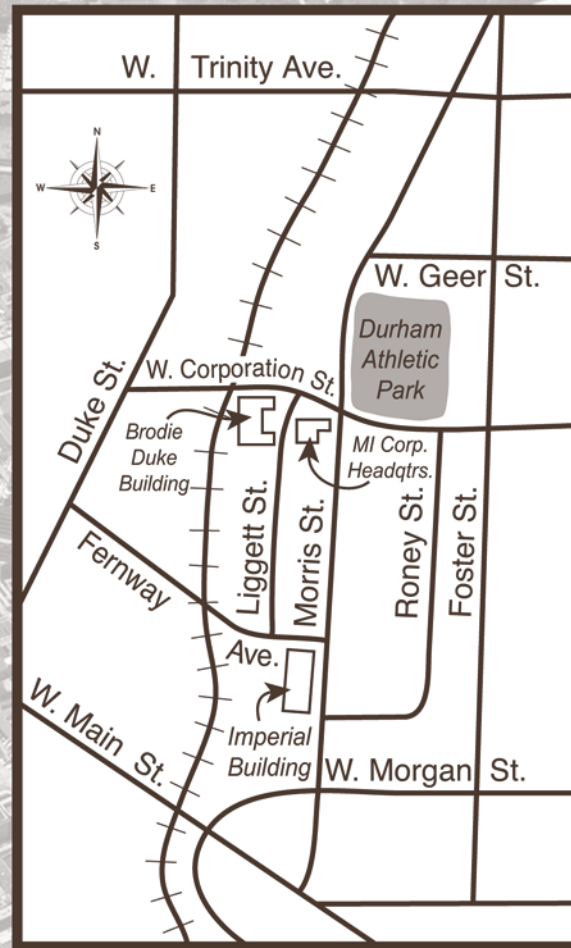


423 Morris Street • Durham, NC 27701
(919) 683-2413 • www.measinc.com

History in our **MIDST**



Historic Downtown Durham



*Measurement Incorporated
and surrounding area*

At the dawn of the 20th century, a local reporter reflected on the extraordinary ups and downs in the life of a Durham man:

"The symbolism of all earnest living and striving is a wrestling nip and tuck with adverse circumstances, and it is in the struggles of the wrestling that skill and strength are won. The hero of today is one who never yields, who conquers circumstance, who snatches success from failure and wrests victory from defeat."

- Durham Recorder

The man was Brodie L. Duke. And the *Durham Recorder* called him a hero, at least for his fortitude.

Brodie Duke's original tobacco warehouse, said to be one of the oldest and largest post-Civil War era structures of its kind in downtown Durham, is occupied today by Measurement Incorporated (MI), a top-tier educational testing and assessment firm that recently marked the thirtieth year of its history in Durham.

MI's now-refurbished Brodie Duke office building is a gem among the company's trio of historic buildings along Morris, Liggett, and Corporation Streets.

Brodie Duke's life tale was a

tornado of winning and losing, fantastic fortune and fallings out, charitable actions and checkered travels. His fluctuating journey toward the end of the 19th century stands in contrast to the steady resolve and results of Measurement Incorporated, a highly respected business and leading civic force in the comeback of Durham's downtown in the late 20th and early 21st centuries.

Under founder and president Dr. Henry Scherich, MI is a picture of progressive business planted in the heart of Durham, a city best known for birthing the legendary Bull Durham tobacco. That worldwide brand put Durham on the international map of commerce.

Now, a century later, Measurement Incorporated has been a pioneer in its industry: state-of-the-art standardized test development and scoring. Much of MI's success can be credited to a unique and unwavering respect for its surroundings, its employees, and its mission. Over time, just as Brodie Duke did, MI has conquered circumstance with focus and drive, carving its own place in the vortex of Bull City business and cultural history.

Today, MI's landscape both protects and expands upon a string of significant eras involving downtown Durham's economic, religious, medical, educational, and architectural history.

Across Liggett Street from the Brodie Duke building, MI also occupies the original BC Remedy

Company production facility at the corner of Morris and Corporation Streets. The structure at 423 Morris, now MI's administrative hub, was another company renovation project that saved a significant piece of Durham's commercial past.

Nestled across Morris Street from the Historic Durham Athletic Park (DAP), the rejuvenated BC building sits within earshot of yesterday's echoes: batted balls and cheering fans on sunny summer days. The stately old DAP, where much of the film *Bull Durham* was set, offers MI employees a

The afternoon sun shines through a wall of windows in the renovated Imperial Building



bird's eye view of baseball history, too.

There is more. A mere two blocks south on Morris Street, the enormous and elegant Imperial Tobacco building stands proudly in the shadows of the Durham skyline. MI also acquired this sprawling edifice, which has connections to the world's great tobacco wars and the Dukes of Durham, with their once all-encompassing American Tobacco Company. At this site, Imperial would also advance some of the tobacco industry's pivotal research breakthroughs in the mid-20th century.

Even the street that serves as MI's primary home, Morris Street, comes with its own marvelous story of tobacco drama and community evolution – tracing back to R.F. Morris and the 1850s. This early tobacco period foreshadowed the era when Durham would become so well known its slogan was "Durham, renowned the world around." It is not widely known that R.F. Morris was a baron of tobacco before tobacco was big. In fact, Morris's career contains a notable link to Bull Durham tobacco, which made the city famous.

History in our Midst tells these stories, beginning in the years just before this country's Industrial Revolution, and then moving forward to MI's role in educational reform some 100 years later. Measurement Incorporated, with its contribution and devotion to history, is colorfully connected to a collection of legacies

that shaped the inspiring community in which we live.

"Why did we succeed? Because we worked day and night, and did not waste our time sitting at some stove in a country store indulging in trivial conversation, and finding fault with those who had not buried their talents."

- Brodie Duke, 1902

Measurement Incorporated

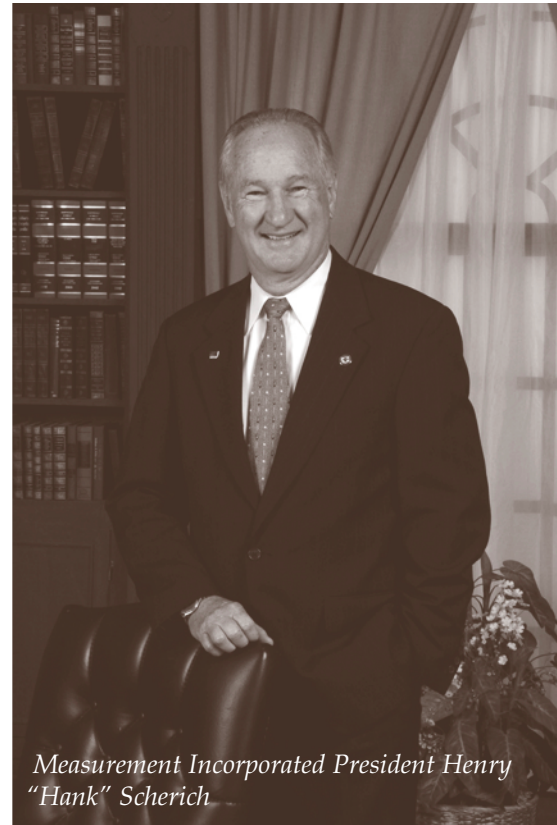
In 1980, MI was a budding idea in the mind of an understated, unassuming Midwesterner named Henry Scherich. "Hank" Scherich was born and raised in the Red Hills of southwestern Kansas, where he grew up on and around an expansive ranch managed by his father.

After high school graduation, Scherich left the ranch to attend college. Upon acquiring his undergraduate degree, he taught high school. He interspersed continued higher education with various professional positions and eventually earned a Ph.D. in educational psychology with an emphasis in statistics and measurement.

In January 1980, five years after obtaining his Ph.D. and gaining substantial work experience while

rising through the ranks of two educational publishing and testing companies, Scherich was ready to stake his future in the growing testing field.

Then living with his wife in Durham, North Carolina, Scherich founded Measurement Incorporated. MI began inauspiciously in the basement of his former home on Woodrow Street, near what was then Watts Hospital, now the North Carolina School of Science & Mathematics. The small company later moved its headquarters to the basement of a podiatrist's office on Broad Street, then into the basement of Northgate Mall.



Measurement Incorporated President Henry "Hank" Scherich

It soon outgrew all the “underground” surroundings. MI was ready to blossom beyond those humble borders.

MI was initially conceived as a consultancy that would provide a variety of contract research and evaluation services. However, by capitalizing on two emerging trends in assessment, MI was quick to establish a more marketable, sustainable identity.

First, states had begun to recognize the need to assess—carefully and accurately—students’ writing skills. Improvements in “handscoring” would become an MI hallmark. Later, other forms of open-ended, show-your-work, constructed response testing would evolve, which required highly trained scorers. MI was ready and able to fill the need.

In the end, responses on this type of test item allowed for much better assessment of a student’s cognitive and integrated learning skills, the kind so valued at the college level and in the workplace.

Scherich succeeded in this



endeavor by gathering a group of skilled professionals dedicated to this specialized sector. His cohesive collection of people carved out a respected niche for the fledgling business.

The company continued to expand steadily and substantially, and now has over 300 full-time employees spread over its three downtown buildings. Further, due to the seasonal nature of scoring, MI developed a reliable, sophisticated system of hiring and training hundreds of temporary, high-skilled and well-educated employees to handscore tests under tight deadline pressure. At busy times, MI’s payroll can swell to over 5,000 workers, yet quality control and excellence in outcomes is firmly maintained under MI’s professional management teams.

Within the field of handscoring, MI has distinguished itself by relying on an extensive and disciplined approach to reader selection, training, and monitoring that is unequalled in the industry.

From 1980 until today, MI’s

corporate reputation in the educational testing field crystallized, and its revenue and operations steadily ascended. Although still acknowledged as a premier provider of handscoring services, MI has expanded its capability to include

the full breadth of assessment services, including research, test and item development, scoring, reporting, analysis, program evaluation, tutoring, and associated technical assistance. The company maintains over a dozen offices in the eastern U.S. and scores more than 10 million tests annually.

Over its three decades in business, MI has played a direct role in supporting large-scale assessment programs for more than two dozen state departments of education, along with numerous private educational groups. MI has also become an educational assessment technology leader, and its ongoing initiatives in that area reflect the company's continuous pursuit of innovation and reinvention.

But business is only a part of the MI story. Hank Scherich instinctively felt from the beginning that a humanistic, inclusive work environment would increase staff morale, loyalty, productivity, and ultimately, profitability. Many of MI's top employees joined Scherich early in their careers and helped put his philosophy into practice. As a testament to Scherich's vision, the talented team has stayed together and thrived.

The company's strong business and financial success has been accompanied by close attention to its parallel mission



MI employees attend a scoring meeting

as an active, generous member of the surrounding Durham community.

Scherich and the company's other leaders place a high premium on civic engagement, family activities, and overall professional enrichment. MI is an employee-owned company, and Scherich has compared employee ownership to home ownership, believing that people value and take care of what they own.

The MI way has been a path of cautious, calm, measured growth and return, which is only fitting for a business that centers on the careful measure of knowledge and achievement. Hank Scherich, the quiet, studious man from Kansas, has helped build an enterprise that, even with all its corporate accomplishments, retains the rewarding atmosphere found in a place where people truly enjoy and take pride in where they work and what they do there.

Morris Street

All due credit goes to Robert Morris. He deserves it; he was the first.

- Jim Wise, Durham columnist



Robert F. Morris

MI's corporate headquarters now occupies the southwest corner of the intersection of Morris and Corporation Streets. Two blocks away, near the south end of Morris, stands the Imperial Building. The Brodie Duke warehouse is a mere 100 yards from where Morris Street stretches past the old ballpark.

To most people only anecdotally familiar with the annals of tobacco history, Morris Street in Durham

connotes little. It is, for many, just another street on the northern edge of Downtown Durham — a subtle straightaway running by today's towering Durham Centre. Gaze further back in time, though, and there is much more to see. R.F. Morris was a Durham tobacco original and an original town father to boot. History and geography connect former Mayor Morris and his street quite intimately with a much better known roadway: Main Street.

In her book, *Durham County*, local historian Jean Anderson wrote about a fascinating, first-hand reporter's tale recorded back in 1896.

There are men, young yet, who remember the Saturday afternoon when Robert F. Morris... Col. D.C. Parrish... Washington Duke (and others), with Brown Jordan as a ploughman, and two big mules...laid out Main Street, beginning at Esquire Angier's store and running east through an old field, and two long furrows on either end about a mile long showed where the street was to be.

Shortly after that long, hot day, a posse of sturdy, forward-thinking men convened the town's first governing board meeting. There, Robert Morris

simply conveyed that Main Street be established “as it is now plowed.”

Just dig over there, Morris had essentially stated, and Durham’s early Main Street was born. Anderson revealed a telling quote from that era. There were “exasperating questions among the men as to how they proposed to people their newly made town. But they builded [sic] better than they knew, and every one of them lived to see their new laid street built on and occupied from end to end.”

So, the primary street where MI makes its home traces its ancestry to a man whose vision and efforts shaped downtown Durham’s layout, literally.

In his 1925 book, *The story of Durham: city of the new south*, William Boyd wrote about the year 1858: “In that year a new and suggestive business was started.” It would be quite an understatement—the business was tobacco.

According to Boyd, Robert Morris came to town that year, and with his sons, “opened a factory in a small house situated on the property now occupied by the Bull factory.” This was just before the onset of the Civil War and also a turning point in the long era in which Virginia tobacco had been considered superior to North Carolina’s.

The shift began unfolding about 20 years before Morris arrived in Durham. Several sources recount the vital contributions made in the summer of 1839 by a slave named Stephen who worked for the Slade

family of Caswell County. It’s been reported that Stephen inadvertently discovered a desirable means of curing tobacco with charcoal.

Several historical accounts explain that Stephen had fallen asleep on the job one night, and the curing fire nearly went out. After awakening, Stephen is believed to have rushed to grab some nearby charred wood to throw on the dwindling blaze. A burst of heat arose, and in a flash the intensity turned the brown tobacco into yellow tobacco.

Brightleaf Tobacco was born.

Afterward, according to long-time Durham writer Jim Wise and others, Stephen apparently stated, about his role in history: “... ’twas an accident. I commenced to cure it and it commenced to git yallow.”

This “accident” was not only fortuitous, but entertaining as well. At the time, Stephen reportedly pointed out: “...when it was cured, it was ’musement for folks to come see it.”

This newly constituted, “accidental” product also benefited greatly from being grown in the light, sandy soils of the North Carolina-Virginia border region. Over the years, the area’s brightleaf production techniques made great advances, and word spread that this golden leaf delivered a mild and particularly pleasant smoke. The tobacco was indeed special.

Around the middle of the 19th

century, young Morris, a keen, industrious man, was already immersed in the variety store, liquor store, and hotel business in Orange County. In the book, *Bull Durham Business Bonanza*, authors B.W.C. Roberts and Snow L. Roberts wrote that Morris' general store "carried exotic products such as French brandy, Madeira wine, Holland gin and Jamaican rum."

William Boyd wrote that Morris, after being licensed to "hawk and peddle goods" in Orange County, decided to try Durham out for size. He would bring his wife and six children with him.

Morris built his tobacco house next to the railroad, in the heart of the tiny village then known as Durham's Station, named after country physician Bartlett Leonidas Durham. According to Jim Wise's account in *Durham: A Bull City Story*, in 1848 or 1849 Dr. Durham bought 100 acres in the vicinity of the current Durham Bull ballpark and the American Tobacco complex. Soon, Wise wrote, "the railroad men came to call, and so he (Durham) gave them 4 acres of his land."

Wise quoted one Thaddeus Redmond, a Gettysburg veteran and son of William Pratt, in describing Bartlett Durham. Redmond, originally of Redmond Grove in nearby Prattsburg, once wrote: "I knew Dr. Bartlett Durham. He was a fine, portly looking man. He was a jovial fellow. On moonlit nights he would get a group of boys together and serenade



Bartlett Durham

the town. Dr. Durham was a fine man and when he was sober he was strong and courageous. Everyone liked him."

Robert Morris, however, was a businessman through and through. Morris, along with his son Thomas and Mr. W.A. Wright of Virginia, created "Best Spanish Flavored Durham Smoking Tobacco." B.W.C. Roberts and Snow Roberts wrote that, "South American tonka beans, which yielded a fragrance similar to that of vanilla, were a key ingredient in the flavoring."

Columnist Wise reported in his book that manufacturing for Morris and Wright basically consisted of "thrashing dried and cured tobacco leaves into tiny shreds that could be packed and smoked in a pipe, perhaps adding a little flavoring of one kind or another..." It was a humble start, but things surely didn't stay that way.

Morris would be very prominent in tobacco for several years. At its height,

his company produced some 300,000 pounds of tobacco annually. Then, in 1862, Morris sold his primary business to John R. Green. Green, his partners and his successors with the creative, high-energy W.T. Blackwell company, would eventually take the tobacco road right into the age of Bull Durham.

After W.A. Wright left the Morris concern to join the Confederate Army in 1861, Dr. Richard Blacknall became Morris's partner. But only a year later, despite some success, the pair sold out to Green, who had relocated to Durham from Person County.

As author William Boyd put it, Green "had a feeling, a hunch, so to speak, that there was a future in the manufacture of tobacco." Green believed Confederate soldiers, as well as all the college students who passed through Durham's Station, could provide good promotion for an upgraded product.

The reputation of Durham's tobacco became known across the country.

So, Boyd wrote, Green "rejected in his buying all but the best grades of leaf, and, believing that in the future smoking would supplant chewing, he centered his effort on the manufacture of smoking tobacco."

An unexpected event near the end of the Civil War would play a surprising role in his company's growth.

Around 1865, members of the Confederate Army in the area became fast fans of John Green's tasty tobacco blend. Then, when Federals gathered to mark General Johnston's surrender at nearby Bennett Place, they, too, heard about the fine tobacco. In turn, soldiers decided to raid Green's operation. At first, it appeared calamity had struck.

William Boyd wrote about the surprising aftermath: "Apparently Mr. Green was ruined, but so well did the soldiers (and students) appreciate the smoke from the Spanish Flavored Durham Tobacco that after their return to their homes orders began to pour in."

The reputation of Durham's tobacco became known across the country. Boyd wrote that John Green would immediately sense another opportunity, a marketing opportunity. How could he make sure he could protect his product, as well as build a first-rate brand name and aura around it? Therein lies the story, perhaps as much legend as hard fact, of how Green's tobacco turned into the Bull Durham brand.

In a matter of months, demand for Green's brand grew rapidly. Boyd wrote of an unexpected exchange between Green and an unnamed fellow citizen. Boyd stated that the man commented to Green: "Your friend, James R. Day, has a new bull; why not have a picture of the bull and you on its back as your brand?"

As Boyd wrote, "That suggestion



was prophetic."

Boyd reported that shortly afterward, while Green was eating a dish of fried oysters with his friend John Y. Whitted in Hillsborough, Whitted pointed to a jar of Coleman's Mustard and mentioned, "There is a condiment that is, as you can see by the label, manufactured in Durham, England. It bears the sign of a Durham bull's neck. Why not name your product Bull Durham Smoking Tobacco and adopt a whole bull as a trademark?"

Boyd wrote that Whitted went on to predict, "If you take my advice, I predict as wide a market for your product as this mustard has attained, and if it should so prove your fortune will be made and Durham will become a great commercial center."

According to Boyd, John Green soon posted a sign of the new "tobacco" bull painted on sheet iron in

front of his factory. The rest is, as they say, history.

After marketing and manufacturing mavericks William Blackwell and Julian Carr took control of the product, there was no stopping Bull Durham. Boyd stated, "A great business was established, and Durham achieved fame.... The Bull was painted on signs throughout the land." Famous people around the globe advertised their avid use of the Bull.

The town of Durham dramatically expanded around the Bull's legend and its success.

According to Boyd's book, Bull Durham smoking tobacco became such a phenomenon that a certain rising manufacturer would remark, at some point in the early 1880s, "My company is up against a stone wall. It cannot compete against the Bull. Something has to be done and quick. As for me, I am going into the

cigarette business.”

The competitor looking for an edge against Bull Durham was James Buchanan Duke, son of patriarch Washington Duke, founder of W. Duke Sons & Co. The Duke family would come to make its own history with its gigantic American Tobacco enterprise.

Robert Morris’s historical impact on Durham was not limited to his layout of Main Street or his unique role as the developer of early, Durham-based tobacco brands. As fledgling overseers of the village, Morris and others also helped fashion the local education system. Morris was one of the original trustees of the first school known as Durham Academy.

Morris also purchased and began developing 200 acres of farmland in a community known as Pin Hook. Later, the neighborhood would be called West Durham. It has been reported that around 1877, Morris was also part of an early group of men to sell land to local African-Americans; that area would become widely known as Hayti. The Hayti community evolved into an impressive and influential center of Durham’s cultural life and reputation.

Morris was quite an enterprising, caring, socially conscious man. At one point, he would serve as Durham’s Station tax commissioner; one of the office’s functions was to make sure the military provided assistance to the soldiers’ needy families. In *Bull City Business Bonanza*, the authors unearthed a letter from Morris to his government counterpart in Orange

County. It said the families of soldiers were “without a mouthful of bread for themselves or their children. Our women do not ask for a mouthful of meat and I think we ought to not let them suffer for bread.”

Author Jean Anderson said in an interview, “Morris was indeed an interesting and influential person. I feel he’s somewhat neglected in that we don’t hear much about him. However, the man was intimately involved in the early development of Durham.”

The man after whom Morris Street was named can fairly be called one of the founding forces of Durham, linked to two of its most powerful legacies: tobacco and education. Now, Measurement Incorporated, headquartered on Morris Street, has become a force in modern day education as its testing and scoring programs help prepare the students of

The Duke of Hazard

today for the challenges of tomorrow.

Perhaps the first thing to know about Brodie Duke, namesake of another MI building, is that Brodie is believed to have been pronounced B-r-o-a-d-i-e. It rhymes with bawdy, and Brodie Duke was, on occasion, bawdy enough.

Brodie Leonidas Duke took a risk by being the first of Washington

Duke's sons to try his hand at tobacco from a new location: in town. Around 1869, Brodie reportedly told his dad he was headed to the "city" to make his way in tobacco. At the time, Durham had maybe 250 residents. If so, young Duke made 251, and he most certainly was worth counting.

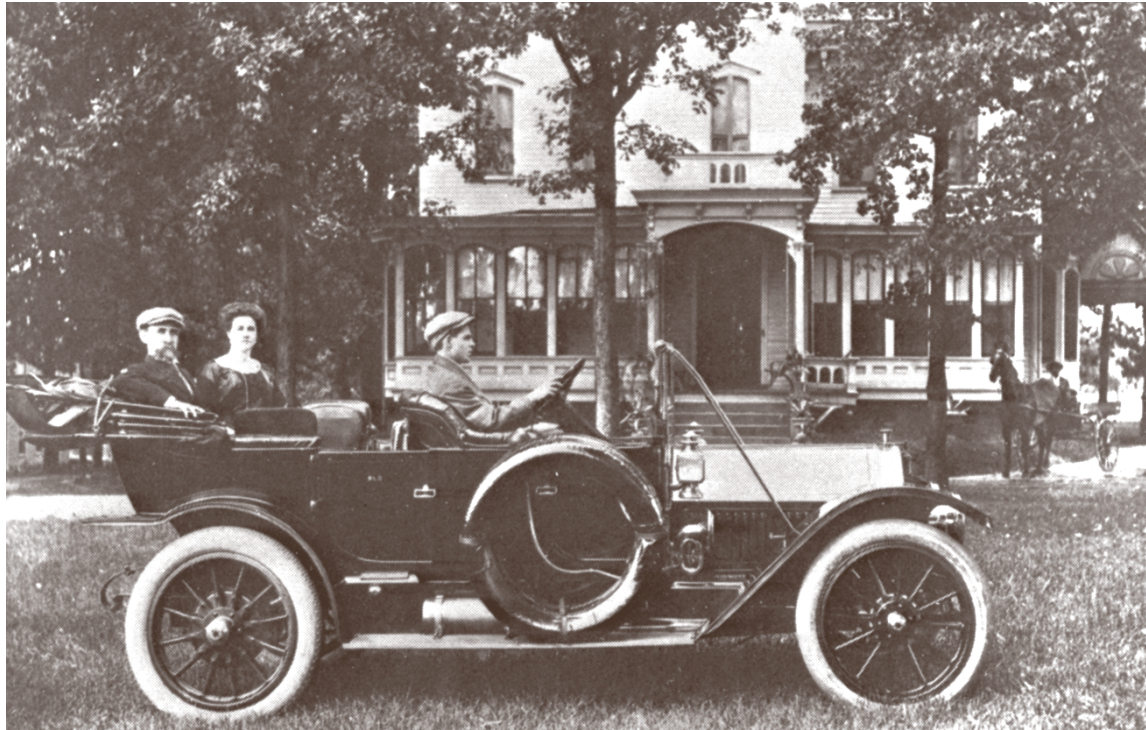
His move from the country would prove pivotal.

Brodie also took risks as the flamboyant son of a straightlaced church leader, as well as part of a titanic family business to be called American Tobacco. He was reckless with his money and paid dearly for it. Brodie was long irresponsible with alcohol, which took its toll. His dalliances with women made sensational headlines.

Brodie took chances in real estate, as well, and was a key figure in the development of Trinity Park, Duke Park, and much of immediate North Durham. He made significant investments in the burgeoning cotton mill business—Brodie started Pearl Mills, named after his daughter and located on the land now occupied by Duke Towers, the apartment and condominium complex not far from MI's headquarters.

According to Jim Wise's book, in 1909 Brodie aided African-American students for years to come by donating a 20-acre parcel of land to James Shepard. That gesture helped Shepard create the National Religious Training School and Chautauqua on Fayetteville Street, the precursor to today's North

Brodie Duke and his wife at their mansion in Durham



Carolina Central University.

Brodie Duke also played a financial role in supporting Durham's religious community, when he wasn't flying in the face of its conventions. Ironically, he reportedly once served as a substitute Sunday school teacher.

The fine Italianate mansion Brodie built occupied part of the property near where the Durham School of the Arts now sits, just across Duke Street from the Brodie Duke warehouse now housing segments of MI.

Duke was, then, a complicated man brimming with smarts, passion, and mischief. And there are, it seems, possible explanations for his mercurial, uncertain streaks.

First, Brodie spent nearly all of his early childhood without his mother, Mary. She reportedly died when he was about a year old. Numerous sources say Brodie himself was not a strapping or particularly healthy young man. Because he weighed only 96 pounds and was considered too weak for combat, he became a guard at a Confederate prison camp. It was tough, eye-opening work. Dale Coates, manager of the Duke Homestead State Historic Site, has been quoted as saying: "... he went through a lot here. He saw a lot in his teens, a lot that young people today would have difficulty handling."

Brodie Duke, though, was admired as a man who chose to answer the bell over and over again. In some ways fate forced his hand, partly due to the circumstances of his father,

Washington Duke, along with his brothers' amazing acumen and ambition. Brodie was almost unavoidably caught in the middle of a tumultuous, absurdly rewarding time, and he evolved into a bold businessman and speculator, a reliable benefactor and in some ways a spectacular survivor.

According to documents at the Homestead Site, Brodie even dabbled in politics, running for the state legislature in the 1890s, where he lost a race to John W. Umstead, 2,422 votes to 1,936.

The *Durham Sun* once reported that in October 1890, at a meeting of the Commonwealth Club, Brodie Duke bluntly exhorted the future city leaders newly arrived in Durham:

I tell you fellers that we can't stick like the bark on a tree - so damned tight it won't come off. We've got to be like the branches of the tree - we must expand - we must make Durham bigger and we must put up the coin if we expect to get men to come here.

Years before Brodie Duke built the warehouse on Liggett Street, the young tobacco explorer, according to Jim Wise, "bought an old, two-room house on Main Street. Downstairs was his factory; upstairs his storeroom and bed." From humble beginnings he rose.

Wise reported that Brodie, at first, "produced a brand of tobacco called *Semper Idem* ("Always the Same"), and then a second called *Duke of Durham*; meanwhile, he subsisted at home on bacon, hoe cake, and occasional molasses. In five years, Brodie achieved some success, enough to help convince Washington Duke and soon-to-be legendary sons Ben and James B. (Buck) to come to Durham. History books would later focus on their stories, but Brodie had been the first and thus possibly the bravest.

In 1878, Brodie had his first real warehouse built, the one MI purchased and renovated. The original brown brick structure was one of the oldest

The Brodie Duke Building on Liggett Street



buildings of its kind still in Durham and is now part of the downtown Brightleaf Historic District.

Local architecture observer Tom Miller said, "Brodie's warehouse spearheaded what I call stage one of tobacco building architecture in Durham. The building is extremely simple and straightforward. It's a compression building with brick walls, built as high as you could go with brick."

Further, Miller said, "The windows are very small, because it wasn't advisable to break up the brick. Brodie also put in the chimney ventilation stack, which would become a trademark in Durham's downtown tobacco designs."

Miller said other companies that would follow also installed the attention-getting stacks, even if they didn't need them.

Miller, in a booklet produced for the Historic Preservation Society of Durham, described the Brodie Duke building as "fortress-like" and clearly "erected to get the job done." Brodie Duke, Miller wrote, "had no resources to spare on frills."

Fortunately, Measurement Incorporated carefully restored the extraordinary hardwood flooring, which still creaks with age and tobacco tradition as MI employees travel on foot to and from their destinations.

Official National Historic Register records describe Duke's original section, section A of the building, as:

...constructed with interior supports of wood trusses, (with) thick exterior walls of variegated brownish pink brick. The building is typical in its very plain rectangular form, distinguished only by rows of narrow segmental arched window openings.

After Brodie Duke and his family merged their tobacco endeavors, Duke leased the building back to the American Tobacco Trust. Some years later, it was leased to Liggett and Myers after the breakup of American Tobacco. Eventually, Liggett and Myers purchased the building and converted it to a smoking tobacco facility.

In 1933, Liggett and Myers began adding to the building and constructed two three-story wings and a one-story loading platform. Eventually, the structure would be known for many years as the SCT (Special Cut Tobacco) building. Economic and environmental problems would later lead to the plant's shutdown.

In 2000, after buying the Brodie Duke warehouse for nearly \$1 million and undertaking a wholesale renovation project costing about \$5 million, Measurement Incorporated

moved into what had become an 85,000-square foot building.

In a news story former Durham mayor Nick Tennyson praised the company's commitment to downtown: "There are a few people who are making some major investments. As those dots get connected, it starts to blossom."

MI president Hank Scherich spoke to Durham's *Herald-Sun* about the exacting efforts and standards applied to the renovation, which involved, among other things, restoring some 200 windows. He explained that baking powder was used to blast several layers of paint from the hallowed brick walls because traditional sand blasting removed portions of the old soft bricks.

"The baking soda was flying," Scherich said in an interview. "Someone called the fire department because there was so much baking soda coming out of the windows they thought it was on fire. We didn't want the bricks painted. We wanted to get back to the brick."

On the Brodie Duke third floor today, test scorers now work in a room with 24-foot high ceilings, exposed wooden rafters, and giant windows. "We think it will be an excellent place to work," Scherich once predicted. He was right.

Let us pray very earnestly for Brodie. I used to know him before I became a Christian.

Looking back, that quote from a Methodist evangelist in 1897 has come to define Brodie Duke, and not without some good reason. Over the years, Duke's exploits landed him on



Brodie L. Duke

front pages from the Bull City to New York City.

"Brodie's private life left something to be desired," said historian Jean Anderson. "He was a rough-hewn diamond. His life wasn't managed well, but I don't know if it was deliberate or...bad luck. But I think his heart was in the right place."

In 1919, Brodie Duke's energetic, complicated life ended. He lived enough for three men. Local essayist Wyatt Dixon wrote: "While he encountered many difficulties and some reverses, his hand was effectively felt in the promotion of Durham's best interests. He had...pride in the town."

Despite his myriad travails and travels, Brodie reportedly still managed to die a millionaire. He had also given away small fortunes. An obituary reminded readers "few financiers of the South have more charity and benevolence to their credit than the deceased. Year after year, he made large contributions to schools, colleges and churches. Many poor families of this city have been aided through his kindness."

Today, at 333 Liggett Street, Measurement Incorporated occupies the place where Brodie Duke first made some of the money he would bestow on the town's needs and missions. His legacy of civic outreach, a pronounced trademark, is a path also followed by MI.

A friend of Brodie Duke, Col. Al Fairbrother, wrote in the *Greensboro Record* after Duke's death:

Brodie Duke had lived more varied stories than a dozen most speculative romances could invent. His life had been tempestuous...a continuous picture of events, and in all his ups and downs he ever remained the same optimistic, happy, contented man.

He is certainly a man worth remembering, one who took the measure of life and lived it fully.

Imperial

In the earliest years of the last century, the Fallon & Martin prize-house was one of Durham's earliest and best-known. "Prizehouse" was a common name for tobacco storage warehouses. The business occupied the property now dominated by the Imperial Building at 215 Morris Street.

Younger people may remember the building as the D.C. May building. The highly respected decorating company located its headquarters there in 1965, which helped bolster the landmark status for businesses on the block.

Measurement Incorporated purchased the property and the building in 2003 and has restored it to its previous luster. MI uses the imposing structure for its growing work force. The building comprises some 108,000 square feet and, according to MI architectural consultant Tim Hoke, is "one of the most unusual buildings downtown. It has a remarkable character of its own."

Architect Frank De Pasquale believes the Imperial building is "the most beautiful historic building" in Durham, intentionally designed in its grandeur to rival or even surpass the aesthetic attractiveness of the Duke warehouses.

"Imperial wanted to make a statement," De Pasquale said in an interview.

After the original Fallon & Martin

structure burned, Imperial Tobacco began its extraordinary construction project in 1916. It would take several years to finish. According to a description provided in papers linked to the National Register of Historic Places, the Imperial's Romanesque revival style:

...features elaborate brickwork and dozens of segmental arched windows. The heaviest decoration occurs at the cornices featuring corbelled pendants of various lengths; rounded parapets at the corners and gabled parapets in between; and inlaid squares and diamonds of white stone. The entrance is...supported by Tuscan columns with entablature blocks.

Historic ironwork detail at Imperial Building entrance



History aficionado Tom Miller believes the Imperial structure is more aptly viewed as “Wrenesque,” after Christopher Wren. Wren was a famed British scholar, scientist, astronomer, and architect who became celebrated in the mid-1600s. Some of Wren’s schematic and architectural thinking helped inform the redesign of London after the Great Fire of 1666.

Miller considers the building part of the Jacobean period of classical brick architecture, which makes it both distinct and especially noteworthy on the Durham landscape.

MI has also restored the classic Imperial name.

MI purchased the massive building for \$3.95 million and spent more than \$4 million on renovations. That’s quite a premium over what Fallon & Martin received from British-based Imperial



The Imperial Building, circa 1920

Tobacco around the turn of the century. The *Durham Sun* reported that Imperial paid Martin \$16,000 for the prizehouse in 1903.

For that era, though, \$16,000 was

not a trivial sum. The American tobacco market was becoming critical for Imperial; the Durham location would become one of the British company’s chief outposts in this country.

“Remember,” Tom Miller said, “the U.S. was not yet a world empire. The Dukes and American Tobacco were aiming right at the British. I think Imperial chose Durham to make a bold strike against the aims of American Tobacco and the upstart Dukes.”

As a further challenge to the Dukes, Imperial’s bold slogan became “Don’t Buy American.”

At the beginning of the 20th century, James Buchanan Duke, who had been building American Tobacco into a gargantuan American monopoly, had his sights set on tobacco companies in Britain. Individual British companies, powerful as they were, could not fight American Tobacco on their own.

Buck Duke reportedly once said, “If John D. Rockefeller can do what he is doing in oil, why should I not do it in tobacco?”

There was no reason, and Duke’s new British competitors knew it. Their concerns came to a head when, as it was reported, James Duke arrived in Liverpool one day in 1901, walked into Ogden’s factory, and bought it on the spot. Then, according to other accounts, Duke ventured into the John Player & Sons company and announced with great bravado, “Hello, boys. I’m Duke from New York, come to take over your business.”

In response, in December 1901, 13 family-run British concerns joined forces to create the Imperial Tobacco Company of Great Britain and Ireland. After a series of price wars and bonus schemes, Imperial decided to fight American Tobacco on its home turf, in America. It would form its U.S. headquarters in Richmond, Virginia. Soon after, faced with an impending, brutal trade war, the two companies reached an agreement. Imperial would limit its

American operations to leaf buying for its other markets, and American Tobacco surrendered its hold on

the British company, Ogden's, and ceased activities in Great Britain and Ireland.

The result was B.A.T., the British American Tobacco company, which formalized the understanding and created marketing and financial cooperation between the two behemoths. According to the book *Sold American! The First Fifty Years*, after the agreement was struck, James B. Duke cabled his father, Washington, from the Carlton Hotel in London's Pall Mall. The message read: "I have just completed a great deal with the British manufacturers, covering the world, to the great benefit to our companies."

It was not good news for tobacco

growers. Tobacco historian Nannie Tilley wrote of the words uttered by a tobacco association official in Virginia, upon hearing of the monumental agreement. American and Imperial, the official stated, "had been strong competitors upon warehouse floors for the raw material...producing a condition which was desirable and highly satisfactory for the farmer." The deal between the two giants, however, called off "competition and

caus[ed] a big decline in prices." Imperial eventually bought Durham-based Fallon & Martin outright, and

installed William Fallon as the first manager of its Durham branch.

In 1911, the American Tobacco company was dissolved in an antitrust agreement and split into four companies; a new, smaller entity was allowed to continue marketing some Imperial brands in the United States, and Imperial could sell its other brands here without restrictions.

According to *The First Sixty Years: A History of the Imperial Tobacco Company...in the United States of America* by Sue V. Dickinson, the Durham plant began full-scale operations in 1918, and a second drying machine was installed in 1919.



Then, Dickinson wrote:

Since 1948, when the plant began repairing burlap sheets for all the Company's branches, it has operated throughout the year. The manufacture of new sheets and waterproof linings for hogsheads was added to these operations in 1950. New super jet drying machines were installed in 1956 and 1958, respectively.

In 1955, Imperial developed an advanced research lab in Durham, reportedly "the only full-scale laboratory in the United States dealing with the redrying of tobacco." According to Dickinson's company history, researchers in Durham studied "operational techniques; processing, to determine the various merits of redrying techniques and equipment; the chemical and physical effects of processing on the characteristics of tobacco; and statistical surveys of operations."

This research work was said to be pioneering in the field at the time.

For many years, Imperial would also maintain plants in Wilson, Rocky Mount, Greenville, and Kinston, North

Carolina. Imperial eventually diversified far outside tobacco, with major interests in food, hotels, plastics, packaging, and electronics.

In 1965, Imperial sold its building in Durham to the D.C. May company. In the century's early years, Mr. May launched the company as a painting and decorating contractor and distributor of paints and sundry items.

D.C. May, according to W.C. Dula in the book *Durham and Her People*, had started serving an apprenticeship as a painter at age 16, in 1899. His first significant work in the painting industry was on the Golden Belt plant.

According to Dula, May eventually "developed a contracting business generally considered one of the largest in the South. The finest homes in Durham, as well as the largest industrial and commercial plants, were painted and appointed by his firm. They included the Washington Duke hotel, Duke University and many buildings at the University of North Carolina."

Dula wrote of May: "[I]n 1903 he painted the spire of the old Trinity Methodist Church, using no equipment other than a rope supporting his body." Dula also reported that May was well known as a lay leader and preacher active in well-attended revival meetings across the area.

After a merger with another company in 2003, D.C. May now operates under the name Trimaco and is headquartered at the Meridian



Original DC May sign on the Imperial Building

Business campus in southeastern Durham. It is run by one of D.C. May's grandsons, David May.

There is another intriguing piece of information about the Imperial Building. In 1987, the makers of the great baseball film *Bull Durham* shot locker-room scenes inside. For weeks, cables snaked out of the cavernous structure as actors Kevin Costner, Tim Robbins, Susan Sarandon, and others plied the acting trade in the same areas where tobacco workers had once practiced their art and produced their product.

But those stars were not the only people getting their faces on film; scores of MI employees also appeared in crowd shots during the movie. The movie, set mostly at the old Durham Athletic Park, adds another dose of history to a place now open for a new round of accomplishment.

BC

Another commercial and cultural tale involving MI's triangle of history on and around Morris Street bears an indirect connection to tobacco. Right around the time American Tobacco was achieving great sales success and societal influence, in the decade before the anti-trust breakup in 1911, a small drug company in the heart of Durham's Five Points was creating its own legend.

It started quietly and humbly, but things would change.

A certain pain-relieving product coming out of the cozy Bernard and Council drug store was swelling in sales during the early 20th century, as more and more workers raced to Durham to take advantage of the tobacco money train. In time, Germain Bernard and Commodore T. Council used the initials from their last names to form BC. The BC headache powder the pair manufactured and marketed became a savior for the hundreds of men toiling for steady, steamy hours in the Durham tobacco factories.

The powder would become famous around the South, almost as much a part of everyday living as the cigarette. Soldiers returning home from World War I also tried BC and began spreading the word. BC was becoming not only a populist pain reliever but a phenomenon.

In response to the exponential

growth, in 1928 BC built a brand new headquarters building at 423 Morris Street, the building Measurement Incorporated occupies today as its official headquarters.

Tom Council, grandson of BC Remedy co-founder Commodore



C.T. Council

"C.T." Council, fondly remembered the man he called "Pop" and the building where his family members advanced the fortunes of the company. "Pop was quite a guy," Council said.

"Straightforward, blunt, and very benevolent. Up until I was 10, I'd visit the building on Morris, with Pop's office on one side at the top of the stairs, and my dad... working on the other side. I used to rampage through the place. The ladies there would coo and cuddle me."

Tom Council said that around the time of the Great Depression, local kids would often gather under Pop's office window during baseball games at the DAP. His grandfather could see the ballgame from his office, and he'd often yell to the kids what the score was or tell them about a big play.

The grandson said Commodore Council had a curious nickname. "A lot of his friends called him 'Commie.' " In the 1950s, at the onset of the Cold War, the nickname would sometimes earn Council a glance or two from a

stranger who might have overheard. "But it was a name used totally out of affection," Tom Council said. He also pointed out, "Employees, of course, called him Mr. Council."

Tom Council's recollection is that BC's lone lab stood high in the building, like the turret at the top of a castle. When asked about the headache powder formula that would become so popular, Council's grandson said, "I really don't know exactly what was in it. But people sure loved it, especially with a six-ounce coke."

BC would eventually begin manufacturing tablets, too. At the company's 50th anniversary, Tom Council said, BC distributed a promotional cigar box with a claim saying the firm had produced enough tablets "to go around the earth, then up and around the moon and back again. Touching tablet to tablet."

Writer Jim Wise fondly remembered BC's ability to impress, especially the attention it often engendered from some of his northern college mates while Wise matriculated at Duke.

"I still remember having this headache all night long one night," Wise commented, "and going down to... the Student Union on West Campus. I asked what they had for a headache. They gave me some BC."



Germain Bernard

Boy, it knocked out the headache right away and I was sold. I took BC and nothing else for years after that."

In his reminiscence, Wise added this anecdote: "There was something so 'uncool' about that wrapper, that powder, and the way you'd have to hurry a swig of whatever was handy to wash down the taste as fast as you could. I could feel some of the supposedly more sophisticated Duke kids around me saying, 'Who the heck is that hillbilly?'"

A "hillbilly" favorite or not, BC knocked down a headache south, north, east, and west. And for so many, BC still does—countless people continue to swear by it.

Bernard and Council rightfully received much acclaim for making BC powder famous, but the actual origins of the product launched from the Five Points Drug Company appear to be somewhat more complex.

A 1967 story in the *Herald-Sun* carried this headline: "THE HEADACHE BUSINESS—And The Man Who Created a Remedy." The article quoted C.T. Council's wife saying that her husband always had suffered bad headaches and had, in part, become learned in pharmacy to find a cure for them.

This was during the period when Dr. Isaac Manning, dean of the UNC Medical School, had reportedly developed one of the most popular headache remedies around. Since there was no patent, other druggists informally adapted the product to

serve their purposes, but the basic remedy was believed to be a concoction of sodium bromide, aspirin, anti-pyrine, and acetanilide.

In the early 1900s, Bernard and Council began working together in Durham, and residents began to hear that the pair had come up with a very effective, Durham-bred

form of the powder. Customers came in droves. Together, Bernard and Council were well trained, poised to make their unexpected mark in pharmacy and pain relief around the world.

As with any monumental enterprise, there are often varying claims to credit. In this case, some people believe that a portion of the credit for the BC formula should go to a country doctor named Archibald C. Jordan, or "A.C.," as he was often called when he wasn't called Doc.

After years as a physician who rode his horse over ten square miles in Caldwell, North Carolina, dispensing medical care and delivering hundreds of babies, Dr. Archibald Jordan decided to move his family to Durham. In 1904, he set up shop as a



physician in the offices above the drugstore operated by Germain Bernard and Commodore Council.

Jordan was also an alchemist. According to his daughter, Octavia, who wrote a book about her family, Jordan's prescription for headaches "was so effective and so much in demand that these two druggists asked permission of Dr. Jordan to start marketing."

Dr. Jordan is said to have willingly given his permission, and immediately "the prescription was placed on the market for sale...under the name B.C. Headache Powders."

Historian Jean Anderson also reported in her book that Dr. Jordan's son, who also had the initials A.C., once confirmed his father's connection to the origins of BC Powder. The younger Jordan would later become a very popular English professor at Duke and a nationally prominent

The BC Remedy building, circa 1960s, now the site of Measurement Incorporated's headquarters

grammarian who urged citizens and business professionals to learn how to write better.

Professor Jordan's wife, Jane, still a Durham resident, was contacted about the BC "bloodlines." She said: "Oh, yes, we all know my father-in-law A.C. whipped up a remedy in his doctor's office, and then said it was okay for the pharmacists to patent it and sell it. He didn't ask for anything. That's just how he was."

She added, good-naturedly, "Sure, we wish maybe we'd been able to enjoy some of the fruits of that invention!"

Tom Council indicated he had not heard the story about Jordan's possible involvement in the creation of BC's headache remedy. "But it wouldn't surprise me," he said.

Dr. Jordan's home in Little River, off Highway 57, is also a landmark today. It is known as the Olive Branch Inn, a bed and breakfast. The house, according to the National Historic



Register, is "the best-preserved and most stylish example of the Italianate architecture style in rural Orange County."

During Dr. Jordan's time, the house was the central social institution of the local Presbyterian Church. Dr. Jordan and his brother also had a pharmacy across the road from his house. One wonders whether the "miracle" headache remedy that came to be known as BC Powder may have first been tinkered over and offered to patients by a first-rate country doctor named Archibald Jordan, well before it made its debut in Durham.

Upon Dr. Jordan's death on June 7, 1922, a cousin wrote, "I have never met a truer Christian than Dr. Arch C. Jordan. He was plain spoken, but an uncommon good man."

For his part, C. T. Council would rise to become not only the highly respected, nationally known president of the BC Remedy Company, but also a president of the Durham Chamber of Commerce and the Depositors National Bank, which became the North Carolina National Bank.

His grandson, Tom, said Council was also a key member of the area Board of Education, a very active Kiwanian, and was instrumental in the development of the Durham YMCA. Council was also an active member of the Watts Street Baptist Church.

Germain Bernard may hold the record for being the longest-standing pharmacist in Durham's history. The Pitt County native was a registered

druggist for 60 years, gaining his first exposure by working in drug stores as a child in 1888. He spent years as the owner-operator of the Durham Drug Store.



Archibald C. Jordan

Bernard also served as a long-time vice-president of BC Remedy. He died on March 28th, 1954, just two days before his 80th birthday. Both Germain Bernard and C.T. Council were reportedly generous benefactors to the School of Pharmacy at the University of North Carolina - Chapel Hill.

In 1967, Block Drug of New Jersey purchased the BC Remedy Company. The famed brand has, in a roundabout way, returned to the area of its roots: it is now owned by GlaxoSmithKline, which has a major research and development center in Research Triangle Park.

In the mid-1970s, a few years after BC changed hands, its headquarters building was used by CCB bank as an operations center. According to Ron Perkins, who worked at the bank's office on Morris Street, the nature of the business inside was not obvious to routine passersby.

"We were counting and processing millions of dollars a day," Perkins said. And this was going on right next to the ballpark. "That's not something

you wanted to advertise," Perkins said.

Frank De Pasquale, who designed many properties for George Watts Hill of CCB, spoke about the 18-inch security walls in the vault. The giant door that protected all the cash, checks, and securities in the basement area reportedly cost some \$16,000 to manufacture. It was serious security.

Perkins said the work that went on in the operations center was central to CCB's everyday functioning, and there was plenty of pressure. He added, "BC may have manufactured headache powder, but we manufactured headaches!"

De Pasquale would eventually do some early design work for significant changes to the Morris Street building, but CCB decided in 1989 to move those office functions to another location. The building at 423 Morris Street sat idle for four years, until one day in 1993 when Measurement Incorporated president Hank Scherich stood outside one of the old Liggett & Myers buildings he had been considering as a new center for his company.

The deal had just fallen through, and as Scherich tells it, "The fellow I was standing with pointed down the hill toward the old bank operations center. He said, 'Have you ever thought about that building? It might be just what you're looking for downtown.'"

Scherich decided to take a look. Soon after, he bought the old BC building from CCB, and MI laid its

first anchor in the old tobacco district, where so much big business had been conducted for so long. The move would help generate additional confidence in the neighborhood and serve as a leading edge in an ongoing resurgence, which now includes West Village, a sprawling, stylish residential and restaurant development. The developer, Blue Devil Ventures, has done wonders with giant, historic tobacco structures in the immediate area.

A sharply rising demand for space eventually led Scherich and MI to acquire and renovate the Brodie Duke warehouse, then the Imperial Building a short distance away.

It was almost by chance, then, that MI's headquarters and warren of offices would wind up where they are downtown, in a position to greatly influence the commercial comeback of the neighborhood.

"I'm proud of what we've done," Dr. Scherich said. "It's great for MI employees to work in such a meaningful environment, and we know our expanding presence here has also helped make the area attractive and vibrant once again. It's certainly a special feeling to have around the offices."

Leaders seize the key opportunities that sometimes arise serendipitously, and they make the most of them. Measurement Incorporated has done exactly that in its corner of downtown Durham, surrounded and enriched by so much history in its midst.



Acknowledgements:

Many people were instrumental in helping *History in our Midst* come to fruition. I thoroughly enjoyed the various collaborations, and I thank all of you.

Particular recognition should go to: Nikki Williams and Jason Caselli for graphic design; Johnnie Cozart and Jason Caselli for photography; Mike Bunch, Steve Heavner, Margie McKelvy, and Amy Olson for editing; and Kirk Ridge, Lynn Richardson, Jim Wise, Dale Coates, and Tom Miller for research assistance, review, and perspective.

Lynn Roundtree, a Durham area historian and writer, offered personal support with a steady hand throughout.

It is my great pleasure to be associated with Measurement Incorporated and to tell some of its unique and unfolding story in these pages.

Tom Gasparoli, Writer

Photo Credits:

- Hank Scherich - John Elkins Photography
- Robert F. Morris - Duke Special Collections
- Bartlett Durham - Duke Special Collections
- Bull Durham Ads - Duke Homestead State Historical Site
- Brodie Duke Home - Duke Homestead State Historical Site
- Brodie L. Duke - Duke Special Collections
- Early Imperial Building - Durham County Library, North Carolina Collection
- C.T. Council, Germain Barnard - Durham County Library
- BC Remedy Building, Ads - GlaxoSmithKline
- Archibald Jordan - State Library of North Carolina
- Imperial Building Construction - Duke Homestead State Historical Site

Bibliography:

- American Tobacco Company, *Sold American! The first fifty years*, 1954
- Anderson, Jean Bradley, *Durham County*, Duke University Press, 1991
- Boyd, William K., *The story of Durham: city of the new South*, Duke University Press, 1925
- Dickinson, Sue V., *The first sixty years: A history of the Imperial Tobacco Company (of Great Britain and Ireland), Limited, in the United States of America, 1902-1962*, Whittet and Shepperson, 1965
- Dula, W.C., *Durham and Her People*, Seeman Printery, 1951
- Roberts, B.W.C and Snow L., *Bull Durham Business Bonanza*, Genuine Durham Press, 2002
- Wise, Jim, *Durham: A Bull City Story*, Arcadia Publishing, 2002
- Perry, Octavia Jordan, *These Jordans Were Here*, J. G. Stevenson, 1969

*History in our Midst: Published 2005
Revised 2010*

*Workers pose on smokestack during construction
of the Imperial Building, circa 1918*



423 Morris Street • Durham, NC 27701
(919) 683-2413 • www.measinc.com