



Forest History Society, Inc.

109 Coral Street, Santa Cruz, California 95060 / Telephone (408) 426-3770

Oral History Interview

Keville Larson

with

Elwood P. Maunder
(3/17/76)

This interview is the property of the Forest History Society and may not be used or quoted for publication without the permission of the Society.

Larson, Keville 1

598-1AB

ERM: I am now talking to Mr. Keville Larson now of Chapman, Alabama but for many years, as I understand it, of Long Island, New York where you were associated with the Weyerhaeuser Company as manager of their sales division.

KL: Pulp and Paperboard.

ERM: One of the reasons I want to talk with you is that I am involved in doing a biography of Phil and I wanted to get as much as I could from people who knew him personally. People who could perhaps illuminate for me some facet of his personality by telling a story or an anecdote or two that would show him in his real light as a human being. He had a...

KL: In the first place, he was compassionate. A very compassionate man. He didn't show it. But he was that type of person.

ERM: How did you see that revealed?

KL: In his conversation with me about problems, people.

ERM: Can you think of any particular ~~ex~~ example or instance of it?

KL: No, I can't offhand. When you are in business, you ~~would~~ run across all types of people ~~and particularly when you are working with people.~~ *and you get to know them.* You get to know them. You know what their philosophy is, you know what their ethics are, and what their ideals are. He had a great strength in many ways. He was intelligent, a hard worker, not a flashy worker, but a hard worker. A wonderful sense of humour which was a great asset to anyone.

ERM: He has quite a reputation for having been quite a joker as a matter of fact.

KL: That was one of the first things that happened between us. I met him first in my office in New York. I had just opened an office which was the first office of Weyerhaeuser of any sort that Weyerhaeuser had in New York City. At that time they had the lumber operation and the steamship operation over in Newark, New Jersey. That had been the headquarters of Weyerhaeuser in the East.

ERM: That was even before they had one up in Massachusetts. Didn't they have one up there later on or was it Rhode Island?

KL: Rhode Island, that's right. But I'm talking ^{now} more or less of the metropolitan area of New York. The reason I established myself there. You see I started with the Weyerhaeusers in 1935, the early spring of 1935, which by the way was the spring after George had been kidnapped. I had a very interesting experience going out on the train. We used to travel by train in those days. A little later on, we used to fly D.C. 3's and whatnot across the continent stopping at every small town. But in those days, the train was common mode of travel and they were wonderful trains. The Great Northern and the Northern Pacific.

ERM: The Empire builder.

KL: The Empire builder, that was a Northern Pacific train.

ERM: The Hiawatha.

KL: No, that was a Milwaukee.... The three trains kind of fell on each other up there. At any rate,...and , of course, there was a Weyerhaeuser director on each of them. Phil was a director later on. Director of the Northern Pacific. I suppose F. B. or somebody else was director ahead of him. But I ran into a young man on the train. We had three days to get acquainted and I realized after the first couple of days I had told him a lot more about myself than he told me about him. It wasn't until the last day that through questioning, I found out who he was or what he was....because something he said gave me a clue to the fact that he was F.B.I. So I had a great friend, an old Oxford classmate, ~~whosename~~ by the name of Dwaine Lester who was one of the early students under Hoover. I knew that Dwaine was in Washington at the headquarters of the F.B.I. and so I said, "Do you by any chance happen to know of a man in Washington...he told me had worked there...by the name of Lester" and he said, "Oh, yes". He knew him well. Of course, then I knew what it was. He was on his way out to investigate, he was one of the investigators who started to track down the people who kidnapped George. This was after he had been released. They caught them, of course. But that was when I started with them in 1935. Weyerhaeuser built the first pulp mill that Weyerhaeuser ever had entering into the paper business

in 1933. They decided to build a bleach sulphite mill at Longview, Washington. It was a new venture for Weyerhaeuser. They had never been in anything but lumber. They were very skeptical about it...the older ones, F.E. and Rudolph. Most of them were very skeptical and most of the directors. They went ahead and committed themselves to spend the money and hired a man by the name of R.P. Wolf who ~~was~~ would /build mills...to see that they were built, that the mill was built and to operate it and build an organization. I, at that time, was with George Mead in Chicago and had been with him for four or five years in the wood pulp end of it. It happened that I had come down here...my first trip here was in 1930...and when they decided to build the mill in early '33, they came to me...no, I was down here visiting Estelle or Earl. I used to come down here to visit Earl. That's how I met Estelle.

ERM: You had got to know Earl as a Rhodes Scholar?

KL: That's right. We were classmates.

KL: In the same ^{class} /of Rhodes scholars. In 1922.

ERM: In the same college? Different college.

KL: Yes, I was at Trinity and ~~he~~ was ^{at} ~~with~~ Pembroke. The thing that happened was that R. E. Wolf from some friend of mine got this word about my interest in wood pulp and asked me if I would be interested in changing jobs and going to New York.

ERM: They were already thinking in terms of setting up an office then?

KL: Yes, Wolf wanted representation in the Middle West. They had a man in the Middle West. Hewanted me to take the East. Actually, I had been in London for two years for a freighter company of News Brunswick. Estelle and I were married the 29th of August in '31 and we spent the next year and a half in London. When I came back we brought a lot of this furniture that you see around here. We spent every cent we had on furniture in 1931 and 1932 and I felt an obligation to..... was in difficulties then. Tom Henreid who was vice president of sales begged me to come back to New York. So I hired an English man and put him in charge of the office I started. I started an office in London for them. I put this Englishman in charge and then I came back and worked for Tom in New York. He was....they were so good to me and had treated me so well that I told Bob Wolf I couldn't leave. This was in '33. Then about...after we got the mill built, the year after that, they came to me again and wanting me to go to work. I said, "I can't do it because I still don't feel that I have discharged my obligation to these people that I've been working for." So I passed it up again. Finally, in spring of '35, they'd had a hell of a time of it with this mill...~~They went~~ you know they shut it down before it ever started. The market was so awfully bad in the early '30s. A very, very bad market. They said let's not

put anymore money in this thing. This thing is bad. That's why they shut it down. It was the decision of the directors. They ultimately changed it and did start up and that's when they came to me again and I was down here with Estelle. We were married and we had come back from England went down here to visit. I got a wire from them saying could you stop in Chicago on your way back. So I stopped. By that time I felt I discharged my obligation to the other people so I said, "Yes, I will". He wanted me to take charge of the sales. We had an office in Chicago and an office in New England then. Bigelo had an office up there. So I said here I am going into an organization. It was small. There were only four men I guess in these two offices and I said here I am going with a small organization and I said I've got ^{to} go in as another member of the sales force and eventually as they feel the need or want me to do direct the sales then I'll be on sound ground. So that's was the agreement I made. About a year later, I did take charge of the sales and that's when I met Phil for the first time. He came into the office... that day...I remember it so well two little anecdotes about it. I had at time a service that you had in many large offices in New York, about once a week a girl in uniform would come in spray your telephone to keep germs from spreading..She'd spray it and polish it and so forth. This trip or visit from Phil and Charlie Ingraham. The two of them were great buddies. Charlie was manager then and Phil remained president.

ERM: Do you mind if I smoke?

KL: No, I should say not. They came into the office and Charlie said, "Keve, do you mind if I use the telephone?" So he used my telephone and no sooner had he hung the receiver up when this little girl in a nice spick and span uniform came in and began polishing and spraying the telephone and Phil looked at Charlie and said, "Well, I see they knew you were coming". I had on the telephone wire one of these things to keep it from twisting. The thing wrapped around. It was fairly new in those days. Phil didn't have one and expressed an interest in it so I said, "I'll send you one". I don't know whether I said I'd send him one but I did send him one but I couldn't bear to send him this coiled thing so I got a box and I had some cotton in it and so on and so forth and then I found myself a toy snake's head and wound it up so when he opened the box, he'd see the snake. I think that was one of the things that made my acquaintance with Phil so happy because we both...

ERM: You had a good natured relationship.

KL: That's right. Oh, yes. I've always said to any young men. We used to have them come down from the Harvard Business School to be interviewed and so forth I always said, "You know when you are looking for a job. There are three ways to go about it. First three things to think about. The first thing is never consider a company that is not sound financially. Make darn sure that they are sound financially. And the next thing is make sure that the man

with whom you are going to work are human beings so you can be happy with them and then third, think about salary.

ERM: I think you've got the right order.

KL: I think so too. Because if you've got the first two right, the third will come.

ERM: What were your other associations with Phil?

KL: The things that had developedyou see my direct association with Phil because we always had a manager out there. The manager of the pulp division. In fact they tried to get me to go out there several times. But Phil never wanted to go and I didn't want to go. As a matter of fact, I really felt that I could do a better job where I was for the company than to go to the mill. And I'm sure I did. Because New York was the headquarters of the world's wood pulp business. I was right there with my finger on the pulse all the time.

ERM: I.P., St. Regis, West Virginia.

KL: Oxford Paper Company, Chinook in Pennsylvania. We stayed in New York and Phil, instead of making Newark his sort of stopping point on his trips to the East would always come to my office. So I got to know him quite well, through his trips. He never...he used to question me sometimes about things that we did. I'll never forget on one occasion, I wanted to make

quite a departure from anything that they had ever known in the lumber business. I wanted to make a long-term contract with Scott Paper Company. We had never been able to get into that because they claimed that the West coast pulp would not make good tissue. It was too coarse a fiber. So it was very difficult to get into that. This is in one of the very, very bad markets in 1938 or 1938, and they offered to buy...we had built a new mill there in Everett, Washington, an unbleached sulphite mill and you didn't have it sold out by any stretch of the imagination so they offered me a contract for about sixty thousand tons over a three year period. That was quite a ~~surpris~~ departure. You never sold lumber that way. So they had a meeting about it and at the meeting were old F. E. Weyerhaeuser, Rudolph Weyerhaeuser, Charlie Ingraham and Phil. The four of them came into my office and xxx

ERM: F.E. was the financial wizard of the family

KL: Yes and he was president...I mean he was the patriarch really. You see when he died Phil stepped in.

ERM: Phil at that point was general manager.

KL: That's right.

ERM: He had succeeded Rod Titcomb.

KL: Rod Titcomb was general manager when I came in, That's right. When I joined the company, Rod Titcomb was general manager. There are a couple of

Larson, Keville 10

stories I could tell you off the record. I wouldn't want them on the record. Phil and Charlie came in first. I don't think either one of them said a word. My whole conversation was with F.E. He was the one that was brought in I'm sure so that we weren't making a mistake and we weren't getting off the track and so forth. That took a couple of hours of discussing the situation and some suggestions. I was pushing it very hard. I knew we weren't going to make any money on it but we were going to operate the mill and cover our out of pocket costs. Finally Phil asked the others what they thought and finally they said "go ahead". You can see what a far cry that was from the situation today. Now the company has diversified and expanded so tremendously. But in those days the president came out to discuss a ~~ira~~ contract. Of course, it was a new industry to them. They were just feeling their way which was right.

ERM: And they were conservative.

KL: Very conservative. Oh, boy, I should say so. And as they left I took them to the elevator, I shook hands with them all and F. E. said, "Well, goodbye. I hope it works out allright but young man don't put words in my mouth". I am sure ^{in the conversation some way} ~~it had the connotation in some way~~ or another I had said you know you must know, you agree, I'm sure you know. I was putting words in his mouth. He didn't like that.

ERM: He hadn't had too much experience with that.

KL: That's right. I don't know if anybody has ever told you the story and I don't know too much about the details of it. I think it involved Fred and Phil about a bison.

ERM: Yes.

KL: You've read the story...out in the front lawn.

ERM: Why don't you tell it though. I've heard it from Peggy Driscoll but I'd like to get it in as many versions as I can so I can check it out.

KL: All I know about it is that they were prone to play practical jokes on one another and on this occasion Phil really conceived the coup de gras and bought a buffalo and shipped it to Minneapolis...St. Paul...and tied it up one Saturday night in the front yard on the lawn. I don't know whatever happened to the buffalo.

ERM: I think I can tell you a little bit about it. How did you hear about Fred's reaction?

L: I don't remember really.

ERM: PEGGY Driscoll said that he and Vivian got up the next Sunday morning to get themselves ready to go up to the St. Paul Presbyterian Church, went to their front door and here was this beast pawing the earth, snorting and behaving most unseemly in their front yard. Fred had to call the police and finally the St. Paul zoo keeper and the zoo out at Como Park sent a van or some vehicle and moved the critter.

KL: I didn't know whether it went to the zoo or to the butcher.

ERM: I'm surprised that Fred didn't haul off with his shotgun. They were all great hunters. They loved to hunt. Bu this was ^{like} shooting a buffalo in a barrel.

KL: I'll say.

ERM: They were a very amazing family. Their good natured fellowship and relationships together are really something quite unique and wonderful to behold.

KL: That's right.

ERM: And they seemed to survive always without any heavy overtones of sibling rivalry.

KL: Yes.

ERM: Fraternal in-fighting. I've never been able to detect any of that.

KL: Particularly within the Weyerhaeuser Family group, the Weyerhaeuser group. I think there were probably times where some elements of friction with the satellites.

ERM: With some of the...as the others call themselves the "out laws". They call themselves that.

L: I didn't realize that.

ERM: You had the in-law and the out-laws.

KL: It was always my responsibility to go to him...

ERM: The Chicago lawyer.

KEL: Yes.

ERM: I never talked to him. Is he still among the...

KL: He left the Board of Directors or will. He's not up for re-election.

ERM: He's one of the last of the old guard, isn't he?

KL: Yes. When he joined the directors he decided that there ought to be a director on the board that would do something about wood pulp and paper. He decided to spend a lot of time with me in New York. I welcomed it because I was happy to have him there but Harry never really studied very hard. He never really got down to business. You know it really wasn't something that interested him. He'd go off like this and that. It was shortly after that he decided that he would start this to attempt to learn something about the business that became enamored with this golf club project down in Florida. From then on, Curley had one thought in mind and that was the Florida National Golf Club. Of course, he's built quite an establishment down there. I don't know if you know about it or not.

ERM: I've never been there. Is it close by West Palm Beach?

KL: It's Delray, the south side of Delray. A lot of my friends have built houses down there on the golf course. I saw him down there two years ago. Our younger son married a girl whose father has a house at the Ocean Club there and we go down about every other year.

ERM: Where is that? Above or below Hobe Sound?

KL: I think below Hobe Sound. Where does Phil's wife, the widow, live now?

ERM: She lives down in West Palm Beach

KL: Well, this isn't far from West Palm Beach.

ERM: Fred lives north of there at Hobe Sound. Jupiter Island?

KL: How is Fred?

ERM: Fred's fine. Physically, I think he's....I spent five days with him and with Vivian visiting down there last winter. A year ago this month. Then I saw him briefly for a day in St. Paul last June. We had lunch together at the Minnesota Club with Johnnie Holberg and John Musser.

KL: I've never met John Holberg. John Musser I know well.

ERM: I'm sorry, not John Holberg, Johnnie Driscoll. Johnnie Holberg is up in Tacoma.

KL: That's right.

ERM: This was Johnnie Driscoll who was throwing this party.

KL: He must be the son of Peggy Driscoll who lived in Cloquet.

ERM: Right. That's Rudolph's daughter.

KL: She married Walter Driscoll.

ERM: I would say Fred is looking very well physically but he is having problems with his memory. That is a terrible burden to me because he just cannot grapple with normal conversation with people. He just can't handle it.

Larson, Keville 15

That, I think, is awfully hard on him.

KL: He knows, I suppose.

ERM: He knows it and Vivian is terribly aware of it too. She feels badly too as wife, she would. I wish I could give you a better report on Fred. I hope I am not speaking out of turn. Floyd's is showing signs of this.

KL: I know what it is.

ERM: It's his years.

KL: I don't know if its really that plain or not, there's

ERM: Sclerosis or something.

KL: That's right and he has that tendency.

ERM: He can't grapple quite as well as he used to in details and recitation of facts in drawing upon memory and so on as he once did.

KL: Of course, compare him and Phil is no comparison.

ERM: Oh, no.

KL: Fred used to come into my office when he was president, remember?

ERM: Yes.

KL: A very short period of time.

ERM: It was 1956 yo 1961.

KL: Yes, that's right.

ERM: Well, he was primarily a salesman and public relations man.

KL: He was the Weyerhaeuser sales manager.

ERM: I think he had certain powers and talents in those areas.

KL: Yes.

ERM: In which he outshone Phil. Phil was always a quiet kind of reserved fellow who didn't like the public spot light. I can only remember once ever hearing Phil Weyerhaeuser on the public platform making a major speech of any kind.

KL: I know. I don't think I ever ~~heard~~ ^I heard him speak. Maybe/heard him make a speech at one of his stockholders' meetings in Tacoma.

ERM: That was a normal routine that he had to go through. But I'm thinking now of big audiences. He shied away from that sort of thing. I'll never forget my meeting with Phil Weyerhaeuser was in his office the first year that I came on this job. Oh, boy, was I green and was I unsure of myself and you know kind of just flying blind. Here I was making my first big trip to the West coast to meet some of those people because Fred K. was kind of ~~pushing~~ pushing me out of the nest and saying, "Get out there and meet these folks and tell them what we are doing and how we are going to go about doing it. I want you to go see my brother, Phil, when you get to Tacoma. So here I was. Was Nick Genta his secretary?"

KL: That's right.

ERM: He led me into Mr. Weyerhaeuser's office and here this man got up from his

desk, came over, greeted me, shook my hand, sat me down and went back and sat down, ~~RM~~ and just had a nice quiet, fatherly talk with this young man who had come to see him. I'll always remember how quickly he put me at ease. And then the other thing that I remember most about the whole event was that for most of the time he sat there behind his desk with his hands like this and sometimes going like this. Now and then, just asking me a question. But he was just milking getting it out of me. He was getting all the information he could. He wasn't having much to say. He was tuning in. He was listening all the way. And when I left, I thought, wow, I've really been put through the degree. He found out what he needed to know.

KL: You were interviewed and didn't know it.

RM: I was being interviewed and I wasn't really aware of it. But he was always most cordial and kindly toward me and supportive of the work that I was doing and whenever he ^{came in} contact with it.

L: A great loss.

RM: He was a great loss to the company, to the industry, to the community, everything.

L: You know I had a lot to do with Weyerhaeuser in those days. I selected the men who became general manager of the Pulp Division. I picked out Stewart Copeland, the president of Northwest Paper Company. I got three different

presidents for Potlatch and the last one who just retired, Ben Cancell.

ERM: You picked him off from St. Regis.

KL: He was from St. Regis and

ERM: Then he was back with St. Regis.

KL: That was an interesting story. It's a long one but...

ERM: I'd be interested in hearing it because I know a good deal about St. Regis history too.

KL: Well, then let me tell you about this. Now there was a man too whom I loved.

ERM: Ben Cancell.

KL: No, Roy Ferguson. Roy Ferguson and Phil had a great deal in common. I think they met some problem. I know Phil met Dave ^{Luke} Loo. I introduced them because ...

ERM: Now they weren't a bit alike, were they?

KL: Oh, no. They were different men. But the reason that they got to know Phil was because they knew him was that I gotten Dave Graham to be financial vice president for Weyerhaeuser. Phil asked me if I could find him a financial vice president. They'd never had a financial vice president. They needed to find a man. I had worked for this man David Graham for three years and a half in Washington. I sat across the desk from him in the War Production Board. He ran the pulp allocation offices for the whole world

Larson, Keville 19

from pulp allocation ~~from~~ ^{of} North American pulp. And after three years and a half, I got to know him awfully well. He was one of the cleverest men.

He became...after he left Weyerhaeuser he went as a for
Standard Oil ?

He was then treasurer..when Phil came to me and asked me if I could find a man that I could recommend as financial vice president, Dave was treasurer of West Virginia. And Dave Luke was a very good friend of mine. Phil said, "How are we going to do this thing? I know Dave is a friend of yours."

I said, ...no then he said, Phil said, "Don't you thing the best thing for me to do is talk to...because Dave had come ...you see the way it came about, I ~~knew Dave so well~~ knew Dave so well. ~~WEX~~ A week never went by but we didn't lunch together in New York. My office was in the same building with his. We went out for luch at least once a week. I new that Dave was having some difficulty with Dave Luke. Dave Luke was a difficult man to work with, very, very difficult. I have two very good friends who left Dave Luke because of his temperament. Basically, he couldn't control his emotions. Now Phil was perfect at that. He was a task master.

RM: A diplomant.

L: That's how I knew that Dave was ripe for picking. He was when I mentioned it to him so that was all in the bag and then Phil went to talk to Dave Luke and explained to him that Dave Graham had come to us which he really

had done but it was not an easy thing for Phil to do, but I'm sure he did it well. The other thing we were talking about over the St. Regis thing, back in the early days of the War Production Board, we were having great difficulty in our pulp and paper division of the War Production Board. A great difficulty with the Canadian pulpwood labor. We couldn't...the Canadians were trying to restrict the movement. There had always been a movement of pulpwood labor across the main border. They tried to shut it off and it was making things very difficult. Things weren't in good shape. We had to find a man to go up there who knew forestry. Ben Cancell had graduated from Michigan. I had gotten to know him when he assistant to the secretary of the American Paper and Pulp Association and I was very active

(airplane flying in background, cannot hear tape)

so I had gotten him into the United States Woodpulp Producers Association. I'd taken him away from the American Paper and Pulp Association and I'd gotten him into the Woodpulp Producers association and I knew he'd make a darn good man for this job in Canada. I talked it over with Art Waiteman who was then head of the Pulp and Paper Division at War Production Board. In fact he's stopping here for about two weeks coming back from Florida on his way back to Nena, where I was born--Nena, Wisconsin.

M: Oh, yes. Kimberly-Clark.

: And a lot of other paper mills up there. My cousin started the Nena,

Paper Company which is another Kimberly deal. Art said that was a good idea ~~if~~ but it'll never get through because John Lord O'Brien who was the chief counsel for the War Production Board had laid down this rule that no employee of a trade association would be hired by the War Production Board. A conflict of interest. I couldn't find anybody else. I kept hounding Art. ^{Art} I finally said, damn it all, Keve, we'll write him a letter. He'll give it consideration. He had been hounding him on this. You write letter. I said, "You bet I will". I didn't write any letters to the War Production Board...didn't sign any letters until I was a consultant, one hundred percent. I took the letter myself by hand over to John Lord O'Brien's office and left it. He gave us permission to him. So we sent him up to Canada with his wife and two children. Then we needed help in Washington. While he was still working up there but damn it, we couldn't pay him enough to live on and we needed him in the War Production Board. We had what we called the Allocation Committee which was a committee of men from the industry, top men, presidents of the companies, and one of the men on the Allocation Committee was Roy Ferguson, St. Regis, who became a very good friend of mine through our friendship down there. I told Roy. He said, "I'll hire him and put him on St. Regis payroll".

ERM: That would have been Roy Ferguson.

KL: Exactly.

ERM: He was a man who always thought in big terms.

KL: Big terms and made decisions just like that. I said, "Roy, that's wonderful. Now our worries are over and everything is set". Old Ben went to work. He'd never worked for them up until then. After the war, Ben, I think...no, he didn't. He never went to work for Roy...never actually worked in the office at all in New York. Because who came along, but Harold Foley from British Columbia and hired Ben to go out and be manager of the Powell River Company. I said to Penn, "I don't know whether that is quite kosher because you really owe Roy something. He said, "I talked to Roy and Roy said it was fine with him if that's what I wanted to do". It was a pretty good job. Ben went on for two or three years. Foley came from this area. ^{He} It was a classmate of Earl and Floyd at the University of Alabama. And his wife, Kitten, and her sister were great friends of Claudia, Earl's wife. They were great friends.

ERM: That was when Claudia was married to Milling in the north.

L: That's right. The thing that happened then was that the next thing I knew was that Hooker Becker, president of Rhineland, came to me and said, "Keve, I've got to have a man. I'm getting on. I've got to get someone groomed to take over. I've been thinking of Ben Cancell."

EM: He was in big demand, wasn't he?

KL: Yes. I said, "I'll talk to Ben because I think he might be interested.

I think he would be a good man for you". It ended up with Ben going with Rhinelander.

ERM: And then St. Regis bought Rhinelander.

KL: So Roy got him back. You know that's what happens to men like Roy Ferguson.

I can remember during the war at one point we had to take logs away from some of the companies and give them to others because certain companies made certain types of pulp that were more essential than others and there was a log shortage. I remember we took logs away from here and from others and there was a lot of shortage.

ERM: It closed up the mill at Tacoma for awhile.

KL: Yes, I think it did. We allocated those logs to the mills making munitions. You'd be surprised the amount of woodpulp the munitions use. One ordinance plant had six or seven big ones. So that's how Ben got back to St. Regis. He was killing himself.

ERM: He had a whole host of responsibilities.

KL: Tremendous number.

ERM: He was vice-president in charge of three or four different things.

KL: That's right and he used to come to me....I was his father confessor all through the years. Ed Davis had come to me. Everytime Ed Davis ran out of a president, and they all died of heart attacks, you know.

ERM: Potlatch.

KL: Potlatch. He'd come to New York and sit down with me and say, "Keve, I've got to find a new president". I'd been successful. I'd gotten him a couple of good men but they died of heart attacks.

ERM: They've got a good one now.

KL: Yes. I got him too. Ben was...had to me and I knew he was available.

For Ben's own good, I felt he should get out of St. Regis. He really was getting in too damned deep. I was worried about him.

ERM: Why was that? Was there a reluctance on the part of top management at that time in St. Regis?

KL: I don't think they knew had the material.

ERM: They were short of real good management..manpower.

KL: Sure.

ERM: So they were heaping it on to some of the..

KL: That's exactly what it was.

ERM: That would have been right after...was that during or after the war?

KL: Right after the war.

ERM: Of course, it was right after the war that St. Regis began to make its big move into the South.

KL: That's right.

ERM: They were Johnny come lately to the move, weren't they? Some of the others at least had preceded them.

KL: ~~Oh~~ Oh, yes. They did quite a job down here.

ERM: When they did move, they moved in a big way.

KL: That's right. The thing that happened was that I recommended Ben to Ed.

Ed took a year. He was that type of person. He didn't make quick decisions. He telephoned me from Minneapolis at St. Paul and said, "I'm coming to New York. What time can we have?"

ERM: Ed Davis was on the board of this thing I had...

KL: Then you know him well. I still have the last letter from him thanking me for the help I'd given him. He'd come out and stay at the Carlton. I'd go over and spend the whole afternoon with him. Finally, he said, "Keve, I've got to leave this situation. I've got sixty names of men here whom I've been investigating. Come over and talk to me but don't mention Cancell." I was still pushing for Ben. I told him he was the one man he could get and would do a good job. He finally came over and I went through the whole damned list with him. Some I knew were impossible to get and so forth. He said he wanted a top man. At the close of that meeting, he had young Fritz Jewett with him that day, I remember, at the Carlton meeting in the room. At the end of that day, he said, "Well, allright, it's Cancell. All I have to do is sell him to the board of directors." They had a directors' meeting in New York and

Ben appeared before them and he was hired. The week before he took office Ed Davis died at his desk. I was there. That was cutting it pretty fine wasn't it?

ERM: It certainly was. Very fine. Ben kind of got the sack on this job, didn't he a year or so ago?

KL: I'm not sure whether it was a sack or...I'll tell you what it was. He got ^{with} agfully irritated/some of the young crowd.

ERM: Some of the public relations efforts...

KL: Yes, and some of the family. The young in-laws. There were a couple of them that bothered Ben. And, of course, he had to always put up with Fritz Jewett who was no heavy weight, as you know. Do you know him?

ERM: Yes, I know Fritz.

KL: God, I used to suffer through all sorts of troubles with him when he was up at Harvard.

ERM: I just had a note from young Fritz the other day. He and Stacey are off to China. They sure do a bit of traveling, don't they?

KL: They sure do. His mother is a very nice person.

ERM: I don't know here I don't think I've ever met ^{Mrs. Jewett.} Mary. Where does she live?

KL: I think it's Spokane still. Her father was a native. He was a doctor. You know I had these things that I've been telling about...my activities

with the company were all because of Phil. He trusted me and he had faith in me and my judgment and so forth. My judgment was good in most instances but nobody is infallible. I picked the wrong man in the last one I picked.

ERM: Who was that?

KL: That's why I left the company. And that's why he was fired. That was a fellow by the name of Curry, Derrick Curry. You may never even have heard of him. He was there for such a short time. You see I got Howard Morgan.. you've met Howard.

ERM: Yes. He's well established.

KL: They wanted me to go out and take that job. That was one instance when they wanted me to go out and I said, "No, I'll find a man for you". Howard had been vice president of a small paper company up in Michigan, in northern Michigan. I had met him because he he was on our task force during the war for the ~~War~~^{War} Production Board to England to check on things and in the continent, I guess, check on pulp requirements and so forth over there. Howard took over after Abby Wolf retired, who was my first boss. Then I asked Howard to come in and take over. I had my problems with him too. But we were always good friends. But then he wanted me to come out and you know manage the thing from out there. I said, "No, I'll get somebody for you". This fellow Curry arrived on the scene and I checked him. I thought I checked him carefully with some of my best friends.

I had never known the man. I thought I had good checks on him.

ERM: Where was he from?

KL: England. He worked for Wiggins over there. And we found later he had a bad record. He was hired within six months or maybe four months, ~~by the time~~ from the time he took the job, he was starting to undercut me with my men trying to...I have a complete factual record of everything that happened. He threatened them and you know, he was going to get me. And here I had hired him...I mean I had gotten him the job.

ERM: A real manipulator.

KL: I think that I scared the hell out of Morgan. Because he didn't want anybody too close around of that type. At that time, I was having a little worry about my health and I went to my old doctor up in New York ...this was in 1962 and I told him I had some worries...I could have hung out but he said, "you're damned fool to do that. Let me tell you my opinion and that is that eighty percent of the deaths from heart attacks ~~are~~ come from worrying. You stay in a position where you are going to worry and have constant pressure of that type, you are just going to kill yourself." So, I said, "Alright then I'll retire". So I talked to Morgan and told him I wanted to take early retirement. He didn't want me to but it was agreed. Then I said, "Well now that's happened, I can open

up to you now. I'll show you the whole record of what this other man has been doing. I took off on a ship. I had a very good friend who was in the steamship business. He gave me a freighter for a trip to Europe, for six weeks. I could invite up to twelve people, anybody I wanted to for the trip.

ERM: Do you recommend it?

KL: I wouldn't miss it. We had the whole trip with only twelve people along.

ERM: Will they charter only to a group like that?

KL: No, this was a ship that was carrying six thousand tons of my pulp to the Mediterranean and the chap through whom I did all my shipping arrangements arranged with the steamship company to let me be guests on the ship with my friends. That's how it happened. At any rate, while I was gone for that six weeks, Morgan fired this other man so I did him a favor getting rid of him. There was a lot of pallaver about the thing because three other men left when I did. Earl Valcoskey, research director, Nash, who worked with me in New York and who had been one of the victims...one of those who had kept me abreast of what the hell was going on, I had two men with me in New York then and both of them were treated the same way.

ERM: The in-fighting in corporate management is pretty...

KL: Oh, yes. You see we'd never had even in the beginning an incrimant or tast of it in the company.

ERM: No experience with this.

KL: It was probably the happiest group that you have ever seen. Never...

ERM: It takes only one rotten apple to mess up the barrel.

KL: Exactly.

ERM: I think you find that in all areas not just business, but you find it in the academic field too.

KL: Sure you do.

ERM: You've mentioned knowing Roy Ferguson very well. I am interested in hearing about Roy Ferguson because I'm involved in writing the history of St. Regis too. As a matter of fact, I was scheduled to do an in depth oral history interview with Roy Ferguson just at the time before his death.

KL: that was a year ago.

ERM: It was a year ago this last December. I was all set up to be done in January, and by golly, he died a few weeks before I was scheduled to meet him.

KL: As I say, he was a man that reminds me a great deal of Phil. He was quiet. He was Christian Scientist.

ERM: He was a convert to Christian Science.

KL: Yes, that's right. You know all about his past history. There's no point in going into that.

ERM: Not all of it but I know a good deal of it.

KL: Taggart, and all that. He was a hotel clerk up there up at Lake Placid.

ERM: He ran into the power tycoon.

KL: That's right.

ERM: Isn't that amazing. I've used his name thousands of times. I'll think of it in a minute. The story I was going to tell you about Roy, the other one, about his finally getting Ben back into the fold. It's been a roundabout way that Ben Cancell finally went to work for St. Regis. When we took the logs away from these companies there was a great hallaballoo. They came down to Washington and oh, my God, we were cursed out and we were crucified by some of these guys. Some of these big companies telling us we had no right to do it. We had the right to do it. It was completely legal. It wasn't very pleasant for them. Nobody liked to have his property moved but Roy, I remember sat and he never said a word. Never said a word. Three years later, I used to have lunch with Roy about once a month in New York. Two years later he called me up one day and said, "Keve, can we have lunch? I want to ask you some questions." I said, "You sure can". As I recall the episode, the details, as much as I can remember and whether I had any records...he wanted to know if I had any new records which bear on the case because he was going the government. Two years later he sued them and won. And got paid for it.

ERM: He was one of the shrewdest men I think I've ever encountered. He had a way of working out mergers and purchases of magnum proportions which were really classic in the way he went about it.

KL: Absolutely.

ERM: Getting it done.

KL: That's right. And the way he handled men. That's probably why he didn't have the men, that's probably why ~~xxxxxx~~^{sen} had such a tough time. He was overloaded because the thing that Roy would do he would never take sides with anybody. He wouldn't take sides. We always used to say if you go to work for Roy Ferguson you'll get ~~xxxxxx~~^{thrown} into that pit. Let them work out their own destiny. Every man over there had pretty damned free reins.

ERM: Did you know what they call their middle management group?

KL: I knew some of them.

ERM: Kneeland.

KL: Kneeland and Courtney. That was one of the biggest surprises of my life when George Kneeland was made president. Not that he isn't a remarkable and capable guy but he's so unprepossessing. You would never have guessed that George Kneeland...he was a good friend of mine...I knew George well... but I never thought that George.....I had heard stories about ~~himx~~ his phenomenal memory and his terrific grasp for details. I mean anything that

had happened in the history of St. Regis he could tell you.

ERM: Do you know how he got that history? And how he got to know it?

KL: No, how?

ERM: He started working for the company as a mail boy and he opened all the mail and then he distributed it around and he read it all before he distributed it. He told me that himself. He said, "I knew what was going on in that company. He said after he got further up the line, I just made it my business to keep abreast of everything that was going on. He was a...I suppose what you could properly call a self-man generalist. He was not a financial expert. He was not a sales expert. He was not a technical expert. He was not a manufacturing expert. He just had a broad grasp of everything that was going on there. And he played, I think, a very leading part in organizing and that middle management group which brought its ideas, grievances to the top without ruffling too many feathers in the process. They had the pizzaz of knowing how to go about it without cutting their own throats at the top. And Ferguson had the smarts to recognize that here is a good thing. He encouraged it and he drew it out. He grasped their ideas and he ran with them. Threw them away when he didn't think they were worth anything. But these people began to realize that they had some new potential for leadership themselves in the company and they indeed moved on up the line a lot of them into top managerial positions. It's been a real revolution.

in the management of that company in fifteen years.

KL: Oh, yes, completely. It's completely different than Roy Ferguson's...

Of course, Roy was a man for the time, I'll tell you. He was the right man in the right place when the company was expanding, developing the way they did.

ERM: He learned a lot as the disciple of Floyd Carlisle and Carlisle taught him a lot. But then Carlisle gave him a lot of responsibility early on in his life. He sent Ferguson down from Watertown, New York to New York City to set up Carlisle and Company. Carlisle didn't do it. He sent Ferguson down there and Ferguson set it up. So Ferguson, of course, had that great experience of really knowing the financial community of knowing the financial analysts and all the rest of them in a way that I think damned few top men in industry really have. They depend on other people pretty much to provide them with that insight. But Ferguson had it first hand. Then, I think, Ferguson also had a pretty good pipeline through Sam Shane. Sam was a pretty knowledgeable fellow from right of the ranks of the fourth estate. It touched down with a lot of people both in Canada and in the United States. Sam, I'm told, was a great help to Ferguson too in dealing with ^{Albert} Alfred Ernest who was a pretty strong minded character in his own right and when St. Regis made that acquisition they had a tiger by the tail.

KL: They sure did.

ERM: But Sam had a way of pouring ~~pi~~ oil on the ~~ermb~~ troubled water to kind of smooth these things over.

KL: They were the first ones that came in out of that sixty year contract with wood connection with some of the timberlands down here. Having a little trouble with them now, I guess. My son, Keville, said he was called in the other day on a case as an expert witness or something of that sort.

ERM: You mean the owners were trying to break the contract?

KL: Yes, claiming that they did not follow the cutting rules, established rules, to the letter of the law.

ERM: They were either cutting faster or something.

KL: Or something, I really don't know.

ERM: You really were in the business...

KL: It was my whole life and since 1926 when I came back from Oxford and started.. Ernst Maller of Kimberly-Clark offered me the first job which I turned down because my mother was ill. He wanted me to go to England and start a British kleenex and kotex outfit because there were none over there. I had to turn it down. That's when George Mead... Since 1926 I was in the business and its been such a volatile business. It wasn't very volatile in the sense of movement, market movement, but God, I was in from '26 until... I didn't see an increase in price of wood pulp until I think it was 1939.

ERM: ~~It wasn't~~ Those were the first impacts of the ~~first world war~~ European war began to develop.

L: Exactly.

ERM: It's been up hill all the way since then.

L: I was called down to Washington by the OPA and I wrote the first price fix schedule for wood pulp on the top of a barrel. We were in a room where the boys were just trying to set up an office.

ERM: Who were the men you were most closely associated with in that work?

KL: In the War Production Board? We had an awful lot of people down there.

ERM: Do you know a Henry Clepper? Was he involved in that?

KL: I think he was. That name....

ERM: He was a publicist and a writer and he had been, I think, executive secretary ...he was executive secretary of the Society of American Foresters. He took this War production job.

KL: We had two...there was a pulp and paper division with the War Production Board which I was in and then there was the lumber division. Of course, we had.....(Noises and voices in background cannot hear respondent)

I remember them calling me up and trying ~~to~~ ^{to get} to come down from New York.

Phil finally said, "Go ahead".

ERM: What was this? A kind of dollar a year thing?

KL: I was on the dollar a year....

ERM: But still on the Weyerhaeuser payroll.

KL: Yes, and I had my office in New York too. I used to...

ERM: Fly back and forth?

KL: Every weekend. I'd fly.....no, I'd take the train on Friday nights, midnight, I'd take a train to New York and I'd be in my office at seven o'clock Saturday morning and I'd work all day Saturday and kept a girl there. She worked all day Saturday and we'd get things cleaned up. Then I'd go home and sleep until midnight on Sunday and then I'd go and get another train back on Sunday night and be in Washington all week. Three years and a half I did that.

ERM: That's kind of urged.

KL: It is. As I look back on it it was sort of a nightmare....because we worked hard, sometimes ten, twelve or fourteen hours a day. We had to get it ~~down~~ done.

ERM: Is there anything more in the way of recollections of Phil Weyerhaeuser. We've got another side.

KL: A couple passed through my mind. Phil meant so much to me because he was such a comfortable person to be with. He was never jittery or demanding or abrasive...and he's compassionate. It was his nature not to be pushy or demanding.

ERM: He was what you can really think of best as being a gentle man. In every sense of the word. I find myself in a position of wondering how I'm going to handle this subject because I think it's a little difficult for a historian to deal with a subject where he's..he feels so strongly positive and friendly towards the subject matter, you wonder how objective you are being. How much you are willing to look for and find maybe a word or two on this noble character. In writing it, I can be easily ^{accused} ~~excused~~ by my peers and even some others of being a filiopietistic probably. It's a tough one.

KL: Yes, really.

ERM: And yet I can't find or pick any flaws in this fellow. He was just a top notch man. ...in so many different ways. I can't find anything mean or small minded or petulant or anything else.

KL: He was a modest person. And he was retiring and he was a very retiring person. I'll never forget coming back to New York one Sunday. He and Helen came back and they came out to our house on Long Island. They spent the afternoon with Estelle and me and he had just been down to Florida to see his boat. The Huggins Boat Company...

ERM: He got the boat down there and he loved it.

L: That's right. He told me the story about looking at these boats and Huggins was showing him the boat and Phil said, "You know suddenly

....Phil said, "You know what the old man said to me? He didn't think he'd sell me a boat and I asked him why and he said, you've got so much money you wouldn't appreciate it."

ERM: Is that right.

KL: Phil laughed about that one.

ERM: In his latter years, he really got a lot of enjoyment out of that boat.

KL: Yes, he loved it.

ERM: As a matter of fact, he was out with his family on a cruise on the Wannigan...

KL: Logging crew...old river boat.

ERM: He certainly carried his illness with a great deal of dignity.

KL: That, I think, was part of the shock because none of us had any inkling.

None of the family and of course none in the company, certainly not in

my sphere had no inkling. We knew he'd...as I looked back on it afterwards,

I could see things that were explainable because he showed signs of fatigue.

If you thought carefully, you'd probably know something was happening.

Have they got a cure for that now?

ERM: Not yet. Not a sure fire one. They think they are beginning to grapple with it.

KL: That's what I read somewhere.

ERM: I don't think there's enough data yet. I'm like the doctors themselves.

I've got to see a lot of data before I finally concede that a solution has been found. Another question I want to ask you. Were you privy to any of that period when Phil's son ~~was~~ was kidnapped.

KL: No. All my information on that came after the fact. Because, as I told you, it was May of 1935, the month of May that I first went to Tacoma and Longview and I met this man on the train...the FBI man on the train and, of course, shortly after that, they did capture the kidnapper and some of the money, I guess,.....Rod Titcomb was the bag man, I guess.

ERM: Is that right. I didn't know.

KL: Rod delivered the ransom demand. Rod's wife, you know, Phil's sister, was a very fine woman.

ERM: I don't know here

KL: She's dead, I think.

ERM: She's dead now?

KL: I don't know, maybe not. Rod Titcomb died just recently.

ERM: They lived back in St. Paul, didn't they?

KL: I've really often wondered what did happen to her. Ethyl, was her name?

ERM: I didn't know them at all.

KL: Off the record, let me tell you the story about...

Get from Kev + others the story of Charlie MacIntyre - boyhood friend of Phil + later "greeter" at company headquarter - took tours of VIP's
Where did Mac Intyre come from - a very close + personal friend. A real character was Edley says Kev - "He had great facility for ^{for} ^{other} people's ^{name}"

See MacIntyre, his daughter, married Fella Jewett. Do interview with