YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Civilian Conservation Corps

Personal Experience

O. H. 1317

RAYMOND JAMES SHUSTER, PhD

Interviewed

by

Bridgett Williams

on

November 24, 1989

Raymond James Shuster was born March 3, 1914 in Pittsburgh, Pennsylvania. His family Americanized their name from Shustakc-wich, presumably to facilitate assimilation. He spent his child-hood in Newark, New Jersey, Long Island, New York, and Olyphant, Pensylvania, moving at age 15 to Detroit, where he attended Western High School. When he had the opportunity immediately after graduation to sign up for the Civilian Conservation Corps in May 1933, he jumped at the chance. Detroit was particularly hard-hit by the Depression, and the opportunity to earn money was irresistible. He had to drop out of high school after 10th grade to work, returning one and a half years later and finishing one year after his class in May 1933.

He jokingly dubbed the Hiawatha National Forest, where his camp, Co. 1614 was, near Munising, Michigan, the National Brush Pile. His camp was responsible for clearing away brush so small-er, "second-growth" timber could have a chance to thrive. They removed extraneous trees, planted seedlings, and made improve-ments to the Hiawatha National Forest in which they were sta-tioned. He remembers the CCC with fondness, not only for its emphasis on honesty and self-discipline, but also for its educa-tional offerings. He served until April, 1934, when he accepted employment as a punch press operator in a small Detroit firm. Then, having had typing and shorthand in high school, he found work in offices, studying accounting at night.

In the course of the next 20 years, he married his wife Martha and together they began to raise their two children. He

went through a series of jobs, constantly parlaying his talent for cost accounting and office organization into better positions. Still, he wasn't satisfied. Then in 1956, during the Cold War, he went to work in Chrysler Corporation's missile division as manager of cost, fund, and inventory control, achieving executive status. In January 1962, he began to go to college part-time. His academic progress can be measured in the parade of degrees which he obtained: BSBA (December 1965), MBA (June 1966), PhD (March 1971).

An interesting part of his career occurred in the missile division. His descriptions of the workings of the Redstone rocket plant and his insight into government operations at the time add much detail to the understanding of the importance of defense and secrecy during this era. Being responsible for cost and fund control, he was also in a position to judge certain aspects of spending and the famed "padded bill." His reluctance to submit bills which he knew to be overcharged led him to reconsider his career path. While he expressed some hesitancy about discussing the project out of national security interest, the interviewer found this to be the most unusual and informative section of the session.

He obtained his MBA in 1967, and the following year embarked on his doctoral study. His doctoral dissertation, combined with his wealth of practical experience and his pleasant demeanor, impressed the Youngstown State University Management Department. When he completed his studies in 1971, he was immediately hired as Acsociate Professor of Management, was promoted to professor

and worked at YSU until his retirement in 1984 at age 70 (mandi-tory). He speaks highly of his university experiences and of the students that he taught. His teaching career garnered him some recognition and he was included in the Outstanding Educators of America for 1973. He founded Sigma Phi Alpha, an affiliate of the American Society for Human Resource Management, an honorary fratternity for management students of Human Resource Management, and remains active tutoring students from Thailand.

His energy and sharp mind made this an easy interview to do. He spoke at length and in detail about his experiences and I found his remarks more focused. His directness, especially when he speaks of his days at Chrysler, gives the interview a clarity which significantly enhances the information he provides.

Bridgett Williams

O.H. 1317

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Civilian Conservation Corps

INTERVIEWEE: RAYMOND JAMES SHUSTER, PhD

INTERVIEWER: Bridgett Williams

SUBJECT: Michigan, Civilian Conservation Corps, Chrysler, Redstone Missile, Business Ethics, Youngstown State University

DATE: November 24, 1989

W: This is an interview with Dr. Ray Shuster for the Youngstown State University Oral History Program, on Civilian Conservation Corps, by Bridgett Williams, at 8460 Crystal Drive, on November 24, 1989, at 11:15 p.m. (He had an album of snapshots of CCC times and places.)

S: This is me back then (looking at a picture).

W: You look kind of like quite a rugged man.

S: That was in April of 1934.

W: Also, a little bit cold. Where were you when that picture was taken?

S: Upper Peninsula, Michigan. That was twenty-five miles south of Munising, in the middle of the Hiawatha National Forest. These are some of the pictures of the time. We worked out in twenty below weather, as long as we were shielded from the wind.

W: You were there year-round then?

S: Well yes. We went in in July . . . Actually we were conditioned in Detroit at Fort Wayne in May and June of 1933. Then in July we were moved up to the Upper

Peninsula, got off the train at Whetmore and into the trucks of the Alger County Road Commission, and driven twenty-five miles south into the woods, until we found a big open field. There we unloaded. That became camp.

W: So you didn't have any structures or anything to go to.

S: Nothing, absolutely nothing. There was nothing there at all. We even had to dig our own well and so on and so forth. It was quite an experience in its own way. We lived in these Army tents until the middle of December.

W: Till when it got too cold.

S: Yes, but you would be surprised, the tents were warm in their own way. This is the camp during the tent days. We had a little Sibley Stove in the middle of the eight man squad tent, in a sand box. The chimney went up the tent pole. We had the tent banked with earth around the sides and in the back, except the front entrance, and plenty of blankets and it was warm enough. We managed until the barracks were built. When the barracks were built then we were in much more comfortable quarters. By that time we had a shower room with hot and cold running water.

W: That was a real luxury. What did your conditioning consist of?

S: Conditioning essentially consisted, at Fort Wayne, of physical development, gaining strength, while they organized the 200 man companies. It was really a staging area. At Fort Wayne they must have used that facility for a year or more and each time they would get a group of men, that would comprise a company, 200 men, they would organize them. I became immediately a squad leader on the basis of my previous Boy Scout experience as a patrol leader and assistant to the Scout Master. So, they gave me a squad and that is the group that shows in the pictures. Later on I became an assistant leader, which meant that I had more responsibility in the daily work of the organization. Mainly I ran compass lines and blazed trees for cutting, and so on and so forth. Then, later on, when they started the education program, I became assistant to the educational advisor, because in high school I had typing and shorthand. So, that was a necessary thing. As a matter of fact, some of the time I was giving the educational advisor more assistance than you would otherwise have thought. He was Jake Fase who came out of Michigan State University. . . No, I'm sorry, the University of Michigan. Among the people who ran the company were a group of military and a group of forestry people. The forestry people were responsible for

our daily work in the woods and so on.

Our work consisted mainly of what we called Silvi-Cultural Operations. That meant going into the woods and cutting out deadwood and the wrong kind of trees, mainly wild Cherry and things of that kind, dragging them to the roadways where in the wintertime they were piled up and they gradually were burned as piles of deadwood. So that freed Maples and various other kinds of growth for development where they weren't stunted by the overhanging dead wood. Wherever there were open fields, we planted trees. We planted millions of trees up there. That was a process of men lining up across the field, maybe forty or fifty men in a row, each with what we called a peevee bar. Which was a long rod with a piece of steel on the bottom, heavy steel, and you would chuck that into the ground, move it forward, and you had a basket of trees--little seedlings about so long--and you would put each one in the hole that was behind the peevee bar. You would hit the bar in the ground behind the seedling and push it forward and that sealed the tree in. You moved two more steps to another place. Before the planting group came in there was a group of what we called "scalpers" and they had a thing that looked like half of a hoe and half of an axe on the end of a regular handle. They would scalp the turf of an area of maybe two feet square and it was in the middle of those that we planted the trees. Ultimately, I would say roughly, about eighty percent of those trees survived. They grew up into tremendous forests.

W: Mostly Pine or were you also planting Maple?

S: No, these were Evergreens of all kinds; English Spruce. That, of course, reforested that area. Before we moved in the place was known as the Hiawatha National Brush Heap. We had quite a lot of territory. In that area we had roughly eight companies of 200 men each. The nearest company to us was Camp Kentucky. We were known as Camp Macomb and we were deepest in to the middle of the forest at that point. There were various other companies at Shingleton and at points west. I mentioned the forestry men, who were in charge of our work, were mainly members of the Forestry Department of the State of Michigan. They were college graduates. One was named Red White and the other one was Kenneth M. Allen. We had a lot of fun with his initials.

W: I can imagine.

S: But they were great guys. The military people, the main individual, was the sergeant and at the moment I can't remember his name. He was a true Army career type, who had been deployed into the Civilian Conserva-

tion Corps out of the regular Army, to some degree of unhappiness. But he got used to the idea and we finally got a good relationship with him. He was a very nice, straightforward guy, but he pretty much kept his distance with most people. Except with me, because he recognized the quality of work that I was doing with my people.

W: You weren't just some callow guy!

S: There was Lieutenant Spangler above him, who became our Captain Spangler and then above him was Captain Dunn, who became Major Dunn. Dunn had the responsibility of several of the companies around the area. We had a physician who came into camp a couple of times a month or so to take care of whatever treatment was necessary. The unit was organized generally in groups depending on the kind of work that was to be done. Like I was with the Silvi-Cultural group most of the summer until we got ready to plant in the fall. Other groups were doing the scalping and when fall came then, everybody was planting. As I mentioned, we worked throughout the year. We also ran trails, we fought fire. There were times when we were on the fire line thirty-six to forty-eight hours at a stretch without a break. You know, trying to keep the thing under control. We had ultimately athletic activities. We had a football team that played the Marquette Prison football team. And baseball . . .

W: Afraid to lose and afraid to win.

S: We had twelve baseball games among the company teams around the area. Then we had, as I mentioned, the educational program for which I was educational assistant to the advisor. Which meant that I ordered the books, I wrote the letters, I kept track of the courses that were organized and the attendees and so on and so forth. That became my principle job. I don't know whether I had a picture in there or not of me doing that particular work. No, I guess those pictures are . . . This is the last day that I attended. I was also the company bugler for a while. This was the day that I went home in April 1934.

W: That probably also came from your Scouting experience?

S: No, as a matter of fact, I was a member of the American Legion Drum and Bugle Corp in Olyphant, Pennsylvania, which is near Scranton, when I was in my thirteenth and fourteenth year. In that group we marched in parades, you know American Legion parades and so forth. At that time I touched hands with Civil War Veterans, because they were marching still (1927-1928).

W: Really?

S: Yes, across the years. (Looking at other snapshots) See I worked on skis during the wintertime, skis and snowshoes. This was blazing a tree. Woodsman scare that tree. This was taken just a few days before I went home too. That was the winter there in April. I went in weighing 133 and come out weighing 165.

W: So there was no lack of good food?

S: Oh, good food! Good work, sleeping, and so on and so forth, good friendships. We would go into town, into Munising, usually month end weekends, when we got paid. See we were paid, as possibly you might know, $30 a month, $25 of which went home to the family, $5 of which we retained as pocket money. You want to remember that 1933, 1934, $5 was a lot more money than it is right now. It was equivalent, I would say. . . Let me see, in 1937 I was working for $35 a week and I got married on $35 a week. My wife was making $30 at the time. We bought our first home in 1940 for $6,500, which was better than the quality of homes you see down the road here. So, I would say twelve, thirteen, fourteen times, so you could say that $5 was worth maybe $70 or $80 a month back in those days in today's dollars. Then when I was promoted to assistant leader I got $36 a month, which meant I kept $11. So we would go into town and we would enjoy whatever there was to be enjoyed, mostly beer gardens. Some of the fellows got acquainted with some of the girls. Some of them got married and brought their wives home.

W: I've been told by other people that the town boys didn't like the CCC boys at all, because they were encroaching on the girls.

S: That is right, they were encroaching on the territory. Girls were in a very limited supply obviously and when you consider that there were eight units in the area immediately around Munising and Munising at that time had a population of very little over maybe a couple of thousand. When the 1,600 CCC (Civilian Conservation Corp) boys hit town they almost outnumbered the population. Not that they all came in at the same time and not everybody came in each time. That was a pretty good life at the time. I think you will hear from almost every former member of CCC that the experience was an extremely valuable one. We didn't realize at the time how much it was doing for us. Some of the men, of course, ultimately went into military service because the camps ran roughly until the immediate period before the 1940's. Pearl Harbor was in 1941 and we immediately began to be drafted. So, a lot of the men went into the military and some of them, of course,

became non-commissioned officers and officers partly based on their leadership experience in the Civilian Conservation Corp. There has been some talk, or it was some talk back then, about people who were opposed to the military being in charge of CCC. Because they felt that this was an undercover way of getting men ready for military service. There may have been some political signs of upheaval in Europe at that time and it may be that the administration, the Roosevelt administration, may have realized there might come a time when this might be necessary. It is quite possible that CCC's were a nucleus of men whose experience and physical conditioning, incidentally, made them immediately available for military service.

I don't know what the numbers are totally but there are statistics to indicate the number of men who went through that system, but it is in the millions, two, three, four million. Some men served for several years. Initially we were supposed to go in for six months and then be able to reenlist for six months. That was my experience. I reenlisted but then as soon as a job was available then I went home shortly before my second hitch expired. I went home to a job in the Vellumoid Corporation running a punch press. My brother found the job for me. So that was what I did when I got out. I don't know how much detail you want in terms of bulk on CCC and in terms of what happened to me afterwards.

W: Oh, anything. I am here to do an entire oral history. What I am interested in is what led you to join the CCC to begin with?

S: Good question. When I came to Detroit in 1929 our family had been in the East for awhile; my brother and two sisters and my parents. In 1929 conditions opened up in the Detroit area because of the Ford Motor Company expansion. So, my dad came here and then we followed. I was already through my freshman year in high school and I went to high school at Western High in the tenth grade. Things got bad and I was a high school dropout for a year and then half a year part time. Then I came back, and as a consequence I graduated a year later than I would have normally, beyond my class. The weekend after I graduated I was in the CCC because there was no work.

I worked most of the time at part time jobs during my early years, my childhood, and high school years. My first job was newspaper delivery at age eight and almost consistently and continually from that time on I had some kind of a job after school. That was the thing that was very helpful in the long run. When I dropped out of high school after the tenth grade, I was

a clerk in the Kroger stores. That was before they were supermarkets. So you waited on trade directly, man to man, one on one, or man to woman I should say. So, my work there was clerking and taking care of store supplies, dressing windows and so on and so forth. You learned to meet the public. It was a very interesting experience. I was sixteen but I lied about my age. I told them I was eighteen. So, I got by with that. Then I went back to high school, and in my final year I had to carry subjects straight through for eight hours--no study, no lunch--in order to be able to finish at the time, which I did. So, I went in the Conservation Corp immediately after finishing high school.

Now the group that I was with were principally from Wyadotte, River Rouge, Allen Park--which was down river in the Detroit area. I happened to be living on the west side at the time and so my enlistment was part of the group that went to Fort Wayne. Fort Wayne was an old military installation on the Detroit River, in the southwest part of Detroit. It had plenty of open ground, so they set up these military squad tents there and we were organized into companies. An organization developed within each company, and so on, and went through this conditioning. Conditioning, as I mentioned before, included a lot of physical exercise and all the stuff like that. We learned to get by with Army chow. Some of the fellows became part of the cooking establishment. Some fellows became truck drivers and so on. One fellow became the mail clerk and his main job was going to the town everyday on the truck, and picking up the mail and bringing it in. So, there was a variety of experiences and men used to learn to use various kinds of tools in addition. In some companies, elsewhere in the country, they were using heavy road equipment; graders. As I mentioned we built trails, roads, bridges, fought fire, so on and so forth. The experience was great for many men who had no previous experience of any consequence. Some of them were rebellious. A few went over the hill, so to speak. Besides they didn't want to stay and they went AWOL, thumbed their way back to Detroit. Or wherever they happened to live.

W: Was there any sanction against that? When you quit, you just quit.

S: Well, they quit and they received the dishonorable discharge obviously. But there was no such thing as military police going after them and hauling them back.

W: Hauling them back by the scruff of their neck.

S: Not that I know of. In other words, if somebody wants

to quit, what are you going to do with them. They would try to talk them out of it. We didn't have very much of that sort of thing.

The fellows learned to get along with each other, and this was important too. They learned to be under discipline and learned to be responsive to leadership, which was right out of their own ranks. Which, in its own way, helped individuals to learn to work in groups and accept authority. A lot of men learned leadership qualities and exhibited them the during the course of the time that they were in the Corp. So that was part of it. This was then in view of the fact that there was very little work around the country at the time. This was still Depression years. If I remember correctly the statistics on the Depression at the time, on unemployment, were on the average something above twenty-five percent. So then you figure one out of four employable people. Of course, you didn't consider women in the work force in the same sense as we do now. Not that many women did work but the percentage of women in employment was considerably lower. Those who were in employment generally went into "so-called" female occupations; nursing, teaching, social work and this type of thing. Secretarial work of various kinds. So, the women were generally in their younger ages and then when they got married they typically became housewives and mothers and so on and so forth. My own wife had that same experience. We met in 1934, we were married in 1937. Met in 1934. She went to school with my sisters and that is the way I got to know her. She was a clerk in the high school during her junior and senior years and then when she graduated she was employed full time, on the basis of quality of her work. She worked in the Detroit system for, I believe around ten years at the time, until our children came along. We were married seven years before we had our first child. At that time she left the system and stayed out for seventeen years and then went back again and worked another eleven years until we came here in 1971.

So that was essentially the type of living we had back then. We didn't, as you can recall, or as you learned, we didn't have many of the things we have nowadays. There was no television. The radio was still in its earlier years in developing. Cars were much different, not too different in many ways. We got along without a lot of things. We walked a lot.

W: I think people would be better off now if they did.

S: We lived, for an example, between two main thoroughfares, Michigan Avenue and Warren Avenue, and they were roughly equally distant. You walked here for your street car. You walked there for your street car. At

the time we didn't have busses. When I went to Western High, Western was roughly three and a half miles from home and so I would take a Warren car, transfer to what they called a little dinky. This is one of these little cars you may have seen pictures of. It looked something like the San Francisco cable cars in terms of size. And would ride that to school; $.06 and it was $.01 for a transfer. Or, I could walk and sometimes I had to walk.

W: Depending on how much money there was around.

S: Depending on how much money there was or I picked up the habit when I was working at Kroger, working as a clerk, I picked up the habit of smoking. Sometimes my car fare went for cigarettes. That was another situation.

So, when April 1934 came, my brother wrote me and told me that he had a job for me in a place where he had been working as a punch press operator. So, I went there in the summer and worked through the summer of 1934. For one reason or another, Vellumoid went down. They made gaskets for automotive use and so on. It was quite an experience of its own, working in a factory for the first time under conditions like that.

W: Recommends the academic life, doesn't it?

S: Well, in a sense it may have. I had taken shorthand and typing in high school in lieu of college prep because the idea then at the time was, "You couldn't afford to go to college. You got to find some way of working." We were very practical people. So, I learned typing and shorthand and that got me my first job after I lost the job at Vellumoid. So in October of 1934 I went to work for Arrow Liqueurs Corporation. Arrow at the time was one of the first companies started up after the repeal of prohibition. I worked for Arrow and started a home study course in accounting through International Accountants Society, which was a very good school. I learned my accounting principally through them in the initial stages and was given the opportunity at Arrow to become a junior accountant. I started as a billing clerk on the basis of my typing. And so three months later I became a statistical clerk. I was able to handle numbers quite well. Then, I learned the accounting and learned particularly cost accounting and after a while I was their junior cost accountant. I helped set up an inventory system, I set up controls of the various kinds, cost controls. I got an excellent reputation. The man I worked for at the time, Lester Elwood, was my mentor. He was very interested in helping me. As a matter of fact I dedicated my doctoral dissertation to Les Elwood because of his

early influence on me and his recommendations. Arrow seemed to be too small after about two and a half to three years and I decided I wanted more room, more space.

So, I signed up with an employment agency and they got me a job temporarily at Bulldog Electric revising their cost accounting system with a night crew. That lasted about thirty days and then he got me a job, with Rotary Electric Steel at Eight Mile and Mound., where I was in the cost accounting department, running size costs on steel. That was the company that became, later on, LTV.

W: Really?

S: Yes. It was one of the divisions that went into what became LTV. That lasted about three months. Something didn't quite work out between me and my supervisor. I was a little too eager to get involved in more detailed accounting controls and so on. I was kept on doing size costs day in and day out.

W: Yawn!

S: It got to be very, very boring. I encountered my first experience with what became computers back then. The IBM system of data processing, which consisted of a collator mainly which was controlled by a board which had to be rewired each time you wanted to change the system from payroll, to steel costs, to whatever they wanted.

W: Goodness.

S: It was run by a brother and sister team incidentally. They learned their craft at Endicott, New York. That is where everybody was sent to learn how to run these things. I was supposed to go there but, as I mentioned, my relationship with . . .

W: Went rapidly downhill.

S: Ralph. He had been in steel costs all of his life. He had never had any education in accounting, or in cost accounting, and I had just been completing my work with International Accounting Society. I figured I knew a lot more.

W: Kind of cocky.

S: Yes, kind of cocky. So, I had to find other employment. It was kind of mutually agreed that I would take part time off to find another job and then come in and work part of the day. Well, in a couple of weeks,

about two weeks, I found a job as the office manager for what became Kingbrooks; a high class men's clothing store. A week after I got my job we got married. We had planned on our marriage before then and when I lost my job we didn't want to do it. We had gone together for three years before we were married in August of 1937. I stayed with Kingbrooks for another couple of three years. Let's see, by that time it was 1939. I went to work for Schaefer Bakery, Peter Pan, Detroit, Peter Pan Bakery at the time, as their office manager. So in other words I kept finding a better job, paying more money, more or less in the same field. By the time I got through I had advanced to be the controller. In other words I was more in charge in a larger, more responsible position, and when my boss, who was vice president, went to another job in the defense indus try-- because he wanted to avoid being drafted--I started to do his job. I handled that job until conditions developed a little bit differently. My brother was threatened by military drafting. Conditions changed and I decided that I wanted to get out of that particular work and go elsewhere. I had tried to enlist in the Volunteer Officer Training Corp, but I have amblyopia in my right eye and I was rejected as a consequence of not being able to pass their eye test for tank officer training. I don't know what difference it might have made at the time but anyway it kept me out of the military at the time. I went to work for the government in the area of the Silver Program. We took treasury silver from West Point and this was transported to Maspeth, Long Island. The silver ingots were melted down into great big cakes of silver. Those were sent by freight car to Revere Copper and Brass in Detroit and used in place of copper for aluminum pot lines. Aluminum was prepared through the precipitation of Alumina out of bauxite ore in the so called pot lines. These bars carried electrical charges.

W: Right.

S: They were, some of them, as long as twenty-four feet. Can you imagine a twenty-four foot bar, a foot wide and almost an inch thick rolled out of a block of pure silver. So, I stayed in that program until it was organized and well under way. That was from roughly August of 1942 until March 1943. I left Peter Pan in middle 1942. So, I stayed with the Silver Program, which was under the Reconstructed Finance Corporation at the time. I stayed there about eight months. By that time the job was very routine. In the first three or four hours all the work for the day was done. Things were very well organized. I have to take credit for the fact that I organized the entire system of control of receiving and accounting for the silver. We accounted for it in terms of the troyounces, no dollar

values, troyounces. We would receive maybe eighty to a hundred-thousand pounds per train load coming in, stored in compounds, and then taken out. We kept track of all of the content on each move from one station to another, throughout the entire plant, until they became the particular size of bar. They went through shearing, they went through punching operations, where holes were punched for bolt holes. All of this had to be kept track of in troyounces, very, very carefully. For example when the holes were punched for the bolt holes they resulted in maybe dollar sized or larger slugs; maybe half inch, three-quarters inch, even an inch thick. They would go down a sealed chute into a sealed box and had to be counted.

W: To make sure that all of them made it into the box.

S: That nobody got away with one. Even when the dies were changed from time to time there may be a slug in the die and they had to sure that they were taken out. When the cars came in, and the silver was unloaded, the cars were swept out very, very thoroughly because this was pure silver and the cakes rubbing together would . . .

W: Make shavings.

S: Yes, shavings and powdered form of silver in the bottom of the freight car. So that was swept out and incinerated to recover the silver. After the program was over, the compound floors where the stuff was stored were of heavy wood blocks, and those were taken up and the silver was recovered from there. But I stayed in that operation, as I said, until things were well organized and by that time it simply got too boring. I went to work for a defense company, Mead Screw Products. We were making twenty millimeter and thirty-seven millimeter projectiles at the time. This was a brand new company which was built up by government funding, the plant itself, and among the jobs I had at the time was to review all of the costs of construction within an entire building. I counted cinder blocks and pipe lengths and everything else. I accounted for every dollar and cent of construction cost that had been expended for that building.

W: We should send you to the pentagon today. I think someone needs to.

S: Then as we got underway I became the chief accountant for the company and the office manager, controller, for the company, which then stayed in business until the War began to diminish and they began to cast about for something else to do.

Well, before that happened I had left to go into business for myself running a grinding shop. Cincinnati Centerless Grinders were large machines which ground various kinds of round shapes. They had a big grinding wheel and a small feed wheel and you would run your piece through. If it was a through feed operation we would run, for example, steel bars. As much as twelve, fourteen, sixteen feet long and as much as two and three eights inch in diameter, to run them down to proper size for whatever use there was at the time. Steel was in short supply, this was during the war still. This was part of the reason I got into it. But I got into it simply because it was a part time investment between me and two other men in the plant. And when the boss discovered that we were running a little operation of our own he said, "Look you work for me, or you work for yourself."

W: You can't do both.

S: You can't do both. So, I elected to work for myself and then my two partners gradually left. One simply couldn't do any work because he had a hernia operation. The other fellow decided he would stay with his job at Mead Screw Products at the time. So, I found myself in charge of eight men that I employed in running this operation. And as I say the war came to an end. All of a sudden there wasn't any business. But at the same time I became acquainted with my wife's cousin. He had and his brother-in-law had a small shop, a machine shop. So, we put our stuff together. They had a plant and I moved my equipment over there and we became partners. Instead of being M & S Machine Products, I became part of PM Tool. That lasted for a couple of years, maybe about a year and a half. Things weren't going well. I decided it was time to pull out and forget about this business. So, I sold out to them and went to work for the company that I originally worked for, which was Mead Screw Products. By that time they were Mulsifier Corporation and they made small garden tractors, powered garden tractors, something like rototillers.

W: How did they get from making twenty millimeter shells to . . .?

S: They had an engineer who was vice-president, who was a very inventive type of individual. So, they were casting about, as many companies were, for something to do; some kind of a product to make. This vice-president had originally been a farmer and he had all during his farm years been an inventive type of an individual. Here this opportunity came along and he decided from his farm days, and his knowledge of agricultural processes and so on, that a machine was needed which would

automatically till the soil.

W: Rototillers.

S: Yes, rototiller like machine, smaller than the big plows which they had for great big fields. He figured, well, there was a market for garden sized equipment; walk behind, separate power. So I became the chief cost accountant and controller for Mulsifier. Well, things went along fairly well and the product began to sell but. . . Let me see, that was in 1948. Economic conditions began to go downhill in 1948. We had a good product but we didn't have the money to market it, to develop marketing sources, or a marketing system, and the advertising. Well, a couple of companies made offers to buy us out. General Foods, for example, was one company that made a bid. But, they wanted us to make the product for them but at a price which was, as I calculated at the time, about $5 below our very base cost. I calculated as carefully as I possibly could, how much we could make them for. When they finally came in with their bid, which was, as I mentioned, was around $5 less than our lowest possible cost, we couldn't make any profit. By that time the boss ran out of money. So, he decided he would sell the plant and put the stuff in storage until conditions changed. I found myself, for the first time in my life, unemployed. I went on unemployment insurance for two weeks. Two weeks was a vacation for which I didn't get unemployment, and then I got a job as a pricing specialist with Timken-Detroit Axle Company, which became Rockwell afterwards. This was in Detroit, so for a period of time from August of 1948 until the Christmas of 1949 I worked for them. In 1949 we had a recession and after the third round of lay-offs the boss said, "As good a job as you do I can't hang on to you any longer because we have people with far more seniority than you have, that we have to somehow keep." I had helped them bail out of a very bad hole at the time because they had been on strike in 1948 and this is one of the reasons my employment was delayed because they had to wait until they settled the strike. So, there was an accumulation of a lot of bidding that had to be processed, which I was able to do because of my systematic operation. They used to call me System Sam. So that lasted until 1949, and I was faced with layoff right at Christmas time.

Fortunately, one of the young ladies who worked for me had a brother who was plant manager for Ford Company's steel operation. So, she introduced me, by phone, to her brother, Andy. I was the first cost accountant that Ford hired for three months. So I got a job working for the Ford Motor Company, as a cost accountant, in the steel stamping division. That is what it

really was, steel stamping. There I learned how to price the products which we made. Which meant that we sold to the various other Ford divisions, the car and truck assembly plants and so on, in competition with outsiders.

W: Really! I would have thought that it would have been a closed corporation.

S: Well, you see what happened, Henry Ford had come back in charge because Edsel had died. The young brothers Henry Ford II, Clay, and Benson were coming out of school. They came in and took charge. They started a new system, what Henry Ford II called human engineering. So, I came on the scene shortly after they took charge, after they kicked out Bennett who had been in charge under the original Henry. They took charge and reorganized. They took all the people that worked in the central offices and sent them out into the boondocks at the factories to learn how the factories operated, took the factory people and brought them into central office.

W: Cross training them.

S: Yes, cross training. It was a very progressive thing for its time and I have to give Henry Ford II quite a lot of credit for getting things reorganized and taking control. At the same time I was brought to the attention of some of the higher ups through my pricing skills, and communications skills and so on and I was slated for promotion, which at the time I did not know about. What had happened when I had come in to be hired as a cost accountant, I hired at a low dollar, and the result was that I was being held back. I couldn't even get to the higher levels of pay which I was entitled to because Ford, at the time, had a system of increases: Minimum of five percent, maximum of eight percent per year. That was a solid policy. There were times when I was being paid under the minimum for my job. See, because of that eight percent rule. So, I got disgusted with that and went back to work for--strangely--a new company in the same plant that Mulsifier, and Mead Screw Products had operated. They were Detroit Nut Company.

So, they were Detroit Nut Company. The plant manager was John and they were a division of a Chicago company. They were in the steel business, I am trying to remember their name. Century- America Corporation. They had various other operations but their main operation was buying and reprocessing scrap steel.

W: Reclamation.

S: That is, I shouldn't say scrap steel, but seconds. Where rolls of steel were made on a primary operation and they were defectives. They would buy these rolls and cut them up into smaller sizes, strips and so on and so forth. That was their main operation. They had operations in Saint Louis and in Chicago and in Detroit in Highland Park. As it happened we were across the street from one of their steel warehouses. So, I came to the attention of the president of the company at the time. He was very pleased with the kind of work I did. I reorganized their accounting system and got their cost system in better shape all the way through. In the meantime, poor John, John was an alcoholic. He became progressively more and more inebriated as time went on. At one point, after I had been there for maybe--let's say--two years, John missed a meeting with the boss downtown and the boss came up to the plant very, very angry.

W: Were the hell is he?

S: Myron found John in his inebrated condition, tanked up in his office on the couch. He fired him on the spot and he came out and said, "Okay Ray, you are in charge." So I became plant manager for Detroit Nut. It was a very good operation. However, unbeknownst to me, we were put up for sale. Among the companies that were interested in our operation was a division of General Motors out of Flint. They came down to look us over and decided that it looked pretty good. They questioned me--by this time, of course, I knew that we were up for sale--they questioned me about coming to work for them along with the operation. At the time I didn't know. I figured well, I would rather stay with my present boss and whatever assignment he had. It seemed that without competent management the company had less value to them so they passed us up. So we were ultimately purchased by a television manufacturing company in New Jersey. They don't make them anymore. But, they bought us and merged us with another operation and put us under the charge of a management team out of Cincinnati, who were in the manufacturing of ladies clothing business (Fashion Frocks). Now, this was a strange combination. They manufactured clothing and sold it to wholesalers, who then sold it to retailers. Again, I don't remember the name of the operation. They took us over and merged us with another fastener manufacturer: Diamond Screw products in Wyandotte, Michigan. We became Diamond Detroit Nut Company. We vacated our premisses in Highland Park. Highland Park is a small suburb inside of the Detroit area and Wyandotte is one of the south suburbs. I was not very happy with that arrangement at the time and I stayed with them for three months. They wanted me to continue to be the controller and they made other

management decisions, or made other appointments for the top management job there. Which I didn't object to, it was their privilege obviously since they put this together. The Diamond people were entitled to preference and so on, since we were merged into them. So, after three months I submitted my resignation and I made a contact with the beginning of the missile program in Detroit, the Chrysler Missile Division. Which was just being organized to make the Redstone Missile.

If you remember the times, this was in 1956. When the war had ended in the middle 1940's, among the people that came into our country from Germany, were Dr. Wernher Von Braun and he was sent to White Sands Missile Range to work with Dr. Goddard on the development of the missile system, which was a redevelopment of the V-2 Buzz Bomb. V-2 became the base for what became the Redstone. Redstone was first developed as a tactical missile with a nuclear warhead. Then it also became a research missile, because it was so reliable. So, we made missiles in Detroit, in a plant which had a been an aircraft engine plant, which was owned by the Federal Government, which the Chrysler Corporation took over. I went into the cost and contract control area there as a contract specialist. I had to learn the language of all the contracts that they were working under at the time. I became quite conversant with all this and we organized, and reorganized, three or four different times. My job kept shifting from one thing to another. Part of the time I worked under Magnus Von Braun, who was Wernher's brother.

W: What were the security provisions at that plant?

S: Military security. I was classified for Secret. Usual investigations at the time. It was a plant of 2,500,000 square feet, at the corner of Eight Mile and Mound. We, at our peak employed something over 10,000 people by that time. They were hiring as fast as they could get them, engineers. There were months when people were simply wandering around without anything to do because the programs simply hadn't progressed as fast as the hiring had progressed. But ultimately things squared away. The engineering and the research were moved along and finally production began along with it, continuing redevelopment and improvements. So, we made the Redstone missle which was a ballistic missile. The difference between a ballistic missile and the intermediate long range is that it was fired like an artillery shell from a launching pad and its trajectory was set to a point roughly 150 miles away. So, it was really an artillery piece rather than a missile which was controlled by tellemetry, and whose guidance could be changed through the controls on board.

So, in the meantime, while we were building the Redstone, we also became contractor for the Jupiter, which was an intermediate range ballistic missile. Which was a flying object actually. We got that developed properly. We then had installations for the Red Stone in Germany, opposite Russia, and for Jupiter our first installation was in Turkey, near Kismir.

W: What was its range?

S: 1,500 miles.

W: Oh God!

S: 1,500 mile range. So at the time our relationship with Russia, of course, had deteriorated terribly. There is a long story about that, so there is not much point in getting into it. Jupiter was the longer range-intermediate range to counteract what Russia was developing. See, Russia had gotten its share of German scientist also. So our scientists were principally involved in getting military things going. However, Magnus or rather Wernher Van Braun, his objectives were ultimately space exploration. So, in time, Redstone became the first missile on which an astronaut rode. They took the Redstone missile, elongated it in order to give it more power and put this little capsule on top of it.

W: Cone on top.

S: Our first . . . Was it Alan Sheppard?

W: The Mercury launches?

S: No, no the Mercury was later along. The first suborbital launch. They fired him off the platform in Florida, probably into the ocean, roughly 150 more or less miles out. He was recovered then from the ocean. They did another one like that. In the meantime they were developing longer range and more powerful vehicles. I don't want to call them missiles because they were simply not missiles anymore. They were simply rockets.

Let me backtrack just a minute. Because Jupiter was a longer range flying object, the Army and the Air Corp got into a disagreement as to who ought to be controlling it. The Air Corp won out and the Jupiter was turned over to them. In other words, control over everything that had to do with Jupiter, was controlled by the Air Force. Well, once they got in charge they promptly scrapped Jupiter and put in its place a missile called Thor, which was solid propellant. The strange thing occurred there in Turkey, the installation, the missiles were taken from their point of

installation over to the docks and dropped into the sea, literally. Well, we grabbed, or Chrysler grabbed what inventory they could around the world and tried to stay in business with what was left of Jupiter, and Redstone.

W: The contract for Thor was given to someone else I take it?

S: Yes. And Redstone, in the meantime, they were trying to get other business. They were bidding on Lance, for example. They redeveloped Lance, which was an air to surface missile. Their management got into trouble and ultimately the government decided that Chrysler's management simply was not dependable and they turned the work over to TRW. TRW came in and took over the plant. First they took over the left half of the plant and then they took everything out.

In the meantime I had seen the handwriting on the wall and recognized in time, that things were coming to an end. Besides that the very type of management that was being practiced by upper levels, in order to try to survive, was frankly lying, cheating, and stealing. You will find that that has probably been true for most defense corporations from beginning to end. Somewhere along the line when they get in trouble they start cutting corners and doing things that were pretty much unethical. So, it was pretty much par for the course. I decided I simply had to get out of there because I simply wasn't going to be placed in a position of doing that kind of thing.

So, having completed my MBA a year earlier, incidentally let me back track for a moment.

W: Yes, I was going to ask you where all the diplomas came from.

S: When I went to . . . I'm trying to place the time peri od, 1955. I started at Detroit Bible College because by this time I had become active in my church. I had progressed from a Sunday school teacher to a department superintendent to the general superintendent, I figured I had better know a little bit more about what I am doing. So, I signed up for courses at DBC, and ultimately finished over a period of five and a half years going part time, two nights a week, taking two or three courses. Finished thirty-four semester hours equivelant to fifty quarter hours. In 1962 I was already at that time working at Chrysler and recognized I was surrounded by degreed people and I didn't have a degree. I was, as well prepared as far as anybody was concerned. My background experience and qualifications were such that I was able to be competitive with them.

But, a couple of appointments came along and I lost out for lack of a degree. So, I decided to set it up and I entered the University of Detroit in January of 1962. To start an undergraduate degree. Now remember, I was already in accounting, and cost accounting, and controlling, administrative and so forth. So, a lot of this was simply gaining the theoretical underpinnings for the practical knowledge that I already had, and the experience I already had. As a matter of fact, at one point, when the professor of accounting went on a special trip for a couple of weeks he asked, "Could you take the class?" Because I knew my accounting. Well, I stayed with U of D for a year and a half and they changed Deans. The original Dean and I had an agreement that I could take any number of courses as long as I completed 120 hours of upper division courses I would get a degree. This was semester system. Well, the new dean came in and when I came in to get an approval from my work, at the time, the number of courses I had taken. He took a look at this. He said, "Wait a minute! What are you doing?" And I explained my agreements with Dean Reagan and he said, "No, you are going to go back and take all of those previous prerequisite courses you didn't take." Which was ridiculous.

W: Taking intro after you have been working for thirty years.

S: I said, "Thank you and goodbye." By that time I had piled up roughly a year and a half, including summers. I transferred to Wayne State, where the woman who was the advisor, looked over my record and said, "Okay, fine. This is somewhat of a mixture. You have got to conform with our Arts and Sciences requirements at the time. So we will send you through those and then pick you up along the way." And she worked it out so that. . .

W: You're lucky they didn't make you take gym class?

S: No, no, I didn't have to take any of that. I had to take undergraduate courses in Arts and Sciences, like humanities and the science courses and so on. I had to do a certain amount of math. I had already had so much along the lines of their management programs, courses. They didn't make me go back and repeat any of those. The consequence was that, by the time I finished my 180 quarter-semester hours, I got my degree. That was from January 1962 to December of 1965. In four years, including the year and a half at U of D, I got my undergraduate degree working full time at Chrysler. I was in a hurry. I immediately signed up for the MBA program and started that in January of 1966. A year and a half later I had my MBA. That was in June of 1967. Then, I waited for a year while we were trying to sort

things out at Chrysler missile division and during the earlier part of 1968 I applied to Indiana University for the PhD program and to the University of Michigan and ultimately to Michigan State. Indiana turned me down because they were saving their spaces for Indiana residents they told me. But the underlying cause was my age. By that time I was fifty-four. They didn't want to make the investment. The University of Michigan said, "Undergraduate and masters from Wayne State? No, we won't accept you." Same thing, age, I'm sure. At Michigan State Dean Louhi, who had come out of Chicago, was a very understanding type of individual. He looked over my record, my work record, my academic record--which was very good. I had a good GMAT. It was called a ATGSB at the time. He said, "Fine. There is no problem at all. We will give you some idea of the area of accounting that you are going to have to get into." Because I was lacking in theoretical economics. So, they gave me material to look over during the summer of 1968. I took a leave of absence from Chrysler in September of 1968, and started my PhD at Michigan State. In a year and a half I had finished all my course work, 65 hours of course work. Here again, because of my background and so on, the major area I had to do very little work in: Major management, minor accounting, minor marketing, and minor economics. That gave me trouble, theoretical economics gave me trouble. They changed the requirement ultimately to any three courses with good grades in economics for non-econ majors would satisfy the minimum requirement for them. So, I had to sit through prelims, these are written examinations, for management program and for exams in my minors, which were accounting and marketing. Well, no problems of course. Then the econ courses I had satisfied. So in the spring of 1970 I completed the exams and my dissertation proposal had been accepted and I started to work on my dissertation. By the end of the year, this was nine months, with considerable difficulty because of the lack of assistance by the thesis committee. I had made a proposal and they didn't like it. I had changed this and they didn't like it. Then, one of them was in Europe and so on and so forth. Anyway, I managed to satisfy them and in December I was in print, handed in my dissertation.

W: My lord, that is a large one (looking at the dissertation).

S: Well, it was larger than that. That is 300 and some pages and the original pages was 550.

W: Is that what the chart on the wall is from?

S: Not exactly, this has to do with ethics.

W: Okay, because I saw the ethical perceptions.

S: Well, it is in a sense because there is a schematic there which ultimately has been developed into this chart. See, ethics is an interesting area. I'll talk about that in just a little bit. Let me finish the PhD business. I finished in 1970 in December. I didn't get my degree until March 1971 because that is when they had the graduation.

In the meantime, in 1969--the Fall of 1969--I went to an Academy of Management meeting in Cincinnati. I met the individual, who at that time, was chairman of the management department at YSU. I met him there and we got in touch with each other. My wife and I drove down here in the Fall of 1969, to look the situation over, and I entered into an agreement with the University when I completed my degree I would come. Well, the completion was a question of June of 1970 or Fall of 1970 or March of 1971. Well, I was finished in December, I just hadn't gotten my degree formally. So I said, "Okay, here I am." They said, "Sorry, we are not ready for you." So for three months I had to twiddle my thumbs until they made a place for me. So, I actually started working in March of 1971. That is the way I accomplished my degree work. So, the undergraduate and management degree, MBA rather, were accomplished while I was working full time at Chrysler. And I mean full time, fifty, sixty hours a week. I did nothing but go to work, study over the weekends, meet my classes.

W: Sounds like my life now.

S: I gave up everything else in order to concentrate on doing it. There simply wasn't time. I was getting too far along in the years. So, that is the story of my educational background.

I have been very happy at YSU for thirteen and a half years. There was a scare for a little while when the government wasn't protecting people who were over sixty-five. For a little bit it seemed as though at sixty-five they might push me out. Then, they (YSU) made a contract with the union to maintain the retirement age at sixty-eight and later along at seventy. So I was protected until seventy and at seventy they decided that that was enough. That was in 1984. I duly was recognized and . . .

W: And given your watch.

S: In the meantime, I have kept in touch with the kids there. Sigma Phi Alpha students come and go and last year we had our tenth anniversary. We had eight of the

ten past presidents or seven of the ten past presidents come in for the dinner. One of them was one my students who earned her doctorate. She earned her doctorate at North Texas State. She went to work at New Orleans State University. A couple of years ago we went down to her wedding there. She is with her husband now in the Washington D.C. area. He is a doctor at John Hopkins in a scientific field, in the area of acoustics and sonar. So, she is temporarily an adjunct professor at George Mason University down there. She was the first one of my students who earned her doctorate. I have had several since that time. Most of them go to Kent.

W: Somewhere local.

S: Yes, they are pretty much local. I kept in touch with them. In the meantime we had an interesting experience. I was swimming at the YWCA, which is across the street from YSU, and I met a couple of students in the pool. Who, when they learned I was a PhD, was a professor I should say, they said, "Can you help me?" That was Keo. So I got to the point where I would meet them, after swimming, in the lobby of the YWCA and go over and help them go over their work in English. They were MBA students. Well, one thing led to another, the field kept expanding and pretty soon my wife and I became mom and dad to most of the Thai students on campus. Something like sixteen, or eighteen, or twenty at any given time. Well, this was about four years ago, or more. In the meantime they come, they complete their work, MBA's, and they go home to Bangkok, and more come. Yesterday we had nineteen of them for dinner.

W: Happy Thanksgiving!

S: Last year we had about twenty for Thanksgiving dinner also. So, the routine is simply this. I help them. When they need help they come up, they come to the house, or wherever I arrange to meet them. Each graduation, if any graduate, we have a little party for the graduates. They come in and we'll have pizza or something like that. We will have a dinner. So, it is a very happy situation. We keep meeting new ones and keep saying goodbye to the ones that finish and so on. There will be, at the end of December, I think there are three more finishing up. And a couple more in March. In the meantime, right now, there are nineteen members of the Thai Student Association on campus. Most of them were here yesterday.

W: If you ever traveled to Thailand you have got it made.

S: Well, they want us. They are pressing us to come to

Bangkok. They said, "You just get there and we will take care of you." It is a very interesting association. They are very nice people. They are very circumspect in their behavior. They are nonconfrontational. They are very laid back. They don't like to make waves. If there is a problem with a professor they will simply take it. I did intercede for one or two of them, once or twice. "Help me if you can, but don't get me in trouble with my professor."

W: I think that is the way that a lot of Asian education . . .

S: Although there are some Asians who are aggressive. There are some that will simply insist on getting the best they can. I have run into some of those in my teaching. By and large, when I taught Thai students, I had about fourteen Thai student during my teaching days, during the period of time. We have had them here at the house for dinner. See that box there.

W: Yes.

S: It has about 4,000 cards. Each student that I have ever had, on 3 X 5, with about twenty-five questions. So, when they call me, as they sometimes do, for help, for getting a recommendation to enter a graduate program or to get a job or something of the sort. . .

W: You can remember who they are and what they did.

S: . . . I can remember who they are. I keep in touch with a number of them. This file here, in this particular drawer, is student's correspondence and so on and so forth, and greeting cards. We keep getting things.

W: You are very well organized.

S: Well, it fills up. I tend to be a collector, I suppose, in a way. It is a very interesting experience. It does help to enrich our lives. My wife and I both appreciate very much, how these kids cotton to us. We make a place for them in the community and they feel comfortable with us.

W: When you came to Youngstown in the early 1970's, what was the student body like?

S: Pretty much the same as it is now. Except not nearly the number of so-called nontraditional students. The older students were more rare and in the area of management the female students were not nearly as numerous, nor were the minorities. Well, for awhile minorities were coming in, but then later on they stopped. There were times when I would be wondering why don't I

have any minority students in my classes. What is the matter with them? Where are they? They seem to go into the other areas and to the Arts & Sciences, social work. They seem to feel that they don't have opportunities in business. So, they tended to kind of shy away from that. I don't know whether this has changed at all for them. I had tried to work with them especially. I recognized the fact that many of them had perhaps less than the best kind of a background. If they had more difficulty than some of the rest of them, just give them more time and attention. As a matter of fact, there have been times during exams when they would do a poor exam, I would call them in or they would come in to see me. We would go over the exam and we would take it again. Then, we would add the two scores and divide by two.

W: Average it.

S: Yes, average it out to a better score. By and large they were pretty good. I enjoyed teaching. I was very sorry when that age time came to retire, that they wouldn't allow me to teach. I could have gone somewhere else to a private school I'm sure. We felt fairly well settled here. We have a church affiliation, we have neighbors, we have friends. Now I swim two or three days a week at the YSU pool. I swim laps, an hour a mile. Or I play golf and meet with the students. We have a pretty happy situation. The C.C.C. group that Bill Wonders gave you. . . Incidentally Bill's son was one of my students, Bill Wonders, Junior. So, it was very interesting to find that group. They are Chapter 57, and I have a file there with all their monthly letters. They are very well organized. Then, the national organization puts out these. . .

W: The newsletter.

S: These newsletters yes. There was another organization for awhile, known as the Brotherhood of ex-CCC members. I think that they have probably pretty much died off by now. So, I maintained my affiliation with them. We don't get to the monthly dinners of Chapter 57 very often because they are clear over north of here, past the strip. They have their dinners at a hall, White Hall, it used to be a church hall. Then, during the warmer months, they are out at a place called Moffet's Meadows where my wife and I had never been. Apparently it is a nice place. So, once in awhile we get over to the dinners at White Hall. They will have a dinner and then they will have a meeting. It is a very nice group. They have about sixty, or seventy, or eighty turn out. Very good group. So, I'm affiliated with them but I didn't serve with any of them. They were

all Ohioans pretty much. The group I was with was in Michigan and if I were in Michigan I would probably belong to one of the Michigan local chapters.

W: With that group, I know that Detroit did have somewhat of a integrated population at the time, were there any minorities in your CCC or was it entirely segregated?

S: No, see this is interesting. In the CCC the blacks had their own companies, initially. Later along there began to be some integration. Our cook was a black but he was a hired cook. Our chief cook was a black, he was a hired cook. He went on his way after awhile and somebody else came in. I can't remember what happened there. That was an interesting thing in itself. It wasn't that any of us had any feelings about that. When I went to a high school at Western High, we had maybe a couple of dozen blacks attending high school at the time, at Western. No problems, nobody ever had any. There was no difficulty. Some of the better athletes were among them. But more of them were typically attending Northwestern. I can't remember which other high school, somewhere on the east side--East High I think it was. I remember one particular name still comes to me. I was out for track back then, in the half mile and high jump. Willis Ward was a high jumper at Northwestern. He became an attorney later along. I remember his skill at the time, as a high school high jumper. He was the first one that I saw, I think, jump well over six feet.

As I said, we maintain contact with (our former) students. We went earlier this year to another wedding. One of our attornies, recent graduates--not too recent, a couple of years ago--got her juris doctorate. We went to her wedding and reception at Butler. Just the other day she called me up. She is now being assigned to Labor Law and so, she asked me a few questions about sources of information and so on. So, I maintain contact with her.

W: Well make sure to steer her toward Banks, Baldwin Law Publishing Company. That is where I work. We publish all the legal textbooks and legal texts.

S: I'm sure she must know about you. She was with a Warren firm for awhile. Then, she is with a Youngstown firm. Teresa Nephew became Teresa Dellick. Her husband is the son of the man who is in charge of the Youngstown election commission.

W: What do you remember of the Detroit Riots, I know that you were up there?

S: They were a very difficult time. The one area where my

parents lived, and had a rental place before they bought their own house, we lived there for something like three years. It was right behind Henry Ford Hospital. During that time they devastated it. That whole place was just burned out. I had worked when I was with Kroger, I had worked in the stores along Twelfth Street and Woodrow Wilson and going up into Highland Park. This became the center of the riot area back in the 1960's. Let's see, when did those occur? 1967.

W: Right.

S: My son was married in the fall of 1966, December of 1966, and his wife, at the time, was working at Henry Ford Hospital. They had an apartment on the third floor of an apartment building across from the hospital. There were times when the riots were going on, bullets were coming through their windows. They were on the floor. There were fires and so on. My wife and I, at that time in 1967, we were living out on the northwest area of Detroit, near what is now known as Northland. This was shortly before I decided to go for my doctorate. I was still working for Chrysler at the time. So, we were out of range of the immediate area. That area, down in the concentration in that area around Twelfth and Grand Boulevard, Woodrow Wilson, in through there, that was all torn apart. The people simply burned their own homes, their own apartments, their own rental places out of their own frustration. It was a time of rioting and vandalism. There was a period, some years before that, where there were riots also.

W: In the 1940's there was . . .

S: Yes, and then they were earlier, either the early 1960's there were tensions and there were times when it was risky to drive through the colored areas. I suppose at the time it was risky for blacks to walk through predominately white areas. It is unfortunate.

W: One thing that I missed when we were talking about the CCC is I'm not really sure how their attitudes towards education. . . Was the educational program that you were involved in, was it a mandatory thing? Was it more equivalent to the GED's?

S: It was voluntary for whatever courses were of interest with the hope that some of them would compensate for the education that they had bypassed. I was, unfortunately, at the time, I wasn't aware, to have completed a high school education was a little more rare among the CCC enrollees than I realized. A lot of them had never finished. Some of them had never finished even

grade school. I wasn't aware of that. So, the courses that were given tended to be more along the simpler lines: English and spelling and things like that. Courses which would give them general interest in things. It is hard for me to remember now the type of courses but they tended to be along the lines of, more or less, rudimentary education. They weren't in long enough to be able to work for a GED. There simply wasn't that much of a curriculum.

W: More of a practical bent?

S: That is pretty much it. Of course, they had to rely on the people they had, the forestry people all taught and whatever military people could. I don't remember a single incident in our particular camp where any of the enrollees were capable of teaching. I would have been but I was assistant to the educational advisor so I was taking care of the administration, the administrative end and enrolling the people. While I could have taken courses, or taught courses in English, there weren't any facilities for teaching typing. Nobody would have been interested in taking shorthand. I could have taught a little bit of that I suppose. But mathematics, arithmetic and this type of thing, no higher math that I remember that anybody taught. Some of them were interested in forestry and so one or two of forestry people would develop a course along those lines. So, it was in the beginning stages. This was in the last part of 1933 and throughout Spring 1934 that I was into it. So, as they developed in later years I'm sure they expanded the courses and may have, in some cases, brought in people from the outside, locals who were available, possibly teachers in the system. I'm sure I read about that.

W: What sort of textbooks did you order?

S: Whatever was available. When Jake Fase come in, he had catalogs with him. So, he selected the books that he thought he would need and I would write the letters and order the books and they would come in and be available for the classes.

W: Were they texts or were they. . . ?

S: They were textbooks. They were out of the companies, I don't remember the names any more, but the equivalent of the companies that we have today.

W: Out of the 200 men that were in the camps, how many would you say were enrolled each?

S: I would say that possibly as many as forty. Something on that order. Some were not interested and some

possibly would have been interested had there been more courses available, possibly for them. Some simply said, "I've worked all day. I want to play cards or something." There was no t.v. of course.

W: Play basketball.

S: Oh yes, if the weather was good, then there was basketball, football, and whatever else they wanted to get involved in. The courses tend to be better attended during the winter months, when the weather was bad. Of course, facilities too were relatively scarce. The mess hall served as the area for school and wherever they could find space and gain a little privacy. It is just like teaching a Sunday school. Either you have half a dozen classes and facilities are all in one great big hall. They kind of interfere with each other. No individual class was very large, maybe half a dozen.

W: How long did the courses run?

S: Just in the evening hours and certainly not on weekends. Generally in the evening hours on regular days. I don't think they ran them on Saturdays or Sundays, I recall.

W: What did the interiors of the barracks look like?

S: Well, let's see if I have a . . .

W: Those tents still look cold to me. (Laughter)

S: I don't have. . .The pictures I have of the interiors are up in the museum. See, I donated some of the stuff I had.

W: Where is the museum?

S: The museum is at Higgins Lake, Michigan. (Looking at more pictures) See, this was the dedication of the museum. I mean it was North Higgins Lake, Roscommon. North Higgins Lake State Park. Which is roughly in the upper half of the lower peninsula, the upper three quarter of the lower peninsula of Michigan. If you were to take a straight line up to the straits (of Mackinow), it is probably about fifty, sixty miles south of the straits at the time. So, they dedicated the museum and opened it for the first time. There was a ribbon cutting. There is a piece of the ribbon.

So, the building itself, as you can see, was elongated. Each building had initially about. . . I think each building held forty men, twenty cots each side. Plus a cot for one of the supervisory people. This is a

little enclosed room for one of the supervisor people, sergeant or whatever. Otherwise we were cot to cot. We had our trunks at the base of the bed or, depending on the arrangement, some of the men had them in between. There was a shelf and a couple of hooks at the top. We didn't carry much baggage. No, I don't have a picture of the inside here, just the people lined up. I don't know why I don't have pictures. As you can see the windows, so the beds were arranged to maximize whatever lighting was available. At two points there were stoves. The floors were bare. The wall's inside of it was the bare two by fours initially. The outside were siding, that is sheathing of some type, plus tar paper. This kept the wind out.

W: Nailed the tar paper on?

S: Yes. Then they put these strips to keep the stuff down. So, they were not terribly warm. Later along they began to do more along the lines of insulation and they probably put some type of wall board, whatever you might call it, on the inside. It gave it a little bit more protection. The windows were not storm sashed or anything of the sort. So much different from the outside, in the tents, that to us they were warm.

W: I knew that you would get around to saying the tents were cold!

S: You become acclimated to it. So that a temperature in the barracks in the low 60's was comfortable. Because we worked in the outside, as I say, in below 20 degree weather sometimes. If it was lower than 20 or really too bad we were not asked to come out. Otherwise, line up as usual in the morning, have our breakfast, and head for the woods. In the woods, generally speaking, you are protected from the winds. So, it wasn't that bad. Those stoves burned wood because that was the fuel we had at the time. Somebody had the responsibility of seeing to it that there was a supply. They were large enough. By this time they were not like the Sibly Stove. The Sibly Stoves were maybe this much around and about this high with a little door (conical, 3 feet in diameter at the bottom and 3 feet high).

W: Maybe three feet around and three feet high.

S: Yes. And a little port for air to enter and you started your fire and you just kept dumping firewood in there. See the Sibly Stove was sheet metal. So, that would get hot, cherry hot almost. That was a form of radiant heat. Eight men in the tent, the canvas itself was waterproof at the best, and that was it. Then, the banks of soil around the bottoms. It kept us in pretty good shape. Sometimes, let's see, they would put

newspaper on the cot. The cots were the folding cots by the way. Later along we got spring type cots. They didn't have any mattress or anything. They had a spring and then a thin layer of whatever it was that they brought. They improved that later along. The companies that were organized and went into business in the later 1930's and towards the 1940's were progressively better equipped. The one thing that we enjoyed was when they built the shower house. That was where we had hot and cold running water. It was a single building by itself. One of the privileges I had, as an assistant to the supervisor, was that I didn't have to get up for the 6:00. . . 5:30 call, I can't remember now. And so I was able to sleep in. This riled a lot of the fellows.

W: So, they would make a lot of noise as they were going out.

S: Unpopular, but then you see, my work they extended into evening.

W: Right.

S: So, I was able to take more time during the course of the day. I was able to go and get my shower. From the time you leave the shower, till you get to the barracks, my hair would freeze.

W: I imagine that there was only a limited supply of hot water, so you had to get up anyhow.

S: Well no, by that time there was more available. They must have, by that time, they probably got oil, if I remember. Because that heating system was able to keep a goodly supply of hot water so that it maintained the water for 200 men. Not everybody took showers everyday, obviously. They washed up, generally speaking, morning and evening. Whether they staggered the system. . . I know I took showers whenever I felt like it.

W: Well, you were kind of in a privileged position.

S: That is the privilege of rank. That is what you get for promotion.

W: What was your typical day like?

S: Well initially, as we began, we would get reveille. Of course, the bugle would get us up. I'm taking us back to the beginning. First of all, we had to build the camp. So, it means that we took this great big open field, which was waist high in long grass and lined out the company streets and the tents. You can see a little bit of it, unfortunately the better pictures are

in the museum. The company street was "U" shaped, open end here, tents along here, the administration buildings and the mess hall along this top. We were tent two. Company had tent one, tent two and so on down the line. Eight men in a tent, eight divided into 200 would be 24 roughly. 24 tents, 24 squads. They had, I think at the time, six leaders and maybe six assistant leaders, so called field leaders. So, each one had under his supervision "X" number for maybe four squads or something like that.

Reveille, wash up, shave, whatever. Most shaved, very, very few didn't. As a matter of fact I can't remember seeing an individual with a beard. Some wore mustaches, but not very many. Most were clean shaven. It wasn't the opportunity or the time to fuss around. In other words, you washed up, you washed up quickly, and made room for the next guy. Latrines were open air, closed off with canvas initially. I mean holes in the ground with whatever arrangements were initially available.

W: And hope you aren't so modest.

S: Well, that is right. You didn't have any problem with that, with the fellows. Then breakfast. You lined up for everything and you had your mess kit. You had to wash your own mess kit. You know, regular Army mess. Breakfast, something like French toast, eggs, scrambled eggs. They made them by the big pan full. And coffee, sometimes bacon. The meals were adequate. Lunch, usually in the field, sandwiches. They made sandwiches with bologna or whatever was the cold meat available at the time. Most of the time soup. That would come out in milk cans. They kept it as hot as they could. Once, whatever happened I can't remember, somebody, at one time, had used a couple of the milk cans to transport some gasoline. They washed them out but you don't get rid of the odor. That time they brought lunch out in those cans. Nobody would eat lunch. Boy, there was almost a riot when they got back to camp. Bite into the sandwich, tasted gasoline. The guys that did eat would burp.

W: Don't light a match boys!

S: Don't light a match, that is right. Then, we would spend a full eight hours or more. . . Let's see, by the time we got out to work place it was probably 7:00, 7:30 more or less. We would head back to camp about 4:30 or so. Lunch in the field and about a half hour. The trucks would come out.

Then, wash up for supper. Supper at 5:00. By 6:00 we were finished and available for whatever the routine of

the day was. Incidentally there was exercise. I'm trying to remember the routine now.

W: Is that mandatory?

S: Yes.

W: Warm you up.

S: Yes, warm you up, setting up exercise in other words. Because you would stand inspection. Reveille, out dressed and washed, and inspection, line up. One of them was to be sure that everybody was there, head count.

W: Nobody suffered unduly at the fair ground.

S: Yes, and to check to see if anybody had to go to sick bay. If anybody didn't feel well or something like that. If they hadn't reported in by that time they were checked to see whether everything was in order, and so on. And then breakfast.

As I say, in the evening, until they started the classes, the fellows would be playing ball or whatever. Since, we had only limited lighting. There was no lighting outside of any consequence. They had kerosene lamps indoors, in the tents, and in the barracks, and in the mess hall and every place else. They had a canteen by the way. I had a picture of that. I don't have it now with me. Canteen where you could buy candy, chewing gum, tobacco. Almost everybody smoked. I smoked self rolled. If you got rich . . . When pay day came you would buy tailor made.

W: Buy a carton.

S: Not too often a carton because the thing was, one, the cost, and the other was they might disappear.

W: Was there a sticky finger?

S: Yes, a little bit here and there. Not of any consequence because, one, there wasn't much to steal.

W: No place to hide it if you did.

S: It was more borrowing. Borrow a couple of cigarettes or borrow a bag of Bull Durnham or Bugle, is what we smoked. Bugle was the . . .

W: Bluish green can as I remember it.

S: Yes, but I'm trying to describe the difference between that and Bull Durnham. Bull Durnham was very fine

grain and the other was kind of stringy. So, you could roll off either one. That is mostly what we smoked. Or we would smoke . . .I'm trying to remember what the pipe tobacco was. I smoked pipe too, at the time. Prince Albert for some but you smoked Bugle in the pipe too. It was kind of sweet. Not as good for pipe tobacco as some of the other. So, fellows would borrow back and forth. Pay day came why, "Pay me back," whatever it was. Nobody ever went without. There was always somebody kind enough to give you a cigarette or give you the makings. We even had little machines so we could make twenty or thirty.

W: With the little levers.

S: That was the principle activity. Radio, usually each tent had one or more. I don't remember at the time how good the reception was. I don't think we had too much . . .

W: Weren't they crystal sets?

S: In the 1930s? No, by that time they were tube sets. I don't remember. To be truthful that is something that slips my mind. I think one of the reasons is because I don't think we had that many. I don't think we had the reception.

W: I don't think there was anything up the area you are describing, to broadcast from.

S: That is right, in the upper peninsula. Two or three of the fellows had instruments, guitars, so there would be sing alongs and that type of thing. I know one of the fellows, his name just popped into my head, Jack Southerland, had a guitar. I had a fairly decent singing voice at the time. As a matter of fact, I sang barber shop quartet for quite a while during the 1940s and early 1950s. I belonged to an organized quartet. There were thirteen chapters of the Society for the Preservation and Encouragement of Barbershop Quartet Singing in America Incorporated. So, there were about thirteen chapters around.

W: The acronym that kills.

S: I sang top tenor generally. So, we had some quartet singing there. More or less harmony singing. More than enough guys that knew enough about bass or baritone to be able to put it together.

W: I have been. . .In some of the other interviews that I have done, I've had entrepreneurial schemes in the camps described to me. Was there a lot of that in your camp?

S: Some, not too much. A few cut hair--barbers--for a quarter. The thing that occurred on pay day was crap shooting. The individual who banked everybody, or bet against everybody, he never rolled the dice, he always took the side bets, was the mail guy, the mail clerk. He wound up with several hundred dollars. As a matter of fact, it was probably more than that if I remember correctly. They were accusing him of a couple kinds of things. But he was simply that kind of a guy. He knew the odds. He knew that you never win ultimately. So, he would bet against the guy every time and take whatever bet, side bets. He wound up, as I say, with--I'm using the term several hundred dollars--I would probably figure $1,400, $1,500 by the time he left camp after a year and a half.

Card playing wasn't so much for gambling as for recreation. It was the crap shooting that was for the money.

W: Yes, did they also have seamstressing or were your uniforms pretty much they didn't care what they looked like?

S: No, no, we did our own. We took care of our clothes pretty much. The work clothes were corded denim. That was heavy duty and you would wear them out over time and simply get new or you would patch up the old if you could. Shoes were pretty hard to replace. They were the full sized shoe, boot. In the winter we wore pack, what they called snow packs, which were kind of a rubber bottom and high up to the calf. Swampers, that is what they called them, swampers. As a matter of fact, those are pictured . . .

W: In the one picture right before you left, I think.

S: No, these were regular rubber boots. The swampers were what you can see here. See, those are different. You can see the socks over the top of those. This was at Tie Hill Tower. This was the highest point in that part of the state. So, this fellow and I, I don't remember his name now. . .Was one of the fellows that I skied with. All we did was down hill. As a matter of fact, there was no ski locking type equipment. Your ski. . .You had a slot through the ski and a strap over the top. That is what your toe went in to. There was no ski boot or no locking the heel or anything like that.

W: Just hope you didn't crash because you were going to be chasing your skis for awhile.

S: Not only chasing the skis but. . .

W: Maybe your legs.

S: There was one time when half a dozen of the guys decided they would like to try the skis, so we found a hill a few hundred yards away from the camp that was steep enough to have a slope. These fellows would try the skis out and they were just flopping all over the place. A couple of them would hit stumps that were under the snow. Then, when you dive under the snow, you would come up with scratches on the face.

W: And to great cussing too.

S: It was a riot. It was a lot of fun.

W: With the towers, was that someone's permanent job is to climb the towers and watch for. . ? During the summer.

S: Yes, it was staffed during the summer. There was a forestry patrol type up there. I'm trying to remember how they got along. There was telephone. There was telephone, that's right, to the Tie Hill Tower, and strung along the road between us and Wetmore. We had communication that way. It was staffed during the fire season mainly. Later along some of them were staffed by CCC boys, part of their assignment. When the information would come through, there was a fire somewhere in the district, we were notified by phone and the signal would come out. We would be mostly volunteers. "Who wants to come and fight fire?" There was rarely any requirement to go.

W: Were there any safety problems during the fires? People getting in over their head?

S: You had to be careful. We were equipped with shovels and these things that looked like an axe, mattocks and axes, of course, because we chopped it. We would clear wind breaks, or fire breaks, as they called them, to prevent the fire from leaping forward if we could. We would carry tanks of water on our backs with a spray device. We would be fed whenever somebody could get to us. You couldn't carry very much and since we were in a fire area you weren't worried too much about being warm through the night. If you could lie down somewhere and sleep a little bit. Mostly we were too busy.

W: I would have been to scared to sleep.

S: You were simply too busy trying to keep the fire under control. It would move and sometimes when the wind was up it would be very dangerous. It could be very dangerous if you got surrounded by it. Among the things we had to be most careful about was to make sure that to the side, and behind us, there was no fire so we could move. We simply fell back as we had to. Otherwise we. . . It is interesting. I had firefighting

experience when I was a kid in high school. We belonged to the boy scouts. The high school had three floors and the kids that were on the top floor in class would be able to see out around. We were in what was called the mid-valley up near Scranton, Pennsylvania. Spontaneous combustion would take place and there would be fires up in the hills and one of the kids would rush down to the principal, "Hey there is a fire in so-and-so." And it would be confirmed that there was. He would round up the scouts and the scouts would go home and get into . . .Change their clothes and head on foot to the fire. That happened half a dozen or so times. It was interesting. So, I had a little experience even as a kid. We took burlap bags with us, wet burlap bags.

W: And just whack it.

S: Yes, whacked at it, along with whatever else we could take at the time.

W: What were some of the safety precautions that were used? Did they have the trucks parked out farther?

S: Well, to the extent that they used that kind of equipment, yes. They had to be kept away. Used to the extent they could be used, to carry whatever equipment there was. In our area the ability of trucks to get in close was limited simply because there was no way for them to get in. They didn't, at the time, the only jeep type vehicle I remember was one that the sergeant used. It was interesting because we didn't know them as a jeep at the time but it was a little four wheel vehicle looked very much like what the jeep became during World War I. That was the only thing that could get closer in, because the woods were simply too dense. This is one of the reasons when we were building. . . When we were engaged in Silvi-Cultural Operations, I would run a compass line from one point to another point to another point to another point and then blaze trees in there, which the fellows would cut. Along the divisions between the sections we would try to break out as much space as possible, cut trees and so on, in order to have access. It wasn't a road but at least it was. . .

W: An open space that you could go.

S: It was an open space where if the stumps weren't high enough, and we had to keep the stumps low, trucks could manage to get in there. They were usually a ton and a half stake dual wheel back. That was about as heavy as the equipment that we had. They may have had other equipment in the forestry division because if fires were really of a very severe type then they would bring

equipment in from the forestry stations.

W: How were you cutting trees? Was it with the power or with the two man?

S: It was a double bit axe. No, there was no such thing as a chainsaw. No chainsaw and long two man saw. That is one of the reasons I developed . . . The double bit axe you keep. . .Well, see the type of axe you can see there and here was the other one here. I have a scar from one of them still there when I was holding a branch I was going to cut off. The bottom of the axe blade--see it was what they call double bit two blades--it was shaped like this and shaped like this and one of them was quite sharp and it went right through there.

W: Hanging on to what is left of your thumb and run for the medic.

S: I got to be very good at chopping trees. Learn to cut them in a way that they would fall in the direction you wanted and so on.

W: How high did you leave the stumps?

S: You would cut them as low as you could, conveniently. If you were cutting in the winter time, obviously the stumps were higher because of the fact that snow was there. But when it wasn't you tried to cut as low as possible and you would cut them maybe about this high.

W: A low swing but still not bent over.

S: Not bent over too much because you couldn't get the leverage. So, you would cut as low as you possibly could. With a two man saw the same way, a height that was convenient to cut at because you couldn't cut on your knees, obviously, and you couldn't cut too low because that was bad for the back. So cutting height for the two man saw was possibly more like this. (about two feet)

W: About ten inches higher .

S: Yes, the saw was always pulling. He pulls, I pull, he pulls, I pull, no push.

W: Other than the ranked officers, who you have mentioned, there is always people in camp that everybody wants to be that has what everybody perceives as the cushy job.

S: Yes, working in the KP. No, not in the bad part of KP. That is the dishwashing and the potato peeling. That wasn't it. But the serving, because of your ability to

get the choice food. The fellows in the kitchen ate first. So, they got that assignment. People would scramble to get the assignments to do that: Then, the fellows that kept the canteen, ran the cash and stuff like that, and sold the stuff there, the mail clerk, the company clerk, and my job, administrative assistant type. The company clerk could type and he kept records. Of course, I could type and keep records. So, the rest of the guys couldn't, so they couldn't apply for those jobs. They were limited in that sense. People preferred the thinning and tree cutting operations to the scalping operations. Scalping operations was dig, dig, dig.

W: Kind of dull.

S: Yes. Here again they would line up twenty, thirty fellows across the field and with their mattocks. They look like a hole with a point on one end.

W: Like an adz?

S: Adz, something like that. Except, they had a different name for it, a mattock. Anyway, this was the thing they used for scalping and they would do the same thing. They would line up, they would take two paces, and scalp a square, two more paces and scalp a square. That was tedious work and hard work and there was the leader on the one end would set the pace and you would have to line up with him. So, he would have a somewhat preferred position. The thing that you had to be careful about was that there was no space between you and him or the next guy or the next guy. You had to line up and keep a proper distance. In time they learned to work pretty well. You would be surprised how fast a crew could go across a field and scalp it. Then, later on we were planting the trees, we had the same kind of procedure. Except here you sometimes had an argument if the guy decided to go to this particular scalp instead of that one. The one would be left in between. "Wait a minute, they weren't going straight." There would be little arguments there.

W: Did you have to mow down the fields before you scalped them?

S: No.

W: Because you mentioned that the camp site had long grass.

S: We just beat it down, walked it down. To be truthful I don't remember mowing equipment at all. Well, one of the things was that you scalped, you didn't scalp all year around. I'm trying to remember what the. . . It

was rare that you would have a field with a lot of open grass. They tended to be areas where trees had been cleared. Trees had been cleared and they were filling in then with the desired kind of spruce, or other type of evergreen, whatever they were planting at the time. I never went with the scalping crew so I don't remember the conditions that they encountered particularly. All I remember was in the fall when everybody was planting that we encountered then the conditions that they ran into. Whether they had any problem of beating down grass or not I don't remember. There seemed to be sufficient open space.

W: Were certain spaces left open specifically in the forestry design?

S: Not particularly. As I remember, anyplace that was plantable they covered because the area had deteriorated. There had been so much growth of the wrong kind of thing. Principally in that area, a lot of wild cherry.

W: It sounds like it had been timbered over once already.

S: Yes, it probably had been timbered over more than once and there wasn't too much left in the way of hardwoods or woods that could be harvested. That is why ultimately these come up. Now, I saw them. In 1939, my wife and I took a trip up along the eastern edge of the lower peninsula and up into the upper peninsula and into the camp area. I actually was there. The only thing that was left was a large concrete slab where the gasoline pumps had been. Otherwise, everything had grown right back.

W: They took out all the barracks?

S: Everything was cleared out. For whatever reason that particular company was left. . . Or that company moved out after, I think, two years. One of the reasons is Company 1614. . .There is only one individual that I know who served in 1614 and not at the time that I did, and I am in correspondence with him. He lives in Erie, Michigan, Stan Godlewski. We met him when we visited the dedication ceremony. We met him at the time as well as several others but only encountered one or two other names of 1614 people. One of the reasons was because the camp had been closed. See, once that area had been worked over there wasn't too much to do. They cleared out, they moved the camp.

W: And they moved them to somewhere else then?

S: And they renumbered the camps. That is another thing. They began to number them in the 600 series instead of the 1600 series.

W: I wonder why they changed it over?

S: I don't know. There was some system of coding. Oh, here is Stan at the place where a sign had been left where the company had been.

W: That is the only thing . . .

S: The only thing that is left, yes.

W: Do you have to hike back in or is there a road?

S: No, there is a road running right by it. No, you could take that road right from Wetmore, past Camp Kentucky--or where Kentucky used to be--and past this and on down to the bottom of the upper peninsula. When my wife and I were there we drove through and we found our camp area, which was where Stan is now, except I was deeper in the field. As a matter of fact, I have somewhere among our stuff I have a picture of me standing on that--I'll have to check and have my wife find it--standing on that particular concrete base. But we drove down and we got turned around and I ran into the little place where several people lived. I guess they must have been some of the local Indians, there were several shacks there, and he directed me towards a gravel road which took us into Marquette, I should say. A gravel road, which took us to a country road, which took us into Marquette. We spent the night. We came into Marquette in a driving rainstorm, we found one of these homes where they took you in--tourist homes--and spent the night there in Marquette and had breakfast and then headed on down. We were in Milwaukee and headed on down. I drove through Chicago and into the Indiana dunes area on lower western Michigan and up to Grand Rapids, visited there briefly, and then drove back home. So, we took a week to make that trip.

In one of the towns where we stopped for lunch, we came out after we had our meal and our car was parked at the curb there and somebody had put a greeting card to the newlyweds. They thought we were on our honeymoon.

W: Well that speaks well of your. . .

S: Two years later. That made us feel real good.

W: Where did you have your typing training? Was that in Detroit or was that back in Pennsylvania?

S: Western High School in Detroit. See, when I entered the tenth grade at Western High, I had already had the ninth grade at Olyphant, Pennsylvania High School, and went into the college prep program. They called it

college prep at the time. So, it was either college prep or vocational. Then, when I came back, after having dropped out for one and a half years, the general idea was to have some kind of a skill where I could get a job. So, I switched from college prep to vocational and took typing and shorthand.

That was all such classes I had time for. I didn't even think of accounting at the time. The idea was maybe something like court reporting. But then they came along. . .When I got out of the CCC and started to work for Vellumoid I knew that I had to get some more education so I enrolled in Detroit Business Institute. I took machine shorthand for awhile as well as updated my typing. Then, when I went to work for Arrow, I dropped out of Michigan Business Institute or Detroit Business Institute because there wasn't too much that they could give me and it just didn't seem to be worthwhile. I enrolled in this International Accountants Society program, of which I have one of the books left of the studies at the time and the other one, one of my friends had borrowed and never returned. This was studying by mail, see. I did my lessons, sent them in for grading and this was the course material. They were strictly accounting, International Accountants Society. There are people today who still take these courses.

W: Yes, the Hamilton Institute.

S: Yes, a division of the Alexander Hamilton Institute. That was a type of thing that I did. See, here was an "A".

W: Only save the good ones.

S: I didn't save very many. I don't know what happened to them. I think I gave them to the people that borrowed. I think, and I have never been able to prove it, I think it was one of my cousins, who is no longer living, he and his wife started in business and he wanted to know something about accounting, how to do the accounting. So, I loaned him the book and he claimed he never had it.

W: Oh well!

S: Years later.

W: And in the interest of preserving family integrity it is like well, fine, sure.

S: So, this is the only one I have, of that. This was the corporate form lesson T1. This was. . . I don't remember what the schedule was. It was a series of lessons

which the average individual could complete probably in about two years working conscientiously every day or night or whatever the case was. I finished most of it. I never did get my certificate because by that time I was into so much work. I didn't do the public accounting section. One of the reasons, I didn't intend to be a public accountant. A CPA that was. I could have finished that and then sat for my CPA exam in Michigan, at the time. By that time I was to busy working and being a manager, an office manager and accountant. So, I dropped it. I was moving along without that particular sequence. I did spend an awful lot of time in the cost accounting and basic cost area, general cost accounting, and so on. I had enough equipment to take me all the way up through into controllerships and into my jobs at Chrysler. I was at executive level ultimately at Chrysler. I had the privilege of leasing two brand new cars, one for myself, one for my wife. Every year new models. That was an interesting thing. Then, when things got bad in the missile division and they lost their contracts, they changed the requirements for executive level. They raised the grade level and the salary level to the point were I dropped out of the bottom along with a few thousand other people. At one time they had about 4,000 people on the executive roll. When they changed it I think they cut it down to about 1,600. So about 2,400 of us dropped out.

W: I think that I have got pretty much everything that I can think of to ask.

S: I don't know that I can . . . I gave you a lot more of my personal history than the CCC history.

W: As a matter of fact, when I listen to the tape if I come up with questions, as I'm sure I will, about the missile plant. . .That is a very interesting and very little studied part of. . .

S: It has its own history. See, we were back in the days when we were just getting into the program. And the idea that from 1956 we developed Redstone and Jupiter and then into the early 1960s and by 1969 we put a man on the moon. We went from Jupiter, we went to Saturn IV B but by this time the military portion of the missile program had been separated from NASA. Initially we started with NASA and we got the contracts for the Saturn IV B, which was one of the stages of the Apollo which ultimately put the man on the moon. But they moved the operation to Michoud, Louisiana. Which is down around New Orleans. At the time I was not given the opportunity to go. I wanted to go with the space program. I had been down to Alabama to Huntsville, made a lot of trips. We flew on what was called the Noon Balloon. A Noon Balloon was a DC3 which was

quartered at Detroit City Airport, and flew from there to Huntsville Alabama. We would take that down in the early part of the week and spend part of the week down there and then fly back to be home for the weekend. So, I made a number of trips back and forth there. At the beginning of the space program I was responsible for developing the proposal cost price.

But ultimately I was responsible for cost and price analysis, cost control, inventory control, and the pricing of the proposals for new business. That came under my purview at the time. When they decided that they didn't want to intermingle NASA money, which was space money, with military money, they had to separate them physically, otherwise the suspicion was that people who were having difficulty with their military funding might be using space funding to carry on the program and finish their contracts. As a matter of fact, it was happening.

W: Was there a lot of bleed between the two? A lot of bleeding of the funds between the two?

S: Well, it started out to be that way because how could you tell. Here is a man who is working for a machine shop department let's say, and he is given a job to do and he is given a charge number for that particular job. Well, if he doesn't have enough hours left to charge, here is another job he is supposed to do which is for NASA. He could be charging that charge number. In the same department, who would know the difference, except the department manager or the department supervisor or later along, sad to say, they took the responsibility of charging the card from the worker and placed it with a department secretary. So that ultimately the supervisor decided what charge numbers were going to be charged for whatever work.

W: As long as they all got their money then who knew.

S: Who knew, yes. There were people who had the attitude that this was all government money, put it all in one barrel, open a spigot at the bottom and we get the work done. That is what we are paid for. Who cares whose money it is. Well, the money problem was simply appropriations. That was one of the problems that I had. I had the responsibility for funding these programs with the correct government appropriations that came in. We had contracts and work directives and work orders. The hierarchy of work directives was my responsibility; cost work control and work directive system and the funding schedule that went along with the work directives. Well later, when trouble was rearing because people were overrunning their contracts, overrunning their particular programs, the plant management got

a little bit disturbed and they took the responsibility of funding those away from me and gave them to the engineering areas. From that time, everything went wrong.

W: It has been my experience, engineers have no idea of what they design how much it costs.

S: I trained their people to control these work directives and the funding but the thing was they wanted it out of sight and out of my hands because I insisted that they appropriate the proper number to be charged. When they were out of money we shut the operation down for that particular job. Well, they went ahead and continued to do the work and simply saved the cards up, charged wrong numbers and at one point we had a whole desk full piled this high with mischarged cards. At that time the system fell apart. That is when the government resident, government representative decided that Chrysler was no longer a responsible company as far as running their program was concerned.

W: What portion of Chrysler's total profits were coming out of the missile? Hazard an estimate.

S: Hard to tell. Probably two percent, three percent, four, but they were burying a lot of costs. You see, this is another thing. Costs were calculated on the basis of man hours and material dollars. The man hours had a price of labor cost plus direct overhead, and then there was indirect overhead. So, when we were calculating costs we would keep track of man hours, labor dollars, material dollars, indirect overhead, and direct overhead. Plus, what they called an administrative add on, general and administrative costs--G & A costs--added on top of everything else, plus a profit. So, when the proposal to build up, this is the way the thing was built up. Well, when the contract came back it was based on our proposals. So, we simply dug out the original proposal details and we allocated work and money on the basis that they used for our proposals. Now, if they made mistakes and under estimated, we needed to know that so that we could sensibly ask for additional funding to cover overruns which were a consequence of changes or poor estimates based on basically poor information. So we had a history then of being able to do that. Where we had more money than was necessary that should have been pulled back on the basis that we had overestimated. We should have learned from those lessons.

W: There is never any give backs.

S: But management insisted, "Put it all under the rug." Nothing ever to give people back. We spent the money

right down to the last dime. I had problems with engineers, who were project managers, who would come to me and ask what to do. At one point we had a contract, I can't remember the name of the contract at the moment, but the project engineer was responsible to TRW at the time and he had been reporting work progress and underruns. We put a report, going to TRW, indicating that we would probably underrun that contract unless certain changes occurred. When the engineering general manager discovered what was happening he called the project engineer in and he said, "Look, you revise these reports from here on out and you report that there is not going to be any money left. We are going to need more money." Now, as I heard the story, our general manager had been in touch with the TRW manager and they had agreed between them that TRW wasn't going to give back any money either. See, so that our subcontract was simply part of the deal. So, our poor guy, who came to me and he said, "Look I got a wife and three kids, what am I going to do. I have got to keep my job. How can I lie now after I had told them all this story? It is in the record." Well, he had a problem. I don't know what he did with it ultimately. The reports changed. I got estimates back, later along, on completion and the estimates kept going up. I couldn't argue with what was coming to me from the floor. I have no way of doing anything but costing out what they. . .

W: Where did this extra money go? Where was the run off going? Was it going into the product or was it going into somebody's pocket?

S: No, nobody's pocket. Nobody ever got any money. That is one thing that has to be understood. There was no procedure or system by which anybody benefited personally from any of these. What was happening mainly is that overrun contracts were being kept alive by underrun funds from other contracts or when they got to the point where there were no overruns, money from newer contracts was being diverted to complete older contracts and the newer contracts were running out of money. Now, we are talking about money not in terms of actual cash in the bank, but in terms of allocations against which checks ultimately were written. See, you had to have an appropriation number on a check to collect the money that had been expended for labor, for material, for whatever. So, older contracts, on which the money had run out, were using appropriation numbers from newer contracts to pay for their costs, their purchasing of materials, their labor costs, payrolls, other sub contractors and so on and so forth. That is the name of the game.

W: That upward spiraling really got out of control.

S: Ultimately it came to the point where everything was overrun. The estimate to complete. However, in the two main contracts, Redstone and Jupiter, when those contracts were shut down they were shut down before completion and there were remaining appropriations. Well, there was supposed to be a certain amount of time and estimate to phase out those contracts, that is to wrap up, to take inventory to get rid of things and so on. Well, they kept those contracts alive right to the end of the last dollar. Part of those last dollars went to fund smaller contracts that had been overrun. They kept an organization going on the basis of unexpended funds under Redstone and Jupiter. By that time I was out of the picture. I had resigned. I didn't have any more of that.

W: It sounds pretty disillusioning.

S: It was. It was disillusioning, it was sickening. One of the reasons I wrote my doctoral dissertation on ethics was part of my experiences with, not only with Chrysler, I'm sorry to say, most of the business that I had encountered or had worked in, one way or another, had a certain amount of this unethical behavior. A lot of the time by a supervisor or a manager to avoid criticism or something had gone wrong, he didn't want to report it and so on. It was cover-up. There was an awful lot of coverup going on in large corporations, where people don't want to be taken to task for something that didn't happen properly. There is a certain amount of theft going on yes, no question about that. In too many companies it is a question of not letting the customer know when something is bad or something is wrong or if you have over charged him or something of the sort. Everything for the company, maximize profits, and never mind what the consequences are. If you can short cut somebody's quality or whatever it is. I remember one time they were selling aircraft nuts by buying hardware store quality nuts and selling them off as aircraft quality nuts.

W: Dangerous.

S: Not only dangerous but illegal. Dangerous because these nuts would go into aircraft quality components which could fail.

W: Much as the DC10s are now.

S: Same thing with steel. We would have trouble with getting quality steel up to the proper specification. I remember one time I had an experience with a company up in Cheboygan, Michigan, for whom we had made aircraft engine nuts and they discovered at one test that one of these nuts which held together the piston onto

the crank shaft, these nuts were splitting, and so they carried this situation back to us and they said, "Look, you are mistreating these things and making them too brittle so when they are torqued up the stress is there and they split." I said, "No such thing, we are heat treating them to your specificaitons. You supplied the steel. Now, let's analyze the steel and see whether it is to the proper specification on steel." As it happened it was supposed to be, I think, an 8610 and it wasn't. So, they tried to charge us for the cost of disassembling these engines, taking off these nuts, and replacing them with a proper quality nut. My boss in Chicago said, "Pay it." I said, "At $25,000, it is not our responsibility, we didn't do it." He said, "We want to keep them as a customer." I said, "No way."

W: No.

S: I said, "You put me in charge, I'm in charge, I'm not going to do it." There was another funny thing that occurred in that little company, the nut company, when we were doing business with Oldsmobile. The guy from Oldmobile, who was the purchasing agent, came to the plant one time. He said, "Do you need a new car?" I said, "Well, maybe, maybe not." He said, "Here is my last year's Oldsmobile. I will sell it to you." "I don't need it. It is too much money." Well, this was another little game that was being played that I didn't know about. John Q used to buy this guy's cars at an inflated price. That is the way the guy got his pay off. I refused to buy the car and my boss from Chicago said, "Why don't you buy the car? I'll pay for it." I said, "I just don't do things like that." I ran into another purchasing agent in Lansing Motor Wheel, John Withrow, who wouldn't take so much as a fruit cake at Christmas time. He said, "I take nothing from anybody. I deal strictly on quality and price and service. If you sell me nuts that are competitive I will buy from you. If you don't, I won't. Come on out to lunch, I am paying for lunch." He said, "You can't even buy my lunch." So, my wife and I invited him and his wife down one day and they came down. He was a hockey nut. So he came down to watch the Red Wings. We had dinner at our house and we went to watch the Red Wings and then we had a little lunch at a restaraunt after the game and they went on home. John Withrow was one of those types that you couldn't do anything at all to question. I remember him for a long time, the type of guy he was.

There was another guy who worked for Chevrolet who. . . By that time I had a sales manager at Nut and he was the conniving type. I could tell you stories about him but I won't. In the one instance we had a contract for space rings with Chevrolet and we had developed a

way of making these things four at a time on an automatic screw machine. Well, their people came down to examine how we made these things and they copied the tool and ultimately we lost the contract. But our sales manager had bribed this guy at Chevrolet by buying him fancy . . . These chairs like they sell at these. . . Lounge chairs.

W: Lazyboys.

S: Yes, Lazyboy type. He had bought him a fancy upolstered chair as one of his bribes. Just a gift, you know. Well, that kind of thing just doesn't go. I know when people came to me when I was running Detroit Nut I remember one fellow who brought along a package with one of these warming trays. You plug it in and it warms it. I told him, "Look I don't take anything as a gift. There is no need to. We have very good relationships. I appreciate the quality of your supplies. We don't need it." The man practically cried because I refused to take it.

W: Well, you weren't playing ball.

S: So finally I said, "Okay." "This is no bribe. I feel so good, you do such. . ." and so on and so forth. He was there with tears in his eyes. We still have it somewhere.

W: Probably unused.

S: No, we have used it a few times. But it was an interesting experience. We kept getting people offering to lend us money and stuff like that.

W: These fantastic deals that turn out to be. . . Thank you very much for your time.

S: It has been very interesting.

END OF INTERVIEW