## Appendix

### Eagle-Picher Annual Sales and Net Earnings (Losses), 1920–89

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales ($)</th>
<th>Net Earnings ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920</td>
<td></td>
<td>963,473</td>
</tr>
<tr>
<td>1921</td>
<td></td>
<td>962,567</td>
</tr>
<tr>
<td>1922</td>
<td>(1920–26 sales)</td>
<td>2,689,585</td>
</tr>
<tr>
<td>1923</td>
<td>records unavailable—</td>
<td>2,412,783</td>
</tr>
<tr>
<td>1924</td>
<td>not disclosed to the financial press)</td>
<td>3,053,095</td>
</tr>
<tr>
<td>1925</td>
<td></td>
<td>2,297,651</td>
</tr>
<tr>
<td>1926</td>
<td></td>
<td>1,824,818</td>
</tr>
<tr>
<td>1927</td>
<td>24,669,083</td>
<td>(463,226)</td>
</tr>
<tr>
<td>1928</td>
<td>25,997,859</td>
<td>1,151,177</td>
</tr>
<tr>
<td>1929</td>
<td>27,682,653</td>
<td>1,215,812</td>
</tr>
<tr>
<td>1930</td>
<td>Not disclosed</td>
<td>(1,419,465)</td>
</tr>
<tr>
<td>1931</td>
<td>12,058,728</td>
<td>(972,846)</td>
</tr>
<tr>
<td></td>
<td>2,357,438 M&amp;S Co.</td>
<td>(330,036)</td>
</tr>
<tr>
<td></td>
<td>7,478,670 M&amp;S Co.</td>
<td>(805,106)</td>
</tr>
<tr>
<td></td>
<td>1,668,594 M&amp;S Co.</td>
<td>(392,527)</td>
</tr>
<tr>
<td>1933</td>
<td>11,271,070</td>
<td>647,786</td>
</tr>
<tr>
<td></td>
<td>2,357,439 M&amp;S Co.</td>
<td>(36,636)</td>
</tr>
<tr>
<td></td>
<td>10,097,598</td>
<td>(35,596)</td>
</tr>
<tr>
<td></td>
<td>5,232,375 M&amp;S Co.</td>
<td>(169,392)</td>
</tr>
<tr>
<td>1935*</td>
<td>16,032,815</td>
<td>583,620</td>
</tr>
<tr>
<td>1936</td>
<td>20,873,573</td>
<td>696,383</td>
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<tr>
<td>1937</td>
<td>24,679,262</td>
<td>388,780</td>
</tr>
<tr>
<td>1938</td>
<td>17,124,772</td>
<td>(488,733)</td>
</tr>
<tr>
<td>1939</td>
<td>25,914,411</td>
<td>1,168,762</td>
</tr>
<tr>
<td>1940</td>
<td>27,994,175</td>
<td>1,290,160</td>
</tr>
<tr>
<td>1941</td>
<td>36,742,187</td>
<td>1,423,666</td>
</tr>
<tr>
<td>Year</td>
<td>Sales ($</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
<td>------</td>
</tr>
<tr>
<td>1942</td>
<td>40,272,209</td>
<td>1,250,173</td>
</tr>
<tr>
<td>1943</td>
<td>44,185,653</td>
<td>1,160,241</td>
</tr>
<tr>
<td>1944</td>
<td>46,962,692</td>
<td>1,259,300</td>
</tr>
<tr>
<td>1945</td>
<td>41,290,803</td>
<td>1,392,412</td>
</tr>
<tr>
<td>1946</td>
<td>40,989,398</td>
<td>2,102,197</td>
</tr>
<tr>
<td>1947</td>
<td>77,668,421</td>
<td>3,605,843</td>
</tr>
<tr>
<td>1948</td>
<td>79,478,724</td>
<td>4,067,742</td>
</tr>
<tr>
<td>1949</td>
<td>63,349,821</td>
<td>(1,957,294)</td>
</tr>
<tr>
<td>1950</td>
<td>69,123,902</td>
<td>2,929,296</td>
</tr>
<tr>
<td>1951</td>
<td>82,086,318</td>
<td>3,703,807</td>
</tr>
<tr>
<td>1952</td>
<td>81,893,067</td>
<td>4,035,643</td>
</tr>
<tr>
<td>1953</td>
<td>85,033,403</td>
<td>3,242,966</td>
</tr>
<tr>
<td>1954</td>
<td>83,233,880</td>
<td>2,446,829</td>
</tr>
<tr>
<td>1955</td>
<td>114,480,080</td>
<td>5,004,062</td>
</tr>
<tr>
<td>1956</td>
<td>116,407,000</td>
<td>5,906,430</td>
</tr>
<tr>
<td>1957</td>
<td>117,752,694</td>
<td>4,266,706</td>
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<tr>
<td>1958</td>
<td>98,132,667</td>
<td>2,090,094</td>
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<tr>
<td>1959</td>
<td>120,925,095</td>
<td>4,671,646</td>
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<tr>
<td>1960</td>
<td>120,835,294</td>
<td>4,767,088</td>
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<tr>
<td>1961</td>
<td>109,894,704</td>
<td>2,683,037</td>
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<tr>
<td>1962</td>
<td>116,005,658</td>
<td>3,444,074</td>
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<tr>
<td>1963</td>
<td>116,183,896</td>
<td>3,575,826</td>
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<tr>
<td>1964</td>
<td>130,674,203</td>
<td>4,311,088</td>
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<tr>
<td>1965</td>
<td>164,155,507</td>
<td>5,777,783</td>
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<tr>
<td>1966</td>
<td>170,913,863</td>
<td>7,358,431</td>
</tr>
<tr>
<td>1967</td>
<td>179,419,728</td>
<td>8,610,036</td>
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<tr>
<td>1968</td>
<td>200,220,147</td>
<td>10,042,964</td>
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<tr>
<td>1969</td>
<td>226,944,823</td>
<td>10,977,262</td>
</tr>
<tr>
<td>1970</td>
<td>227,689,280</td>
<td>10,122,295</td>
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<tr>
<td>1971</td>
<td>227,755,821</td>
<td>10,162,870</td>
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<tr>
<td>1972</td>
<td>255,943,257</td>
<td>11,837,044</td>
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<tr>
<td>1973</td>
<td>312,990,448</td>
<td>14,765,881</td>
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<td>1974</td>
<td>367,293,511</td>
<td>18,029,748</td>
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<tr>
<td>1975</td>
<td>347,081,314</td>
<td>18,683,349</td>
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<tr>
<td>1976</td>
<td>400,315,000</td>
<td>22,060,000</td>
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<tr>
<td>1977</td>
<td>474,040,000</td>
<td>26,003,000</td>
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<tr>
<td>1978</td>
<td>526,498,000</td>
<td>27,805,000</td>
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<tr>
<td>1979</td>
<td>590,018,000</td>
<td>30,704,000</td>
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<tr>
<td>1980</td>
<td>543,297,000</td>
<td>21,298,000</td>
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<tr>
<td>1981</td>
<td>624,208,000</td>
<td>18,553,000</td>
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<tr>
<td>1982</td>
<td>531,452,000</td>
<td>11,390,000</td>
</tr>
<tr>
<td>1983</td>
<td>532,653,000</td>
<td>15,348,000</td>
</tr>
<tr>
<td>1984</td>
<td>663,929,000</td>
<td>28,142,000</td>
</tr>
<tr>
<td>Year</td>
<td>Sales ($</td>
<td>Net Earnings ($)</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>-----------------</td>
</tr>
<tr>
<td>1985</td>
<td>641,736,000</td>
<td>(119,899,000)</td>
</tr>
<tr>
<td>1986</td>
<td>648,337,000</td>
<td>38,808,000</td>
</tr>
<tr>
<td>1987</td>
<td>677,234,000</td>
<td>39,988,000</td>
</tr>
<tr>
<td>1988</td>
<td>770,110,000</td>
<td>(465,762,000)</td>
</tr>
<tr>
<td>1989</td>
<td>729,915,000</td>
<td>53,814,000</td>
</tr>
</tbody>
</table>

*CConsolidated reporting after 1934.

*Sources: Eagle-Picher Archives, Moody’s Industrial Manuals, Poor’s Industrial Section.*
Chapter 1


3. B. Drake and E. D. Mansfield, Cincinnati in 1826 (Cincinnati, 1827), 57–58.


7. Holley, Lead and Zinc Pigments, 8, 11–12; William N. Pulsifer, Notes for a History of Lead (New York, 1888), 264–66; Horace Greeley et al., The Great Industries of the United States (Chicago, 1872), 496–500; G. Petit, The Manufacture and Comparative Merits of White Lead and Zinc White Paints (London, 1907), 10; Chauncey M. Depew, ed., One Hundred Years of American Commerce (New York, 1895), 2:436–41. The Dutch did not originate the entire Dutch Process, since evidence indicates that similar processes were used as early as the tenth century A.D. The Italians, Saracens, and Spanish also used the so-called Dutch Process long before the Dutch but did not possess the resources to market the product widely.
15. Ibid., 198; Pulsifer, *Notes for a History of Lead*, 319–21.
18. Drake and Mansfield, *Cincinnati in 1826*.
22. Ibid., 326; Cincinnati Post, 16 February 1950.
30. Articles of Incorporation, Eagle White Lead Company, 10 January
1867, Corporate Secretary's File, EPA; Cincinnati Commercial, 11 January 1867.

31. Eagle White Lead Company Board of Directors Minutes, 29 January 1867 (hereinafter cited as EWLC Board Minutes); By-Laws of the Eagle White Lead Company, article VI, 29 January 1867. Corporate Secretary's File, EPA.

32. EWLC Board Minutes, 13 August, 12 November 1867, 10 March 1868; Leonard, ed., Greater Cincinnati and Its People, 118.


34. Ibid.

35. EWLC Board Minutes, 12 January 1869, 11 January 1870.

36. Ibid., 29 April 1872, 20 March 1873, 13 January 1874, 14 July 1875.

37. Ibid., 11 January 1876.

38. Ibid., 25 August 1879.

39. Ibid., 18 August 1880.

40. Ibid., 11 January 1882, 10 January 1883, 9 January 1884, 14 January 1885.

41. Ibid., 21 January 1885.

42. Ibid., 28 June 1885.

43. Ibid., 11 February 1885.

44. Ibid.

45. Ibid., 8 April 1885.

46. Ibid., 23 September 1885.

47. Ibid., 18, 22 January 1886.

48. Ibid., 12 May 1886.


50. Haynes, American Chemical Industry, 1:356.

51. Ibid., 357.

52. Mattiello, ed., Protective and Decorative Coatings, 10; Petit, Comparative Merits of White Lead and Zinc White Paints, 67–79.


55. See U.S. Congress, Senate Committee on Manufactures, Adulterated
or Mislabeled Paint, Turpentine, or Linseed Oil. Senate Report 546, 61st Cong., 2d sess., 14 April 1910, for detailed analysis of ingredients in a variety of brands of white lead. Eagle White Lead was not included in the analysis.

56. EWLC Board Minutes, 12 May 1886.

57. Ibid., 12 January, 14 July 1887, 11 January 1888, 12 January 1889, 24 February 1890, 29 January 1891.


60. Ibid., 330; Holley, Lead and Zinc Pigments, 356.


63. Depew, One Hundred Years of American Commerce, 2:440.

64. EWLC Board Minutes, 2 October 1886.


66. Thorelli, Federal Anti-Trust Policy, 79.


68. Commercial and Financial Chronicle 50 (8 February 1890), 206.

69. Depew, One Hundred Years of American Commerce, 440–41; Chandler, Visible Hand, 327, 425.

70. EWLC Board Minutes, 7 October 1891. The quotation is from The Eagle at Home (June 1926), 5, a company newsletter.

71. EWLC Board Minutes, 7 October 1891.

72. Ibid.

73. Ibid., 19 April, 16 June 1892; "History of Eagle-Picher," n.d., Eagle White Lead Company Collection, EPA, 6.

74. Charles F. Goss, Cincinnati: The Queen City, 1788–1912 (Chicago, 1912), 3:76–77; Cuvier Press Club, Cincinnati: The Queen City (Cincinnati, 1914), 175; Cincinnati Times-Star, 24 April 1931.

75. EWLC Board Minutes, 25 November 1892.

76. Ibid., 6 January 1894.

77. Ibid., 26 August 1895.

78. Ibid.


80. EWLC Board Minutes, 3 April 1899.

81. Ibid.
82. Ibid., 19 December 1899.
84. EWLC Board Minutes, 5 March, 15 December 1903.
85. Ibid., 19 December 1905.
86. Ibid., 5 April 1906.
87. Ibid., 18 December 1906, 13 March, 19 June 1907.
88. Heckel, Paint Industry, 27.
89. Ibid., 53–54.
90. Ibid., 325.
97. Ibid., 213.
98. Ibid., 217.
99. Ibid., 217–18.
104. Hayhurst, Survey of Industrial Health-Hazards, 343.
108. Ibid., 15–22.
110. Kober and Hanson, *Diseases of Occupation and Vocational Hygiene*, x–xv.
113. Ibid., 614–16. See also the testimony of various lead and paint industry representatives in U.S. Senate Committee on Manufactures, *Adulterated or Mislabeled Paint, Turpentine, or Linseed Oil*.
114. EWLC Board Minutes, 12 August 1913.

Chapter 2

2. John R. Holibaugh, "‘Early Mining in the Joplin District,’" *Engineering and Mining Journal* (hereinafter cited as *EMJ*) 58 (1 December 1894), 508.
6. Ibid.
11. Joplin *News Herald*, 6, 8, 9 October 1912; Joplin *Globe*, 9 April 1929; "Picher Daily Journal," Picher Lead Collection, Eagle-Picher Archives, Cincinnati, OH (hereinafter cited as EPA); The "Daily Journal," a corporate diary covering the years 1875–1907 has survived piecemeal with many sections missing. A summary of the journal, made around 1910 and entitled "The Picher Lead Company," was helpful in reconstructing events and identifying key personnel.
13. "Picher Brothers Smelting Record," Record Books 1874–1918, vol. 1, Picher Lead Company Records, University of Missouri Western Historical Manuscripts Collection, Rolla, MO (hereinafter cited as PLCR); "Old Timers Section," The Eagle Back-Stage 6 (Summer 1930), 10.
17. Ibid., 47, 50–52.
18. Ibid., 152.
25. Schmidt to Picher, 24 September 1877, folder 1, PLCR; "Southwest Missouri Lead Interest," EMJ 25 (2 January 1878), 73.
26. Schmidt to Picher, 23 August 1877, folder 1, PLCR.
27. Ibid., 24 September 1877, folder 1, PLCR.
29. Schmidt to Picher, 24 September 1877, folder 1, PLCR, 2.
30. Ibid., 4–5.
31. Ibid., 6.
32. Ibid., 5.
33. Ibid., 11–12.
34. Ibid., 3 October 1877, folder 1, PLCR.
35. Ibid., 7 September 1877, folder 1, PLCR.
36. Ibid., 4 October 1877, folder 1, PLCR.
37. Ibid., 23 October 1877, folder 1, PLCR.
38. Ibid., 21 November 1877, folder 1, PLCR.
40. Ibid., 4.
41. Schmidt to Picher, 14 December 1877, folder 1, PLCR, 1.
42. Ibid., 3.
43. Ibid., 13, 21 December 1877, folder 1, PLCR.
44. Warshow, Representative Industries, 369; Historical Statistics of the United States, 604.
45. Schmidt to Picher, 6 February 1878, folder 2, PLCR.
46. E. A. Caswell to O. H. Picher, 12 February 1878, folder 2, PLCR; Schmidt to Picher, 26 February 1878, folder 2, PLCR.
47. Schmidt to Picher, 1 March 1878, folder 2, PLCR.
51. Doss Brittain, “History of Smelting in the Joplin District,” EMJ 84 (9 November 1907), 865.
60. Livingston, History of Jasper County, 2:592.
68. Ibid.
70. Porter and Livesay, Merchants and Manufacturers, 152–53.
75. Eagle White Lead Company Board of Directors Minutes, 5 April 1906, EPA (hereinafter cited as EWLC Board Minutes).
77. EWLC Board Minutes, 17 May 1920, EPA.
78. “Milestones,” n.d., Picher Lead Collection, EPA.
88. Blosser, 15–16.
90. Blosser, 17–19.
91. Ibid., 27–32.
92. Ibid., chap. 7.
100. Joplin Globe, 21 March 1915.
103. Ibid., 25 November 1915.
104. Gibson, Wilderness Bonanza, 201.
109. Suggs, Union Busting, 8.
111. Gibson, "Poor Man's Camp," 15.
113. "Editorial Correspondence," EMJ 100 (21 February 1914), 446.
114. Ibid. (10 July 1915), 82.
115. Ibid. (17 July 1915), 122.
117. Galena (KS) Evening Times 1 April 1916.
118. Ibid.
119. Missouri Trades Unionist, 30 September 1914.

Chapter 3

1. Eagle-Picher Lead Company Board of Directors Minutes, 17 May 1920 (hereinafter cited as EPLC Board Minutes).
2. Ibid., 7 July 1916.
3. Cincinnati Enquirer, 7 June 1916.
6. EPLC Board Minutes, 6 June 1916.
7. Ibid., 17 February 1920.
8. Ibid., 17 May 1920.
10. EPLC Board Minutes, 20 January 1921.
11. Ibid., 15 March 1921.
12. S. M. Evans to EPLC Board of Directors, 25 August 1921, Corporate Secretary’s File, EPA.
13. EPLC Board Minutes, 20 September 1921.
22. EPLC Board Minutes, 30 June 1919.
24. EPLC Board Minutes, 17 May 1920.
26. EPLC Board Minutes, 30 June 1919.
27. Ibid., 21 February 1922.
29. Author’s interview with Everett Ritchie, Senior Scientist (ret.), E-P Battery Laboratory, 9 July 1985.
32. EPLC Board Minutes, 22 June 1923.
33. Ibid., 18 September 1923.
34. Ibid., 20 February 1923.
37. EPLC Board Minutes, 19 February 1924.
38. Ibid.
39. Ibid., 19 August 1924.
40. Cincinnati Enquirer, 16 October 1924; Cincinnati Post, 14 October 1924; Cincinnati Times-Star, 14 October 1924.
43. EPLC Board Minutes, 18 November 1924, 20 January 1925.
44. Ibid., 17 February 1925.
45. Ibid., 16 December 1925; Haynes, 3:372.
46. EPLC Board Minutes, 16 February 1926.
50. Ibid., 17.
51. Ibid.
52. Ibid., 32.
54. EPLC Board Minutes, 15 February 1927.
55. EPLC Annual Report—1927, 1.
56. EPLC Board Minutes, 21 February 1928.
58. "Arthur Bendelari," clipping file, Corporate Secretary's File, EPA.
59. A. E. Bendelari to EPLC Board of Directors, n.d., Corporate Secretary's File, EPA, 1.
60. Ibid., 2; EPLC Board Minutes, 23 January 1930.
61. Bendelari to EPLC Board, 6.
62. Ibid., 10.
63. Ibid., 11.
64. EPLC Board Minutes, 7 December 1930, 19 March 1931.
65. EPLC Annual Report—1930, 1.
66. Ibid., 2.
68. Ibid., 3.
70. "The Barker and Watts Circus," n.d., George Potter File, Corporate Secretary's File, EPA.
71. G. W. Potter to EPLC Board, n.d., Corporate Secretary's File, EPA.
72. EPLC Board Minutes, 26 October 1932.
73. "Eagle-Picher Lead Company Common Stock," report of the Eagle-Picher Lead Company to the Department of Stock List, New York Stock Exchange, 1 October 1943, Corporate Secretary's File, EPA, 2; *Poor's Industrial Manual*—1936, 1813.
75. EPLC Board Minutes, 14 April 1932.
79. G. W. Potter to A. E. Bendelari, 7 December 1934, George Potter File, Corporate Secretary's File, EPA.
80. EPLC Board Minutes, 24 July 1930.
82. EPLC Board Minutes, 24 July 1930.
83. Ibid.
84. Ibid.
85. EPLC Board Minutes, 24 May 1934.
86. The best one-volume history of the 1935 strike is George G. Suggs, Jr., *Union Busting in the Tri-State: The Oklahoma, Kansas, and Missouri Metal Workers' Strike of 1935* (Norman, 1986); Arrell M. Gibson, in *Wilderness Bonanza*, devotes part of chap. 14 to the 1935 strike.
95. Miami (OK) Daily Record, 21 May 1935; Joplin Globe, 8 December 1937.


98. Eagle-Picher and International Union, 750.

99. Ibid., 743.

100. Ibid.; Miami (OK) Daily Record, 26 May 1935.

101. Suggs, Union Busting in the Tri-State, 67; Gibson, Wilderness Bonanza, 234.

102. Eagle-Picher and International Union, 745.

103. Ibid., 744; Miami (OK) Daily Record, 30 May, 2 June 1935; Suggs, Union Busting in the Tri-State, chap. 4.

104. Suggs, Union Busting in the Tri-State, 73–84.


106. Ibid., 746–47.


108. Lallah Davidson, in South of Joplin: Story of a Tri-State Diggins’ (New York, 1939), 290, reported hearing children of Blue Card Union members sing the following chant: "Heigh Ho, Heigh ho, / I joined the CIO / I gave my dues to the Gawddammed Jews / Heigh ho, Heigh ho."


110. United States Statutes at Large, 49:453.


113. 301 U.S. 1 (1937).


115. Ibid., 729; Joplin Globe, 7–10 December 1937.


117. Ibid., 3, 10 December 1937.

118. Eagle-Picher and International Union, 831–32.
119. Ibid., 835–67.
120. Eagle-Picher Mining and Smelting Company v. NLRB. 119 F. 2d 903 (1941).
121. EPLC Annual Report—1935. 1.
123. Ibid., 3.
124. EPLC Board Minutes, 26 October 1936.
125. Joel M. Bowlby to the Executive Committee, EPLC Board of Directors, 29 March 1937, Corporate Secretary’s File, EPA. 1; Memorandum, “Outline of Divisional Policy,” 19 November 1940, Corporate Secretary’s File, EPA.
128. Ibid.
130. Bowlby to EPLC Executive Committee, 29 March 1937. 7.
131. Ibid., 14.

Chapter 4

1. EPLC Board Minutes, 29 June 1937; “Management Audit Questionnaire and Answers of the Eagle-Picher Company, Cincinnati, Ohio,” prepared by various Eagle-Picher managers for the American Institute of Management in New York City, 26 May 1958.
2. EPLC Board Minutes, 26 October 1932.
4. EPLC Board Minutes, 13 December 1938.
6. Ibid.
8. EPLC Board Minutes, 22 December 1938.
10. EPLC Annual Report—1939, 3; Cincinnati Enquirer, 13 April 1940.
12. Ibid., 1–2.
18. Ibid., 3 May 1948.
19. “Eagle-Picher: This Lead and Zinc House Presents a Case Study in Industrial Transition,” Fortune 36 (September 1947), 79.
28. Ibid., 82; Cincinnati Enquirer, 5 March 1942.
32. Ibid.; Cincinnati Enquirer, 23 November 1943.
40. Ibid., 4–5.
41. Daily Oklahoman, 23 December 1946.
42. Suggs, Union Busting in the Tri-State, 220.
43. Ibid., 222.
44. Joplin Globe, 1 August 1948.
45. Suggs, Union Busting in the Tri-State, 223.
47. Bowlby created a Technical Division from 1942 to 1945 to coordinate research and engineering departments for postwar planning: EPLC Annual Report—1942, 5.
48. Unfortunately, records concerning the internal dynamics of the research department and its relationship to top management are not available. Consequently, the discussion of research efforts during this period focuses primarily on technological advances.
50. Ibid., 7.
51. Ibid., 8–10.
52. Elliot Morse, vice-president of EPI Electronics Division, interview with author, Joplin, MO, 31 May 1987.


60. Crabtree, "Development of Germanium Production," 2; O’Connor, "Germanium’s Electronic Upsurge," 159.


62. Ibid.

63. Ibid.

64. Harold Harner to Paul Thompson, 19 November 1949, Research File, EPA.

65. Memorandum, Harold Harner to E. W. McMullen, 25 October 1938, Research File, EPA.


74. "Eagle-Picher," Fortune 36 (September 1947), 82.

75. EPLC Board Minutes, 16 March 1943.

76. "Eagle-Picher Lead Company Common Stock," report of the Eagle-Picher Lead Company to the Department of Stock List, New York Stock Exchange, 1 October 1943, Corporate Secretary’s File, EPA.

77. EPC Board Minutes, 23 January 1945; Cincinnati Post. 28 March 1945.

79. Robert Heller and Associates to Frederick Hertenstein, chairman of the Executive Committee, EPLC Board, 17 January 1941, Corporate Secretary’s File, EPA.

80. Cincinnati *Enquirer*, 16 October 1945; “’Eagle-Picher,’” *Fortune* 36 (September 1947), 186, 188.


82. Cincinnati *Enquirer*, 1 October 1946.

83. Cincinnati *Post*, 3 June 1946; Cincinnati *Enquirer*, 2 June 1946.

84. EPC Annual Report—1949, 4.

85. Memorandum, “Metallic Products Division Strategy Conference,” 17 June 1945, Division File, EPA.

86. Ibid.

87. Ibid.

88. Memorandum, Miles M. Zoller to J. M. Bowlby, 7 February 1947, Division File, EPA.


90. Memorandum, Miles M. Zoller to J. M. Bowlby, 7 February 1947, Division File, EPA; “’Eagle-Picher,’” *Fortune* 36 (September 1947), 62.

91. Miles M. Zoller to J. M. Bowlby, 7 February 1947.


93. “’Eagle-Picher Lead Company Common Stock,’” 3.


95. Ibid., 4–5.


100. Ibid.

Chapter 5

1. T. Spencer Shore, interview with author, Cincinnati, OH, 5 February 1986; T. Spencer Shore, in "Management Audit Questionnaire and Answers of the Eagle-Picher Company," prepared for the American Institute of Management (AIM), 26 May 1958, Corporate Secretary's File, EPA. I am unable to give specific page numbers for the "Questionnaire" since it is not paginated.

2. EPC Board Minutes, 20 December 1948.
11. AIM, "Management Audit Questionnaire."
12. Ibid.
15. EPC Board Minutes, 23 June 1950.
16. Ibid., 1 October 1950.
21. Ibid., 25; EPC Board Minutes, 4 June 1952.
24. AIM, "Management Audit Questionnaire."
25. EPC Board Minutes, 13 June 1952; Ohio Rubber Company Board of Directors Minutes, 1920–55, Division File, EPA.
26. EPC Board Minutes, 13 June 1952.
28. EPC Board Minutes, 13 June 1952.
33. EPC Board Minutes, 4 February, 4 March 1953.
35. Ibid.; AIM, "Management Audit Questionnaire."
36. EPC Board Minutes, 6 August 1952, 4 March 1953.
37. Ibid., 7 July 1954; Detroit Wax Paper and Fabricon Board of Directors
Minutes, 1919–55, Division File, EPA.
38. Ibid.
39. EPC Board Minutes, 1 September 1954.
42. EPC Annual Report—1954, 5; Shore interview, 5 February 1986.
44. Ibid., 4.
45. EPC Board Minutes, 17 January 1956; EPC Annual Report—
1955, 5.
46. EPC Board Minutes, 26 November 1956; "Chi-Vit History," n.d., Di-
vision File, EPA.
48. Harry J. Van Dolah, president of EPI Chi-Vit Division (ret.), interview
with author, City of Atlantis, FL, 28 September 1985; AIM, "Management Audit Questionnaire:"
49. EPC Board Minutes, 26 November 1956.
52. Memoranda, T. Spencer Shore to W. R. Dice, 25 November 1949, Re-
search File, EPA.
53. Memoranda, A. P. Thompson to Elmer Isern, 15 November 1949, Re-
search File, EPA.
55. Electronics Division, Eagle-Picher Industries, "Achievement: A
Chronology," Division File, EPA, 23.
56. Ernest Braun and Stuart Macdonald, Revolution in Miniature (Cam-
bridge, 1982), 54.
57. Ibid., 57.
58. Mervin J. Kelly, "The First Decade of the Transistor," Bell Telephone
Chapter 6


2. In contrast to Eagle-Picher's strategy, Yale Brozen, in Concentration, Mergers, and Public Policy (New York, 1982), reports that "the conglomerate acquisition record demonstrates that poorly managed firms predominate[d] among those acquired by merger" (p. 336).


9. EPC Board Minutes, 1 November 1962.

10. Ibid.; EPC Board Minutes, 3 February 1960.


12. Ibid., 5.


17. EPC Board Minutes, 29 April 1964; Akron Standard Mold Company Board of Directors Minutes, 22 January 1964, Corporate Secretary's File, EPA.


19. EPC Board Minutes, 29 April, 30 June 1964; Wall Street Journal, 1 July 1964.

20. EPC Board Minutes, 14 October 1964.


23. EPC Board Minutes, 4 August 1965.


28. EPI Board Minutes, 28 March 1967.


30. Ibid.
31. Ibid.
32. EPI Board Minutes, 11 July 1967.
33. EPI Board Minutes, 2 August 1967; Wall Street Journal, 3 August 1967.
35. EPI Board Minutes, 7 November 1967.
36. Ibid., 6 November 1968.
48. EPI Board Minutes, 7 February 1968.
55. Ibid.
57. John Dearden, in "Measuring Profit-Center Managers," *Harvard Business Review* 65 (September–October 1987), 84–88, makes convincing arguments about the dangers inherent in this type of managerial yardstick. He notes that although central managers "recognize the difficulties [of the ROI—Profit-Center system], they do not know how to change their systems." This seems to be the case at Eagle-Picher at this writing.
59. That conglomerates use labor more productively than single-industry firms was demonstrated by Victor R. Fuchs, "Integration, Concentration, and Profits in Manufacturing Industries," *Quarterly Journal of Economics* 75 (May 1961), 281. See also Willard L. Thorp et al., *The Structure of Industry* (Washington, 1941), 161, 211.
60. EPI Annual Report—1969, 17.
61. Memorandum, "Employee Relations at Eagle-Picher," ca. 1971, G. A. Patterson File (then vice-president for labor relations), EPA. Various unsigned and undated documents in the Patterson file form the basis for this section.
62. Ibid.
64. EPI Annual Report—1969, 2–3.
65. EPI Board Minutes, 6 August 1969.
68. Ibid.
69. Ibid.
Epilogue


2. Hensler et al., *Asbestos in the Courts*, chap. 2.


5. Ibid., 34.


7. Robert L. Kuhn, in *Mid-Sized Firms: Success Strategies and Methodology*
(New York, 1982), has identified the domination of corporate niches and flexibility to be two of the essential prescriptions for the success of a mid-sized firm.