



# Lady on the Hill: How Biltmore Estate Became an American Icon

*By Howard E. Covington Jr., The Biltmore Company*

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"What William Cecil has accomplished at Biltmore Estate is one of the great preservation success stories of all time. He has set a high standard for what all historic house museums strive for: magnificently preserved buildings and grounds, engaging interpretation, and--perhaps most challenging of all--economic self-sufficiency. It is no surprise that Biltmore Estate is widely recognized as one of America's finest places to visit."

--Richard Moe, President of the National Trust for Historic Preservation

"Biltmore is a glorious national historic landmark that, through creative vision and entrepreneurial management, preserves and provides insight into a way of life in the early 1900s. Bill is the imaginative and multifaceted leader who has built this great monument to enrich his community. George and I admire his dedication and success."

--George and Abby Rockefeller O'Neill

"Bill Cecil and his team at Biltmore Estate have sure proved that they know how to build a successful business. They did it the old-fashioned way: embrace a bold idea that others said could not be done and--through commitment, determination, and hard work--bring it to life. Their achievement against the odds is inspiring, and their vision and perseverance are valuable lessons to us all."

--Don Logan, Chairman, Media & Communications Group, Time Warner

"If George Vanderbilt did nothing more than engage the two most prominent and storied designers of their time, architect Richard Morris Hunt and landscape architect Frederick Law Olmsted, to carry out his vision of a European estate in the southern Appalachians, he would have created an American icon. The beauty of the method by which the estate was executed and, even today, the meticulous attention to detail, in the presentation and care of the estate by William Cecil, have brought history to life."

--Gary J. Walters, Chief Usher, The White House

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### Editorial Review

From Publishers Weekly

Set amid thousands of lushly landscaped acres in the North Carolina mountains, the Biltmore estate is a 250-room Gilded Age mansion stuffed to the rafters with objets d'art. Writing a very authorized business history rather than an architectural appreciation, journalist Covington celebrates the estate's transformation from quasifeudal folly to lucrative tourist mecca. Built in 1895 by George Vanderbilt, who played lord of the manor to hundreds of tenant farmers and servants, the estate passed in the 1960s to his grandson William Cecil, whose tight-fisted budgets, canny marketing initiatives and rapt attention to customer service turned it into a profitable museum of robber-baron privilege, selling more tickets than Colonial Williamsburg. The author's sycophantic account of this not unduly exciting saga is mainly a tribute to Cecil, who wrote the afterword. Covington defends the Biltmore owner's model of private, for-profit historical preservation against charges of commercialism leveled by nonprofit preservationists, repeats his complaints about inheritance taxes, extols his entrepreneurial daring, salutes his Biltmore restoration projects ("surpassed what many had seen anywhere") and raves about "customer satisfaction reports... comparable to those enjoyed by a five-star resort." This anodyne hospitality-industry success story will find a place in the Biltmore gift shop, but probably nowhere else. (*Mar.*)

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### Review

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### From the Inside Flap

*Lady on the Hill* tells the inspiring story of the thirty-five-year effort to restore this fading beauty to her former glory—all without a penny of government funding or outside foundation grants. Central to this true-life tale of rebirth against the odds is George Vanderbilt's grandson William A. V. Cecil, a well-mannered, highly educated man who, when caught up in an idea, becomes a whirling dervish, generating enough energy and enthusiasm to motivate everyone around him. And, according to author Howard Covington Jr., Cecil gets a week's worth of ideas before he's done with his Monday morning shave.

In the late 1950s, attorneys, financial managers, and tax accountants were united in advising Cecil and his brother, George, to sell off the estate's 12,000 acres in order to create a suburban subdivision. Cecil quietly

ignored this advice and came up with a better idea: over the next four decades, he would turn this down-at-the-heels mansion that was a drain on the family business into the most successful, privately preserved historic site in the United States, perhaps even the world.

Cecil succeeded beyond even his wildest dreams. Not only did he raise the money needed to begin and continue a painstaking, decades-long restoration of the house itself, but he also achieved a goal that even his grandfather had found elusive. He made Biltmore Estate a self-sustaining, working enterprise that included a vibrant tourist destination, a working winery and vineyard, and a farming operation; employed hundreds of people; and attracted hundreds of millions of dollars to the local economy every year.

Lady on the Hill tells a lively tale of eccentric, upper-crust characters, seemingly insurmountable obstacles, and one man's determination, innovation, loyalty, and stubborn persistence to succeed against the odds. It also provides a brilliant, if unorthodox, model for anyone involved with the preservation and restoration of a historic home.

## **Users Review**

### **From reader reviews:**

#### **Richard Crowe:**

Now a day those who Living in the era wherever everything reachable by connect with the internet and the resources included can be true or not call for people to be aware of each data they get. How many people to be smart in having any information nowadays? Of course the reply is reading a book. Reading a book can help folks out of this uncertainty Information specially this Lady on the Hill: How Biltmore Estate Became an American Icon book because this book offers you rich details and knowledge. Of course the knowledge in this book hundred % guarantees there is no doubt in it you know.

#### **Cameron Rodriquez:**

Nowadays reading books be a little more than want or need but also work as a life style. This reading habit give you lot of advantages. Advantages you got of course the knowledge the particular information inside the book that will improve your knowledge and information. The information you get based on what kind of book you read, if you want get more knowledge just go with schooling books but if you want truly feel happy read one having theme for entertaining for instance comic or novel. Typically the Lady on the Hill: How Biltmore Estate Became an American Icon is kind of reserve which is giving the reader unpredictable experience.

#### **Fern Marshall:**

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**Sandra Vincent:**

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