

Beatrice Fox Auerbach: Breaking Barriers at G. Fox and Beyond

Preston McNulty Socha
Junior Division
Historical Paper
Paper Length: 2,496 Words

“One thing you can be certain of is that I will not be spending it on yachts or horses, but for the benefit of the people.”¹ Beatrice Fox Auerbach articulated this, after she sold her G. Fox & Co. stock for 40 million dollars. Her leadership and its impact was so prominent that she was referred to as the “bishop of the community” and even 51 years later, her influence is still visible on the local and national scale.² She used the national prominence of G. Fox to promote innovative and forward thinking reforms to the retail community. Starting in 1927, Auerbach’s time on the board of directors and as president of G. Fox & Co., enabled her to lead renovations that moved her store into the future. She also instituted working reforms that created a safe working environment with equal opportunities for all, long before the legal requirement. However, her efforts for the greater good were not only present in her work, but also in her philanthropic efforts that changed the Hartford community. Moreover, the barriers broken in the labor field and philanthropy by Auerbach allowed others to break their own personal and professional barriers as well. Overall, her powerful impact was a result of the barriers she shattered throughout her tenure. Fox Auerbach instituted monumental reforms in retail, and along with her philanthropy, broke social barriers in Hartford, Connecticut and the nation, helping to create a more advanced and equitable society.

Beatrice Fox Auerbach was born in 1887 to Moses and Theresa Fox, two German-Jewish immigrants and would later lead a department store empire that broke gender, racial, ethnic, and religious barriers by introducing innovative and forward-thinking business practices. Fox

¹ Alex Putterman, "Remembering Mrs. A," Jewish Ledger, last modified 2018, accessed January 8, 2020, <http://www.jewishledger.com/2013/08/remembering-mrs-a/>.

² Kathleen McWilliams, "Hartford's Vexing Highway Intersection: Why All Roads Lead to G. Fox," *Hartford Courant* (Hartford), July 24, 2014, accessed November 13, 2019, <https://www.courant.com/courant-250/moments-in-history/hc-250-g-fox-highway-construction-20140723-story.html>

Auerbach strove to create a working environment that supported the employee, as well as the consumer. Together, she was able to advance an already successful company into a corporation that broke social barriers. She helped elevate G. Fox to one of the largest and most respected stores in New England.³ After the acquisition of the store by the May Department Store Company, G. Fox rose to the national scale and amassed a \$60 million dollar value in 1965, \$490 million in today's dollars.⁴

This substantial company was led by one woman, Beatrice Fox Auerbach. She was the granddaughter of Gerson Fox, who originally began life in America as a peddler, and in 1847 opened a "fancy goods store" now, ultimately known as G. Fox.⁵ His son, Moses Fox, had worked at the store from the age of 13 and after his father's death in 1880, he assumed the presidency helping the store flourish.⁶ In addition, his support to Hartford Hospital left a lasting effect on Fox Auerbach.⁷ She gained much of her philanthropic ideals, work ethic, and retail experience from her family. These skills would be valuable later in life when Auerbach would hold a seat on G. Fox's board of directors and eventually, the presidency.

Auerbach attended local public and private schools⁸ and the Benjamin Deane School, a Jewish boarding school in New York City⁹ but in fact never received a high-school diploma.¹⁰

³ Susan Campbell, "Beatrice Fox Used Wealth to Care," *Hartford Courant* (Hartford), January 1, 2012, accessed November 8, 2019, <https://www.courant.com/opinion/hc-xpm-2012-01-01-hc-campbell-beatrice-fox-auerbach-0101-20120101-story.html>.

⁴ Virginia Hale, *A Woman in Business: The Life of Beatrice Fox Auerbach* (n.p.: Xlibris Publishing, 2008), 253.

⁵ Cynthia Harbeson, *A History of Jewish Connecticut*, ed. Betty N. Hoffman (Charleston: The History Press, 2010).

⁶ Harbeson, *A History*,

⁷ Connecticut Historical Society, "Remembering G. Fox," Connecticut Historical Society, accessed February 6, 2020, <https://chs.org/online-exhibition/remembering-g-fox-co/fox-family/moses-fox-1850-1938/>.

⁸ Seymour Brody, *Jewish Heroes & Heroines of America*, Chapter 48

⁹ Hale, *A Woman*.

¹⁰ Hale, *A Woman*.

She was able to lead the largest department store in the nation, all without a single degree. In addition, Mrs. Auerbach faced personal barriers such as breast cancer, the early death of her husband, and life as a widow and single mother with two young daughters, along with the lack of formal education. Moreover, because of her Jewish religion, she experienced intense discrimination.¹¹ Nonetheless, she was able to overcome these personal barriers and bring worldwide recognition to an already advanced company.

Renovations of G. Fox

When Fox Auerbach took control of the company, she instituted monumental renovations to the store bringing G. Fox, Hartford, and Connecticut into the future. After the retail giant burned down in 1917, it was rebuilt in a neoclassical style by the renowned architect, Cass Gilbert, who also designed the United States Supreme Court building.¹² This new eleven-story building held a prominent place in the Hartford skyline. "Many felt that the fire, despite its terrible destruction, had borne excellent fruit."¹³

When Fox Auerbach became president in 1938,¹⁴ her additions elevated the G. Fox shopping experience to one of the best in the nation. Her goal was to upgrade and advance the store no matter what gender barriers she faced, even during the Great Depression and, "when the downtown districts of other cities were rapidly deteriorating."¹⁵ When the nation was reeling in a financial disaster, she added some of the largest and most expensive additions to her enterprise.

¹¹ Hale, *A Woman*.

¹² Lisa Reisman, "Thoroughly Modern: The Story of Beatrice Fox Auerbach," *Shoreline Times* (New Haven), January 13, 2011, accessed November 5, 2019, <http://www.shorelinetimes.com/articles/2011/01/13/news/doc4d2f1be86f809021893353>.

¹³ Koopman Family, ed., "Koopman Family Papers," Connecticut Historical Society: Museum and Library, last modified 1829-2004, accessed April 18, 2020, https://chs.org/finding_aides/finding_aids/koopman.html.

¹⁴ *The Hartford Courant*, "Mrs. Beatrice Auerbach Dies"

¹⁵ *The Hartford Courant*, "Leaders Extol Mrs. Auerbach"

Fox Auerbach defied the limitations and barriers put in place with the financial troubles of the Great Depression. This woman in a “man’s job,” managed to power through the gender obstacles put in place by society. At the time she was one of the few female executives in the entire United States¹⁶.

During this time, she added air conditioners and elevators to every floor, a necessity today; however, then a rare luxury. The advancements were focused on making shopping an all-day experience. She also expanded her business with a post office, beauty salon, restaurants, and a tea room for her guests. Personal interpreters and shoppers helped create an easy¹⁷ and equal shopping experience, no matter one’s needs or ethnicity. These advancements showed her commitment to the customer, community, and overall service, “Fox had to be first.”¹⁸ The changes had implications for other department stores. If they wanted to compete with G. Fox, they had to adjust their business model, in turn, changing the entire retail sector of America. During the 1950s, G. Fox had active charge accounts in every state and continent.¹⁹ The renovations of G. Fox set a precedent in the retail world. Without her first prominent steps, retail stores would not be as advanced.

Labor Reforms

Beatrice Fox Auerbach was a powerful labor reformer and her changes to the G. Fox work environment changed retail and are still in practice today. For her employees, she provided

¹⁶“March 11: Beatrice Fox Auerbach, Innovative Businesswoman and Philanthropist,” Today in Connecticut History, last modified March 11, 2019, accessed November 1, 2019, <https://todayinthehistory.com/2019/03/11/march-11-beatrice-fox-auerbach-innovative-businesswoman-and-philantrop-hist/>.

¹⁷ CTHumanites, “G. Fox and the Golden Age of Department Stores,” Connecticut History.org, last modified January 29, 2014, accessed October 29, 2019, <https://connecticuthistory.org/g-fox-and-the-golden-age-of-department-stores/>.

¹⁸ Antonina Uccello, interview by the author, Chatfield, West Hartford, CT, February 8, 2020.

¹⁹Hale, *A Woman*.

at-cost meals, sick pay, retirement, and an interest-free loan service for employee debt.²⁰ At the time, few companies provided healthcare, retirement, sick pay, and other benefits. This enabled the employees at G. Fox to lead more successful and fulfilling lives than their counterparts. G. Fox was the first company to provide healthcare.²¹ Healthcare was the support system for employees and the World Health Organization considers it a fundamental human right.²² Also, G. Fox healthcare was prominent in an employee's life even when they retired. The G. Fox retirement plan ensures that no employee will be left behind. For instance, a G. Fox nurse visited a hospitalized employee, who retired 13 years ago.²³ No matter the time of absence, G. Fox always cared.

Fox Auerbach broke societal barriers through her relationships. Compassion was expressed when, G. Fox employee, Trudi Lovell, "asked for a month off to settle her estate and cope with a loss...While the request was granted... A large basket of fruit arrived...each week, for four weeks, a check of \$100 came in the mail from Mrs. Auerbach."²⁴ Her generosity and her commitment to her employees conveyed how Fox Auerbach cared more about their well-being than monetary growth or production numbers. "I do not care about being first in gross, I care about being first in service."²⁵ Today her reforms are considered commonplace and necessary practices. As a result of being the first to put in place these reforms, she cracked and eventually broke this tremendous social barrier allowing others to do the same and follow in her footsteps.

²⁰ Amanda P. Roy, "Beatrice Fox Auerbach: Retail Pioneer Led Auerbach Iconic Family Department Store," Connecticut History.org, last modified November 25, 2016, accessed October 28, 2019, <https://connecticuthistory.org/beatrice-fox-auerbach-retail-pioneer-led-iconic-family-department-store/>.

²¹ Hale, *A Woman*.

²² Tedros Adhanom Ghebreyesus, Dr., "Health is a Fundamental Human Right," World Health Organization, last modified December 2017, accessed April 18, 2020, <https://www.who.int/mediacentre/news/statements/fundamental-human-right/en/>.

²³ Dave Rogers, "Inside a Great Store," *Hartford Courant* (Hartford, CT), April 17, 1955, sec. D, 8.

²⁴ Hale, *A Woman*.

²⁵ Uccello, interview by the author.

She defied racial, ethnic, and cultural barriers through G. Fox. Today one can pursue a prosperous career no matter their race, ethnicity, or culture because of her influence on other department store employers who had to compete with her.

These forward-thinking protections all take money, which was one of many reasons companies did not employ these practices. Nonetheless, throughout the Great Depression and World War II, G. Fox kept these reforms in place. To fund the benefits, she held benefit performances.²⁶ The money went towards the Sick Employees Fund. Fox Auerbach cared deeply about her employees' health. She also provided a death benefit, free medicine, a doctor service, and a bed at Hartford Hospital, all funded by the annual Thanksgiving Ball.²⁷ It is clear that her labor reforms had a large impact and changed many people's lives. G. Fox was a quintessential part of Hartford's life. "During the war, when people were working three shifts, they asked her [Mrs. Auerbach] to open more hours."²⁸

Fox Auerbach believed in equal opportunity for all people. Specifically, she gave people of color equal opportunities to advance themselves in work, life, and the community.²⁹ "In 1942, G. Fox & Company became the first major retail store to higher blacks in meaningful jobs."³⁰ She promoted minorities, and as a result, she was accepted by the National Urban League "for its leadership as it set the example for other stores to follow"³¹ and earned a lifetime membership to the NAACP in 1957 for her work with communities of color.³² She employed African-Americans

²⁶ "G. Fox and Company's Employees Benefits," *Hartford Courant* (Hartford), June 11, 1916.

²⁷ "G. Fox and Company's Employees Benefits," *Hartford Courant* (Hartford), June 11, 1916.

²⁸ George Ducharme, telephone interview by the author, Hartford, CT, January 2020.

²⁹ Amanda P. Roy, "Beatrice Fox Auerbach: Retail Pioneer Led Auerbach Iconic Family Department Store," Connecticut History.org, last modified November 25, 2016, accessed October 28, 2019, <https://connecticuthistory.org/beatrice-fox-auerbach-retail-pioneer-led-iconic-family-department-store/>

³⁰ Hale, *A Woman*.

³¹ Hale, *A Woman*.

³² Roy, "Beatrice Fox Auerbach," Connecticut History.org. [onic-family-department-store/](https://connecticuthistory.org/beatrice-fox-auerbach-retail-pioneer-led-iconic-family-department-store/).

who made up 7% of the Hartford population.³³ “Auerbach is believed to be the first head of a large U.S. department store to hire African-Americans in regular sales positions and supervisory jobs, not just menial ones.”³⁴ Each employee experienced the same support systems that allowed everyone to have a safe and fair working environment, no matter their skin color, ethnicity or cultural backgrounds. Title VII of the Civil Rights Act of 1964 prohibits employment discrimination; however, Mrs. Auerbach was giving opportunities to everyone in the 30s and 40s, before the Civil Rights Movement. These actions by G. Fox and Fox Auerbach broke an incredible racial barrier in retail. During the Christmas Season of 1947, she employed “more than 300 negroes.”³⁵ Hartford would be known as an accepting community, where all people can obtain well-paying, respected jobs, no matter the color of their skin. Auerbach, promoted John B. Stewart, Jr. from an elevator operator to ultimately, a supervisor. Later, he became Hartford’s first black fire chief.³⁶ Her guidance helped break down a racial barrier in the community, allowing other people of color to do the same.

Mrs. Auerbach influenced many future leaders including the first female mayor of a major city, Anntonia Uccello. She worked as an executive at G. Fox for 24 years and remembers Mrs. Auerbach saying, “You will be mayor of this city one day.”³⁷ She encouraged many others to break their own barriers, such as George Ducharme, creator of the Hartford Whaler’s *Brass Bonanza*. He worked for eight years at G. Fox, first, as an auditor and ultimately, the budget

³³ CT. gov, "Employment for African-Americans in the 1940s and the 1950s: Hartford's G.Fox Department Store," CT.gov, last modified 2020, accessed February 6, 2020, <https://portal.ct.gov/SDE/Publications/Labor/Employment-for-African-Americans-in-the-1940s-and-1950s-Hartford-s-G-Fox-Department-Store/Documents>.

³⁴Constance Neyer, "Library Memorializes Visions of Freedom," *Hartford Courant* (Hartford), October 14, 1994, sec. B.

³⁵ CT. gov, "Employment for African-Americans," CT.gov.

³⁶ Neyer, "Library Memorializes," sec. B.

³⁷ Uccello, interview by the author.

director.³⁸ Mrs. Auerbach was always confident about her work and her store. Her work ethic was one of the important ways G. Fox affected Mr. Ducharme's life. Because of G. Fox, no matter the situation, he learned to lead with great business confidence.

Philanthropic Efforts

Beatrice Fox Auerbach was a successful philanthropist that "left the community richer for having been there."³⁹ Her impact on the city of Hartford was so large that 50 years later, the city is considered poorer because of the loss of Fox Auerbach.⁴⁰ In addition, she was a member of the Fifteen Club established on December 6, 1886, which catered to the Hartford Jewish community, before the United Jewish Charities were organized. They would visit Hartford Hospital, the only hospital in Hartford, and members were quoted in 1951 saying, "their purses were always open."

⁴¹ They donated to Miles to Dimes, Community Chest, Cancer Society, YWCA Around the World, and the Hartford Jewish Federation. These donations were some of the first large-scale funds given to these charities. By being the first, she allowed others to do the same, such as larger corporations. Mrs. Auerbach did not wait for an example, she was *the* example.

With all of her power, she moved Hartford in a positive direction. For example, she created The Moses Fox Fund for people with no health insurance and the Moses Fox Free Bed Fund at St. Francis Hospital for 365 days of continuous care. Overall, Fox Auerbach's philanthropy had a large, measurable impact on G. Fox, Hartford, and the retail world beyond.

The reforms put in place at G. Fox by Fox Auerbach helped develop the retail workplace into a fair and safe working environment. In addition, her philanthropy in Connecticut gave

³⁸ George Ducharme, interview by the author, Farmington, CT, April 2020.

³⁹ Hale, *A Woman*.

⁴⁰ Hale, *A Woman*.

⁴¹ Hale, *A Woman*. [Page 71]

support to charities. Fox Auerbach, the president of G. Fox from 1938 to 1958, put in monumental reforms such as the 40-hour workweek and health protections and consequently, creating pathways for others. Fox Auerbach's influence on G. Fox changed all businesses for the better. She was the first to do this, breaking the barrier, and in turn allowing others to do the same. On the other hand, Fox's impact was not just limited to the retail world. Mrs. Auerbach did not wait for anyone to test the waters of philanthropy, she jumped right in. By instituting the Beatrice Fox Auerbach Fund and others, she created a pathway to further advancement. Her achievements and legacy are still seen today. Fox Auerbach's effects on the Hartford community brought all types of people together in one store no matter their race, ethnicity, or cultural background. The health care and benefits added safety and security for the workers. The employees would no longer be concerned about losing jobs if they became ill. In addition, they would receive sick pay, therefore increasing their financial stability. Fox Auerbach's charitable giving helped fund and build charities like the YWCA and Miles to Dimes when no one else, government or corporations did. Also, her business practices focus on service, the worker, and the maxim, "Fox had to be first."⁴² Overall, Fox Auerbach, a woman in the mid-1900s who broke business, societal, and gender barriers, had a resounding effect on Hartford and the surrounding communities.

⁴² Uccello, interview by the author.

Conclusion

Overall, in the mid-20th century, Beatrice Fox Auerbach instituted monumental reforms and philanthropy that broke barriers in Hartford, Connecticut, and the United States while changing the retail community into a more advanced and fair society. Fox Auerbach defied expectations throughout her life and her actions had a large economic impact on the community of Hartford and beyond. Mrs. Auerbach modernized G. Fox, so much so that competitors could not compete with her company. Also, the reforms put in place at G. Fox were some of the first protections for employees at a department store and her reforms are still in use today. Finally, Fox Auerbach's philanthropy is ingrained in the Hartford Community and her effect is still evident today and beyond. The daughter of two German-Jewish immigrants, Beatrice Fox Auerbach changed the retail world and the Hartford Community into a more caring, philanthropic, and prosperous society. Anntonia Uccello, Hartford's first female mayor, said that Mrs. Auerbach never got her due.⁴³ The barriers broken by Mrs. Auerbach in life, community, and retail allowed others to benefit and break their own barriers, leaving a lasting legacy in Hartford and beyond.

⁴³ Uccello, interview by the author.

Primary Sources

Auerbach, Herbert. *The Bea*. Photograph. Connecticut Historical Society. June 1919. Accessed November 13, 2019. <https://chs.org/2007/09/beatrice-fox-auerbachs-guest-books/>.

This source helped me for my paper because it was a first-hand account through a poem, about Beatrice Fox Auerbach's affect on her family. It also showcased how her family impacted her.

Bye, Beth, Judith Letts Green, and John Levine Gurski. A Series of Facebook Postings Describing the Life and Legacy of Beatrice Fox Auerbach. Facebook. Last modified November 6, 2015. Accessed November 1, 2019. <http://facebook.com>.

This source was very valuable to my research and final product. The series of Facebook postings from a group of people who directly experienced Beatrice Fox Auerbach breaking barriers, which helped me understand the amazing impact she had on her employees, shoppers, and citizens of Hartford. With this information, I was then better able to understand and gauge important perspectives.

Dove, Roger. "Inside A Great Store: 'the First Lady' of G. Fox & Co. One of America's Top Business Women Mrs. Auerbach's 'Family Circle' Lunches Give Staff A Chance to Meet the Boss." *The Hartford Courant (1923-1994)*, Apr 17, 1955. <https://search.proquest.com/docview/563159201?accountid=40258>.

This was valuable to my research because it included information about Beatrice Fox Auerbach wanted to bridge the divide between boss and employee.

Ducharme, George. Interview by the author. Farmington, CT. April 2020.

This interview was valuable to my paper because it had information about Mrs. Auerbach's effect on George Ducharme.

———. Telephone interview by the author. Hartford, CT. January 2020.

This source was very valuable to my research because it was a G. Fox employee's perspective on Mrs. Auerbach's actions and affects on the retail world.

Hartford Courant (Hartford). "G. Fox and Company's Employee's Benefits." June 11, 1916, 6.

This source was important to my paper because it was a newspaper article about the various employee benefits for G. Fox. It also helped me gauge the importance of these actions because it was published in the *Hartford Courant*.

Hartford Courant (Hartford). "G. Fox and Co. to Rebuild; Employee's Pay to Go On; Police Probe Fire's Origin." January 1917, 1-2.

This newspaper article helped my research because it showed the commitment of G. Fox to its employees even during times of tragedy. They were able to keep payroll and rebuild, even after a devastating fire.

Hazell, Naedine. *The Hartford Courant at 250: Telling Connecticut's Story*. Edited by Nancy Schoeffler, Sandra Csizmar, Richard Messina, Cloe Poisson, and Chris Moore. Hartford: Hartford Courant, 2015.

These series of images in this book helped add a new perspective to my research about the changes in G. Fox over the years. These pictures helped me understand the scale of the renovations to G. Fox.

Koopman Family, ed. "Koopman Family Papers." Connecticut Historical Society: Museum and Library. Last modified 1829-2004. Accessed April 18, 2020.
https://chs.org/finding_aides/finding_aids/koopman.html.

This source was valuable to my paper because it provided information about how the G. Fox fire, allowed Beatrice Fox Auerbach to break even more barriers.

"Leaders Extol Mrs. Auerbach." *The Hartford Courant (1923-1994)*, Dec 01, 1968.
<https://search.proquest.com/docview/550007132?accountid=40258>.

This source helped me find information about Beatrice Fox Auerbach's legacy on the community and Hartford.

"Mrs. Beatrice Auerbach Dies." *The Hartford Courant (1923-1994)*, Nov 30, 1968.
<https://search.proquest.com/docview/549965370?accountid=40258>.

This obituary helped me understand Mrs. Auerbach's affect on the city of Hartford.

"NEW ELEVEN-STORY DEPARTMENT STORE OPEN TO PUBLIC: G. FOX & CO. READY FOR INSPECTION OF PATRONS THIS MORNING FINE LOVING CUP FOR MOSES FOX STOCK MOVED TO NEW HOME BY TWENTY TRUCKS--BIG JOB TO GET READY G. FOX & CO. DEPARTMENT STORE TO BE OPENED TODAY INTERIOR VIEWS OF BIG FOX DEPARTMENT STORE LOVING CUP AND WREATH GIVEN TO MOSES FOX." *The Hartford Courant (1887-1922)*, Apr 10, 1918, pp. 18. *ProQuest*, <https://search.proquest.com/docview/556566228?accountid=46995>.

This source helped me find information about G. Fox and the opening of the store.

Retirement plan set by G. fox store: 3200 employees are affected at age of 65; firm pays all costs. (1947, Mar 05). *The Hartford Courant (1923-1994)* Retrieved from <https://search.proquest.com/docview/560742554?accountid=40258>

This source helped me find information about the retirement plans at G. Fox by Beatrice Fox Auerbach.

Rogers, Dave. "Inside a Great Store." *Hartford Courant (Hartford, CT)*, April 17, 1955, sec. D, 8.

This source was important to my paper because it included information about the importance of G. Fox healthcare.

Uccello, Anntonia. Oral History Project interview by Bruce M. Stave and Sondra Astor. West Hartford, CT, CT. October 23, 2006.

This source helped me find a new variety of information about Mayor Uccello and her relation with Beatrice Fox Auerbach and G. Fox.

Uccello, Antonina. Interview by the author. Chatfield, West Hartford, CT. February 8, 2020.

This interview with Mayor Uccello helped me gain a new perspective on Beatrice Fox Auerbach through an executive, an accomplished politician, and a leader.

Vail, Hazel. Interview by the author. Hartford, CT. January 21, 2020.

This interview with Miss Hazel Vail gave a new neighbor's perspective on her actions, achievements, and overall legacy. It also helped me understand Mrs. Auerbach's affects on her neighbors and citizens of Hartford.

Secondary Sources

4-H Education Center at Auerfarm. "History of Auerfarm." Auerfarm. Accessed November 8, 2019. <http://www.auerfarm.org/history>.

This source was very valuable to my research and paper because it showed the legacy of Beatrice Fox Auerbach's broken barriers. Through Auerbach she broke many agricultural barriers that have a lasting legacy.

Adhanom Ghebreyesus, Tedros, Dr. "Health is a Fundamental Human Right." World Health Organization. Last modified December 2017. Accessed April 18, 2020.

<https://www.who.int/mediacentre/news/statements/fundamental-human-right/en/>.

This source was helpful because it provided me information about how healthcare is a fundamental right.

Campbell, Susan. "Beatrice Fox Used Wealth to Care." *Hartford Courant* (Hartford), January 1, 2012. Accessed November 8, 2019.

<https://www.courant.com/opinion/hc-xpm-2012-01-01-hc-campbell-beatrice-fox-auerbach-0101-20120101-story.html>.

This source was useful because it provided information about Mrs. Auerbach's philanthropy within Hartford.

"Chapter 48: Beatrice Fox Auerbach." *Jewish Heroes & Heroines of America*, Oct. 2004, p. 102.

EBSCOhost,

search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=b6h&AN=19767137&site=eds-live.

Connecticut Historical Society. "Remembering G. Fox." Connecticut Historical Society.

Accessed February 6, 2020.

<https://chs.org/online-exhibition/remembering-g-fox-co/fox-family/moses-fox-1850-1938/>.

This source helped me find information of Moses Fox.

CT. gov. "Employment for African-Americans in the 1940s and the 1950s: Hartford's G.Fox

Department Store." CT.gov. Last modified 2020. Accessed February 6, 2020.

<https://portal.ct.gov/SDE/Publications/Labor/Employment-for-African-Americans-in-the-1940s-and-1950s-Hartfords-G-Fox-Department-Store/Documents>.

This source helped me learn about how Beatrice Fox Auerbach and G. Fox broke barriers in retail by being the first major retailer to hire African-Americans.

CTHumanities. "G. Fox and the Golden Age of Department Stores." Connecticut History.org. Last modified January 29, 2014. Accessed October 29, 2019.

<https://connecticuthistory.org/g-fox-and-the-golden-age-of-department-stores/>.

This source was very valuable to my product because it provided information on how Beatrice Fox Auerbach elevated and renovated her store. It showcased information on the various technological advancements in her store and how she broke barriers, as a woman, in a man's world. In addition, it had a full history on G. Fox.

CTHumanities. "Beatrice Fox Auerbach." Connecticut History.org. Accessed October 28, 2019.

<https://connecticuthistory.org/people/beatrice-fox-auerbach/>.

This source was valuable to my research and final product. The source was written in the form of a small biography. As a result, it contained background information

that helped to give me an overview of Beatrice Fox Auerbach, her achievements, G. Fox, and her family's history, as well as legacy.

Hale, Virginia. *A Woman in Business: The Life of Beatrice Fox Auerbach*. United States: Xlibris Publishing, 2008.

This source was incredibly valuable to my research because it had very specific information about her achievements, G. Fox, and her various, important philanthropic efforts. For example, had information about how she affected the community of Hartford and the history of Connecticut. Since, it had specific information I was able to find detailed information about her achievements and how she broke barriers.

Harbeson, Cynthia. *A History of Jewish Connecticut*. Edited by Betty N. Hoffman. Charleston: The History Press, 2010.

This source was valuable to my research because it included information about Beatrice Fox Auerbach's father and grandfather and how they started and grew the G. Fox empire.

Holshan, Dave. "Store of Respect." *Hartford Courant*. Accessed November 1, 2019.

http://articles.com/2008-12-07/news/curtain1207.art1_1_connecticut-college-women-s-hall-woman.

This source was valuable to my research because the article provided specific and accurate information that showed the large amount of power she had over the city of

Hartford. It also included information about G. Fox's achievements and the impeccable condition the department store had. This is a reliable source because it is published under the Hartford Courant, a respectable, accurate newspaper that has brought information to Connecticut from 1764. Clearly, this article is a reliable source.

"March 11: Beatrice Fox Auerbach, Innovative Businesswoman and Philanthropist." Today in Connecticut History. Last modified March 11, 2019. Accessed November 1, 2019.
<https://todayinthehistory.com/2019/03/11/march-11-beatrice-fox-auerbach-innovative-businesswoman-and-philanthropist/>.

This source provided a small amount of background information on Beatrice Fox Auerbach's personal life. It also showed information about the people who doubted her and how she exceeded their expectations.

McWilliams, Kathleen. "Hartford's Vexing Highway Intersection: Why All Roads Lead to G. Fox." *Hartford Courant* (Hartford), July 24, 2014. Accessed November 13, 2019.
<https://www.courant.com/courant-250/moments-in-history/hc-250-g-fox-highway-construction-20140723-story.html>.

This source was important to my research because it provided information and first-hand accounts about Beatrice Fox Auerbach's power within Hartford, Connecticut, and state and how she used it for good.

Messina, Mike. "Beatrice Fox Auerbach's Guest Books." Connecticut Historical Society. Last modified September 2007. Accessed November 12, 2019.

<https://chs.org/2007/09/beatrice-fox-auerbachs-guest-books/>.

This source was valuable to my research and paper because it provided information about Mrs. Auerbach's relation with her family.

Neyer, Constance. "Library Memorializes Visions of Freedom." *Hartford Courant* (Hartford), October 14, 1994, sec. B.

This source was valuable because it provided quotes about G. Fox employed people of color.

Putterman, Alex. "Remembering Mrs. A." *Jewish Ledger*. Last modified 2018. Accessed January 8, 2020. <http://www.jewishledger.com/2013/08/remembering-mrs-a/>.

This source gave me important quotes about Beatrice Fox Auerbach and her commitment to her customers.

Reisman, Lisa. "Thoroughly Modern: The Story of Beatrice Fox Auerbach." *Shoreline Times* (New Haven), January 13, 2011. Accessed November 5, 2019.

<http://www.shorelinetimes.com/articles/2011/01/13/news/doc4d2f1be86f809021893353>.

This source was very helpful to my research because it provided statistics that show how large and powerful G. Fox was. The source showed the sheer magnitude of her

achievement as a female president in a man's world. It showcased how she was able to break barriers that would greatly affect the Hartford and Connecticut community.

Roth, David M., and Judith Arnold Grenier, eds. *Connecticut History and Culture: An Historical Overview and Resource Guide for Teachers*. Willimantic, CT: Connecticut Historical Commission, 1985.

This source was valuable to my research because it gave background on the barriers that Beatrice Fox Auerbach and other women faced.

Roy, Amanda P. "Beatrice Fox Auerbach: Retail Pioneer Led Auerbach Iconic Family Department Store." Connecticut History.org. Last modified November 25, 2016. Accessed October 28, 2019.
<https://connecticuthistory.org/beatrice-fox-auerbach-retail-pioneer-led-iconic-family-department-store/>.

This source was valuable to my research and learning because it provided information on the specific reforms Beatrice Fox Auerbach gave G. Fox. In addition, it showed the history of the Fox family and how her family's success began. With all this information it gives perspective the major achievements she brought to G. Fox and the city of Hartford.

Steadmen, Jenny, and Kathy Whitney. "Before Black Friday...there Was G. Fox." Connecticut Historical Society. Last modified November 29, 2013. Accessed November 15, 2019.

<https://manuscripts.wordpress.com/2013/11/29/before-black-friday-there-was-g-fox/#more-4954>.

This source helped me find information so I could compare retail before and after the introduction of G. Fox.

US Department of Labor. "Vacation Leave." US Department of Labor. Accessed February 5, 2020. https://www.dol.gov/general/topic/workhours/vacation_leave.

This source provided information about labor laws, that I then could compare with Beatrice Fox Auerbach's innovations at G. Fox to see how she was ahead of her time.

Wilson, Tracey. "Why Did Eleanor Roosevelt Visit Beatrice Fox Auerbach at Auerfarm?" Lecture, August 16, 2016. Connecticut Historical Society. Last modified August 16, 2016. Accessed January 3, 2020. <https://chs.org/event/eleanor-roosevelt-beatrice-fox-auerbach-presentation-historian-tracey-wilson/>.

This source was valuable to my research because it had information about Beatrice Fox Auerbach's high level relations in government and social status.