

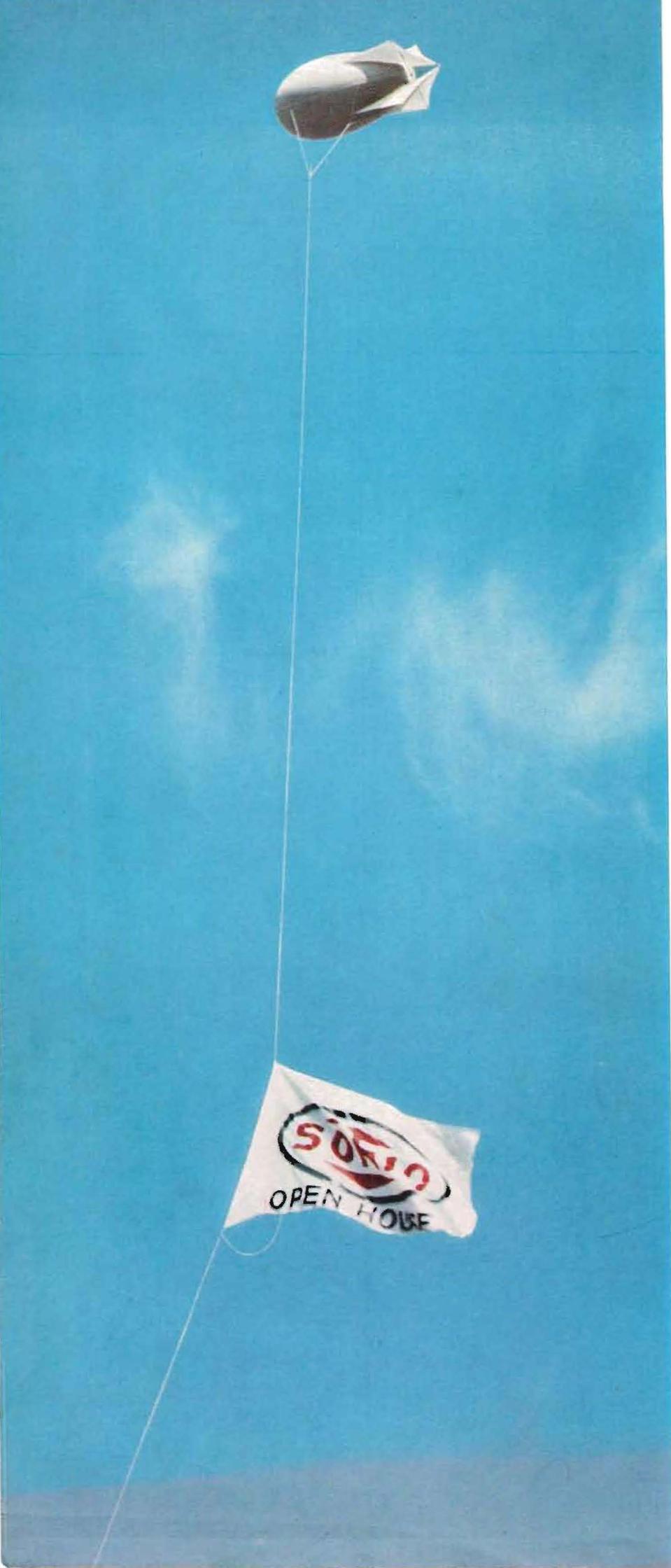
THE *Sohioan*

APRIL 1959



"Company progress rests with its people."

—C. E. Spahr



In a rising spirit of accomplishment, Sohioans are responding to new opportunities, advancing and growing with their company's growth. Through STEP—Sales Through Employee Participation—they are building sales of the products they produce and introducing their own ideas into Sohio's policy-making councils. Through retirement, investment, medical care, and other benefit plans they are achieving the stability and security that is a goal for all of us. Sohio's new mood is fast-paced, aggressive and challenging—aptly symbolized by this flag soaring over the new Research Center.

THE

Sohioan

The Magazine of the Standard Oil Company of Ohio

Published every other month for employees, stockholders, and friends of the Standard Oil Company of Ohio and its subsidiaries: Boron Oil Company, Canfield Oil Company, Fleet-Wing Corporation, Sohio Caribbean Company, Sohio Chemical Company, Sohio Exploration Company, Sohio-Iran Trading, Inc., Sohio Petroleum Company, Sohio Pipe Line Company, and Sohio Venezuela Company. The executive offices of the parent company are located in the Midland Building, Cleveland 15, Ohio.

VOLUME 31, NUMBER 2, APRIL 1959



ON FEBRUARY 25 I announced that, effective April 1, I would relinquish responsibility as chief executive officer of the company and that President Spahr would succeed me in that capacity and would be directly responsible to the board of directors for the conduct of all operations of the company other than public relations, responsibility for which I shall retain. I shall also continue as chairman of the board.

I feel that our company is most fortunate in having available for its position of top leadership one possessing the outstanding qualities demonstrated by Mr. Spahr throughout his 20 years of Sohio service. I am also sure that he will receive the same splendid co-operation and support that has been given me during my years as executive head of our company.

Mr. Spahr has announced several major changes in the company's general management organization. The most significant was the creation of four new senior vice presidential posts. This change in structure streamlines the top administrative function and provides greater opportunities for line managers.

Although extremely limited in space, this issue of *The Sohioan* attempts to portray the management of Sohio and its subsidiaries, and all their operations.

In the past 30 years I personally have witnessed a great growth in our company, a remarkable evolution and expansion of operations that have made Sohio a fully integrated oil company. Our willingness to change, to be leaders and innovators, has helped achieve this. Only through such change can we fit ourselves for the opportunities and challenges that lie ahead.

—CLYDE T. FOSTER

Chairman of the Board Clyde T. Foster has been one of the guiding spirits of Sohio since he joined the company in 1929. An attorney, he administered the affairs of several small oil marketers before joining Sohio, at the invitation of the late President W. T. Holliday, as assistant director of service stations. He helped to reorganize and expand Sohio's sales operations, moving up to assistant to the vice president, Marketing, in 1936. In 1942 he was named assistant to the president, and manager of Employee Relations. He became vice president, Finance and Accounting, and a director in 1946, executive vice president in 1948, president in 1949. Mr. Foster has been chairman of the board since December 1957.



THE next decade has been given an intriguing name. The "fabulous sixties," it is being called, and it will strain the resources of this country and the ingenuity of its people, if it lives up to its advance billing. We can be sure that it will be full of changes and uncertainties—changes from invention and research, from shifts in human aspirations and goals, and from government, our own and others—changes that require our nation to continue to be the dynamic leader that it is today.

The "fabulous sixties" can mean great things for Sohio. Supplying petroleum products for the people of Ohio alone will be an increasingly big job. And our attention should be turned to broader geographic and product horizons.

Successful marketing of an excellent product line in a highly competitive environment will require the imagination and skill in selling that has been typical of our marketing organization, the kind of refinery capability made possible by our new Toledo unit designed for the needs of the sixties, and the most efficient

transportation and distribution facilities that can be developed.

Our search for raw materials has taken us to many parts of the United States, including our 49th state, Alaska, and to Canada, Venezuela, Guatemala, Bolivia, and Iran, and undoubtedly will project us into other areas, far and near. Our production operations are growing, and resultant lower-cost raw materials for our refineries give considerable promise of improved profitability.

We have opened new possibilities in petrochemicals and are building a plant to use a process from our own research and development laboratories. Our future in this area will be equal to the resourcefulness and courage with which to pursue these chemical activities.

Thus we approach this new decade with strength gained from thoughtful planning and good execution, and a physical plant competitive in every sense of the word.

But what of our organization? What of the 11,000 people who make this the company that it is? And what of the

management that is responsible for directing our energies along the most useful and profitable path?

We are blessed with great wealth in the most important assets of all—a fine organization of men and women and managerial competence of the highest order.

Sohioans with outstanding capabilities, extensive experience, and limitless enthusiasm are conducting our operations and developing our plans for tomorrow. It is a tribute to the senior members of our management that we are in the fortunate position of possessing experienced and proven leadership in all of our fields of activity, younger men who are ready to assume added responsibilities, and an adequate amount of time for the younger to benefit from associations with the older.

Our new management organization is built upon the old, and expanded to meet the increasing complexities and challenges of tomorrow. This issue of *The Sohioan* is designed to acquaint you with its principal members.

—CHARLES E. SPAHR

President Charles E. Spahr, a civil engineering graduate of the University of Kansas, did graduate study in industrial management at Harvard Business School. He was assistant to the vice president, Engineering, for Phillips Petroleum Co. before joining Sohio's Transportation Department in 1939 as an engineer. In 1941 he entered the U. S. Army, where he rose to the rank of major, directing construction of part of the China-Burma-India pipeline. Returning to Sohio's Transportation Department as its first employee relations

assistant, he became assistant to the vice president, Transportation, in 1946. In 1950 he was named manager of Transportation Department and became vice president in 1951. The following year Mr. Spahr served as director of the Supply and Transportation Division of the Petroleum Administration for Defense. In 1953 he was named assistant to the president, was elected executive vice president and director in 1955. He became Sohio's president in 1957 at the age of 44.

BOARD OF



Charles E. Spahr
President



Ralph A. Hart
*Assistant
to the President*



Oliver A. Ohmann
*Manager
Employee Relations*



Samuel H. Elliott*
Senior Vice President



Joseph D. Harnett
*Vice President
Marketing*



R. W. Edmund
*Manager
Exploration
and Production*



Alexander B. Clarke
*Manager
Manufacturing*



Everett C. Hughes
*Manager
Research*

*Mr. Elliott will act in an advisory capacity to the VP-Marketing on pricing policies and major policy decisions.

DIRECTORS

- Clyde T. Foster, Chairman*
- Lawrence A. Appley
- Samuel H. Elliott*
- William A. McAfee
- Elliott B. McConnell*
- James J. Nance
- Thomas F. Patton
- Richard C. Sauer*
- Charles E. Spahr*
- Sidney A. Swensrud
- Alfred E. Wolf*

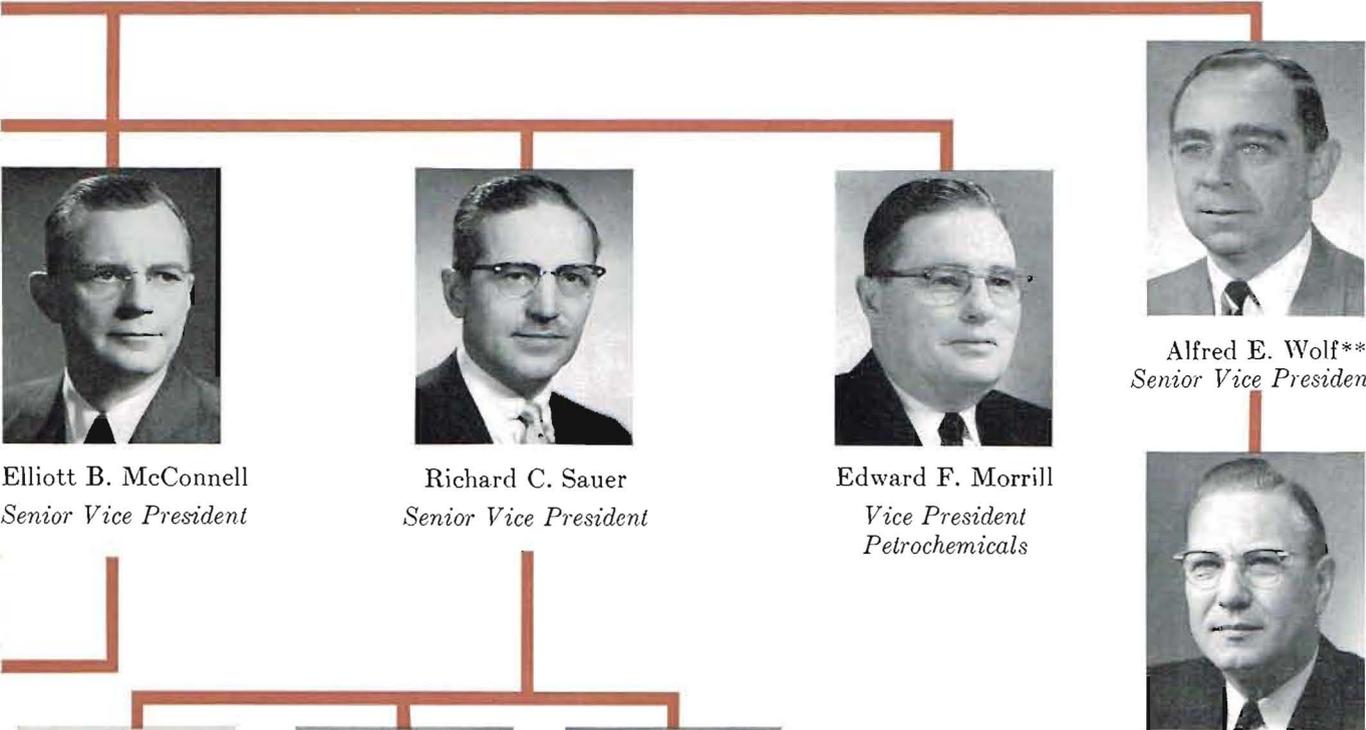


Clyde T. Foster
Chairman of the Board

*Member of the executive committee.



Robert H. Collacott
*Director
Public Relations*



Elliott B. McConnell
Senior Vice President



Richard C. Sauer
Senior Vice President



Edward F. Morrill
*Vice President
Petrochemicals*



Alfred E. Wolf**
Senior Vice President



Ralph A. Martin
*Controller
Accounting*



J. Frank Wilson
*Vice President
Crude Oil
Purchases and Sales*



Henry W. Pattison
*Manager
Transportation*



Joseph A. Stoll
*Manager
Supply and
Distribution*

**In addition to his senior vice presidential duties, Mr. Wolf is in charge of Finance.

SOHIO'S BOARD OF DIRECTORS



Left to right:

Thomas F. Patton, president of Republic Steel Corp.; Richard C. Sauer, senior vice president, Supply and Transportation; Elliott B. McConnell, senior vice president, Manufacturing and Research; James J. Nance, industrialist; Lawrence A. Appley, president of the American Management Associa-

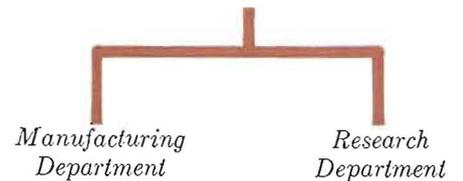


tion; Sidney A. Swensrud, consultant; Charles E. Spahr, president; Clyde T. Foster, chairman of the board; William A. McAfee, senior partner of McAfee, Hanning, Newcomer & Hazlett, attorneys; Alfred E. Wolf, senior vice president, Finance and Accounting; and Samuel H. Elliott, senior vice president, Exploration and Production.

SENIOR VICE PRESIDENTS



Elliott B. McConnell



Elliott B. McConnell, senior vice president and a member of the board of directors, directs Sohio's Manufacturing and Research operations. Mr. McConnell was graduated from Cornell University in 1923 with a degree in chemistry. He worked five years with the Standard Oil Company of New Jersey, becoming a process inspector of tube and tank units for 15 refineries. In 1928 he joined Sohio as assistant to the vice president, Manufacturing, and had a leading role in developing Sohio's refining facilities. He served in that capacity until 1945, when he became general manager of Manufacturing. He was elected vice president, Manufacturing, and a Sohio director in 1946.

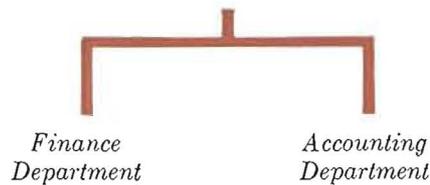
On April 1, 1959, the office of senior vice president was established and four members of the board were elevated to that capacity. While the managers of various departments are responsible for those activities, the senior vice presidents will provide administrative guidance and report to the president on operations as indicated.



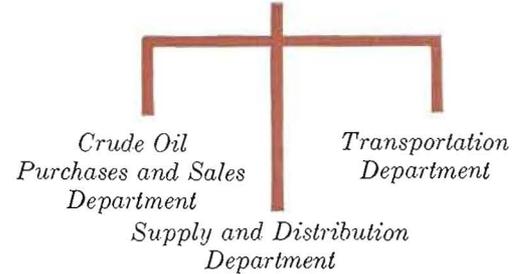
Samuel H. Elliott



Alfred E. Wolf



Richard C. Sauer



Samuel H. Elliott, senior vice president and a member of the board of directors, directs Sohio's Exploration and Production operations. A civil engineering graduate of the University of Kansas with a master's degree from Harvard Business School, he joined Sohio in 1929, doing research on merchandising methods. From 1931 to 1934 he served as assistant to the manager of service stations. He became purchasing agent of the company in 1934, was named manager of the newly organized Transportation Department in 1938, became vice president, Transportation, in 1946. Elected a Sohio director in 1949, he moved to vice president, Marketing, in 1950.

Alfred E. Wolf, senior vice president and a member of Sohio's board of directors, directs Sohio's Finance and Accounting operations. After receiving a master's degree in business administration from New York University, Mr. Wolf worked nine years with F. S. Moseley Co., New York investment bankers, gaining experience in financial matters. He was in charge of financial research and investment analysis there when he left to join Sohio as assistant to the president in 1942. Within a few months he entered military service, heading an anti-submarine intelligence unit. Returning to Sohio in 1946, he became vice president, Finance, in 1948, and a director in 1950.

Richard C. Sauer, senior vice president and a member of the board of directors, directs Sohio's Supply and Transportation operations. Mr. Sauer joined Sohio in 1922. He advanced through a series of assignments in the former Order, Traffic, and Distribution departments to become manager of Supply and Distribution Department in 1938. During World War II he served as assistant director, Supply and Transportation Division, Petroleum Administration for War. He became vice president of Sohio Petroleum Company in 1946, was elected Sohio vice president for Supply and Distribution the following year. Mr. Sauer was elected a Sohio director in 1958.



ADMINISTRATIVE ASSISTANTS



Ralph A. Hart



George H. Watkins



Robert A. Bishop



E. Oliver Hutzel

RALPH A. HART, assistant to the president, provides administrative assistance to Mr. Spahr and liaison services with other top executives. He handles as many as possible of the problems that otherwise would usurp the president's time. His responsibilities include preparation of reports and recommendations, appraisal of operating trends and corporate opportunities, and development of management guides and policy statements. Mr. Hart is a graduate of Ohio University and Cleveland-Marshall Law School. He joined Sohio as a clerk in the former Order Department in 1934 and moved to the Tax Staff as administrative assistant in 1939. He became manager of Accounting's Consolidating and Research Staff in 1949. He has been assistant to President Spahr since 1956.

GEORGE H. WATKINS, assistant for corporate development to the president, aids in the work of the president's office,

concentrating primarily on plans for corporate growth and expansion. He coordinates long-range plans and needs of the various departments. Mr. Watkins holds a chemical engineering degree from Princeton University. Joining Sohio as an engineer in Manufacturing Department's former Technical Service Division in 1941, he became an engineer on the vice president's staff in 1946. Mr. Watkins served as an assistant to the vice president, Manufacturing, from 1947 until 1956, when he transferred to the president's office to work on a comprehensive study of corporate long-range planning.

ROBERT A. BISHOP, an assistant to Senior Vice President S. H. Elliott, aids him in analyzing exploration and production opportunities and provides liaison between Mr. Elliott's office in Cleveland and Exploration and Production Department headquarters in Oklahoma

City. A geology graduate of the University of Wisconsin, he had ten years of geological experience before joining Sohio in 1949. He advanced to manager of Sohio's Canadian operations in 1953, then served as Northwest Division geologist and staff assistant, Exploration, in Production Headquarters, Oklahoma City. In 1958 he was named staff assistant in Cleveland on Exploration and Production matters.

E. OLIVER HUTZEL, administrative assistant to Senior Vice President R. C. Sauer, helps in the varied problems of co-ordinating crude oil supplies with refinery needs. In addition, he specializes in buying, selling, and importing foreign crude oil. Mr. Hutzel joined Sohio in 1936. He studied evening courses in accounting and business administration at Cleveland College. After extensive experience in crude oil supply planning, he was named manager of Supply Co-



Charles H. King



Emil E. Ebner



Leland L. Chapman



George L. Lupfer

ordination in 1948. He served in that capacity until named to his present post April 1, 1959.

CHARLES H. KING, assistant to Senior Vice President E. B. McConnell, and acting employee relations manager for Manufacturing and Research, conducts many of Sohio's labor relations activities. He is a business administration graduate of Rutgers University, has a law degree from Cleveland-Marshall Law School. Joining Sohio in 1948, he served as personnel assistant at No. 1 and No. 2 refineries, then became an administrative assistant in Manufacturing's Employee Relations Division in 1951. He moved to Lima Refinery in 1955 as senior staff assistant. Mr. King was named acting chief of Manufacturing's Employee Relations Division in January 1957.

EMIL E. EBNER, administrative assistant to Senior Vice President E. B.

McConnell, aids Mr. McConnell and provides co-ordination and liaison with members of the Manufacturing and Research departments. A graduate of the University of Michigan with bachelor's and master's degrees in chemical engineering, Mr. Ebner joined Sohio's Manufacturing Department as an engineer in 1951. He became a senior engineer in the General Engineering Division, then served in the Process and Product Development Division as a group engineer. He was named assistant to the vice president, Manufacturing, in 1957.

LELAND L. CHAPMAN, chief patent counsel and an assistant to Senior Vice President E. B. McConnell, aids all departments with patent problems, protecting discoveries of Sohio scientists and engineers. He holds a chemical engineering degree from the University of Idaho, and an LL.B. degree from George Washington University Law School. Mr.

Chapman served as a patent examiner with the United States Patent Office for eight years, then was a patent attorney for 20 years, becoming a partner in a law firm. He joined Sohio as chief patent counsel in 1954.

GEORGE L. LUPFER, co-ordinator of commercial research development and an assistant to Senior Vice President E. B. McConnell, develops uses and markets for Sohio research discoveries such as licensing Boron Gasoline and Micro-balloons. Mr. Lupfer holds a chemical engineering degree from the University of Kansas. He joined Sohio as an engineer at Toledo Refinery in 1941, moved to Manufacturing's former Technical Service Division as a senior engineer in 1947. He became a group engineer the following year, and a group supervisor on Operations Staff in 1950. He has served as co-ordinator of commercial research development since 1957.