

Tape #598-2-A

ERM: (Elwood R. Maunder) I understand that you got your start in forestry in the Forest Service, not in industry. Is that right?

MR: (Marcus Rawls) That's correct.

ERM: Where did you go to school?

MR: I went to the University of Florida for one year, from 1930 to 1931.

ERM: You didn't finish a full course of forestry?

MR: No, in fact they didn't have a forestry college in the school at that time. I took business administration, but I had worked in the summers in high school with the Forest Service and I went with them after I got out of the university. I took the Civil Service examination for assistant technician and went with the Forest Survey of the South at Lake City Florida [Southern Forest and Range Experiment Station].

ERM: You were employed by Les (Verne L) Harper, I presume. [See also: *Verne L. Harper, A Forest Service Research Scientist and Administrator Views Multiple Use.*]

MR: Les was responsible for my getting in the Forest Service. I had done a little work on the side with Les during my high school days. When this later work came about, he asked me whether I was familiar with this program. I wasn't so he put me in touch with Mark Lehrbas. Mark's a very good friend of mine: he's retired in Lake City and lives close to where Cap (Inman F.) Eldredge resided. I hear from him occasionally.

ERM: Then you worked on the Forest Survey for a couple of years, is that right?

MR: That's right, from 1933 to 1935.

ERM: What was your job on the Survey? Where you out in the field?

MR: I was in the field at all times. I worked most of the southern states – Florida, Georgia, Alabama, Mississippi, and Arkansas.

ERM: That was quite an experience for a young man.

MR: Yes, it was. I got to see parts of the country, that would have taken me years to see otherwise and I acquired a great deal of forestry knowledge from the various people I was associated with during that time.

ERM: And an acquaintance with the natural resources all over the region, too.

MR: Oh, yes, I was well acquainted with all of the natural resources in the South. I left the Forest Service in '35. And I went to work for Union Bag and Paper Corporation in Savannah, Georgia, as an [transcript unclear] put together.

ERM: That's the one that was put together with Alex Calder.

MR: Alex Calder and Perkins Goodwin, at that time, and his brother Lou Calder, was I guess, the biggest financier back of his brother. He was one Perkins Goodwin.

ERM: And what was your job over at Savannah?

MR: I was forest supervisor. I was with them from 1936 until 1942. Let me go back. When I got out of the Forest Service in 1935, I came back to Lake City and the Forest Service had started a turpentine conservation program. There was a glut on the market of turpentine and rosin, so the Service paid the turpentine operators a subsidy not to work a certain amount of trees a year. I was an inspector with three counties: Hamilton, Lafayette, and Suwannee counties, Florida. I had something like fifty big naval store operators that I had to oversee. So I was with them the whole first year of the program and Albert Ernest came down to my headquarters in [transcript unclear], and he

persuaded me to go with him up to Union Bag because Albert and I had been associated on the southern Forest Survey. So I went to work with them.

ERM: And that's where you got to know Albert Ernest.

MR: Well, I got to know him on the Survey. I was in charge of acquisitions for Union Bag and Albert was woodlands manager. I stayed with them from 1937 until 1942. I was a forester in charge of a 20,000 tract of theirs in South Carolina until the time that I went into the service. So when I got out of the service, all my acquaintances had left Union Bag. Jim (James H.) Allen had gone to Pensacola to start the Florida Pulp and Paper Company.

ERM: About 1939 or 1941, wasn't it?

MR: It started in 1939, and they opened the plant in 1941.

ERM: That was rather a timely kind of enterprise. It almost anticipated the boom in paper that was coming on.

MR: Yes, it did. Around that time, things were getting right into the throes of World War II. I went in the Army in February of 1942 and I got out in 1945. Albert had left and had gone in business for himself in Savannah, Albert Ernest Associates. So when I got out of the service, I went to work with Albert as one of his associates.

ERM: Was this a private consulting firm?

MR: Yes. We did cruising and we had large Belgian mine props order that we supplied them with, of, I guess, a million mine props that we got from the South. And we did timber estimating, timber cruising, anything that anybody needed.

ERM: Is it at that time that you first encountered St. Regis?

RM: That's right. Mr. Allen asked us to go down to Fargo, Georgia and look at a 220,000-acre tract and cruise it, which I did. I stayed down there for a couple of months. It was quite a large undertaking. We finished and I had a chance to compile all my fieldwork, Mr. Allen decided that he would like to bring that property under lease for St. Regis and that would give them a nucleus to build a mill in Jacksonville, Florida.

ERM: You were not directly associated with Allen in 1946 when the Florida Pulp and Paper Company was melded into St. Regis on a stock transfer deal.

MR: No sir. When I finished the Fargo project, Mr. Allen decided that he wanted to bring St. Regis under contract [not clear on tape]. I was at Fargo to become acquainted with the property and the management of it. On January 1, 1948, I went on St. Regis payroll as manager of Superior Pine Products Company.

ERM: Up to that time you had been a consultant working with Albert Ernest Associates for St. Regis.

MR: That's right.

ERM: Whose 220,000-acre tract was this?

RM: That was Superior Pine Products Company. This was a company that was formed some fifty years prior.

ERM: That's the one with which Cap Eldredge has been associated.

MR: Cap Eldredge was associated with them a long time. He hired Bill (William M.) Oettmeier when Bill was a senior at Penn State. Bill came down on one of the summer junkets that they would bring their students South on. Cap met Bill and they got together and Cap went up to the University of Pennsylvania later and interviewed him and brought him back South and that was the first and only job Bill ever had.

ERM: He made quite a mark for himself there in Fargo, didn't he?

MR: Oh yes, he did.

ERM: He was an inventive fellow. Developed quite a lot of gadgets.

MR: Yes, he was a very ingenious person, just a whirl of energy. That was the first tract in forestry where two-way radio was ever employed.

ERM: He developed a new fire plow, too, didn't he?

MR: Yes, I have some pictures of that fire plow here with me. I have some that I'll give to you.

ERM: Can you perhaps give me some very quick chronology of your career with St. Regis after you joined the company in 1948.

MR: I stayed in Fargo as manager until they came and built the mill in Jacksonville. Then I transferred. Albert Ernest was the southern woodlands manager. He was manager over the Pensacola woodlands as well as the Jacksonville. And he brought me in as manager of procurement and land management. I worked on that until Albert passed away, I believe it was 1961 and I was made general manager.

ERM: He remained actively involved in the job until his death, is that right?

MR: Yes.

ERM: I knew him very briefly, but never did get to know him really well.

MR: Albert was a fine individual. He came up in a family of old timber cruisers. His father had the firm of Walter C. Ernest and Sons out of Mobile and Albert had a world of knowledge of timberland growing up as a boy.

ERM: Did he go to forestry school?

MR: His training was as an apprentice with his father. He was quite a capable person. Albert with one of his training ability in timberland, was quite a salesman.

ERM: He knew how to make a good deal.

MR: He knew how to make a good deal. He acquired almost a million acres for Union Camp, which used to be known as Union Bag and Paper.

ERM: He acquired over a million acres for them. How many do you figure he acquired for St. Regis?

MR: Well, he was responsible for acquiring a good half of what St. Regis has now in the South: 1,700,000 acres. I'd say Albert acquired half of it.

ERM: Did that include the Suwannee tract?

MR: No, it doesn't. Mr. Allen was the principal architect in acquiring that.

ERM: The late A. B. Recknagel, who was technical director of forestry for St. Regis, told me in an interview I had with him on October 28, 1958 in Tucson, Arizona, that he considered Richard J. Cullen of International Paper Company and James H. Allen of St. Regis the two greatest leaders that industrial forestry ever had in the South, and that neither man was a professional forester. I wondered what comment you might have about Reck's judgment, the role of importance that these two men had in industrial forestry.

MR: There's no question about Reck's appraisal of the two men, it speaks for itself. Mr. Cullen built the first mill in the South over in Panama City, Florida back in the twenties. He also acquired the principal acreage for the International Paper Company. They own more acreage than any other mill in the industry. Mr. Allen was associated with Mr. Cullen and although Mr. Allen was not an elementary school graduate, he had more knowledge of more things than any person I've ever seen. He was a self-taught man. He

had been a farmer; he'd been a saw miller; a papermaker; and he'd been in insurance. He was well versed and rounded out in just about anything that you could conjure up. He was a student of everything. He learned everything that he was interested in.

ERM: He seemed to be particularly adept, too, in making business arrangements with others.

MR: He was quite a financial man. He could sell himself to any financial organization that he had dealings with.

ERM: Was it Allen who sold Roy K. Ferguson on the merger with St. Regis or was it Ferguson who sold Allen?

MR: Well, I think it was a question of both of them wanting to get together. Mr. Allen had the foresight to see a man like Roy Ferguson as a person who was a real doer. And he saw how St. Regis had advanced over the years.

ERM: But not yet into the South.

MR: Not into the South. And Mr. Ferguson sees this fine plum in the southland fixing to grow under Jim Allen. He had great respect for Jim's ability and vice versa. So the two of them together – Mr. Ferguson wanting to get south and Jim Allen knowing that by getting St. Regis Paper Company, St. Regis could grow in the South.

ERM: IP (International Paper) had moved South earlier. Union Camp had moved here.

Rayonier had moved here. In other words, St. Regis's moved into the South came later than these others?

MR: That's right.

ERM: But when it came, it came with a rush?

MR: Yes it did.

ERM: And it was that move, I believe, that we've been able to show in our history, that really put St. Regis right up there among the top four or five producers of paper in the country.

MR: Just after that. Then the fact that the southland was coming into its own as being able to grow timber faster than any other section of the country. And with Dr. Charles H. Herty's work in Savannah on kraft, that also enticed a lot of the companies in moving to the South.

ERM: That's quite a tale, the Herty story and the Austin Cary story.

MR: Oh yes, I knew them both intimately. Old Doctor Cary was on the Osceola National Forest when I was a boy working out of high school.

ERM: He was a rather peculiar man in lots of ways.

MR: I'd say that peculiar is not the term for it. He was most unusual. He was a most unusual individual. He'd take some of these young men right out of school, one man in particular came south from Pennsylvania and was working as a junior forester for the Forest Service under Worth Hadley, who was supervisor of the Osceola Forest. Dr. Cary came down and he was experimenting all the time. And he would ask "How about letting one of your men go out with me?" He would have a map of where he wanted him to do. "I'd like to have a man go along with me, I need a little help." Well, he drove an old Model A car and this boy said, "I had kind of a hard night last night. I'd like to go out with that old man: I'll have the day off." Cary liked to have worked him to death. He gave him a thinning axe when they got out there. That old man worked ten hours without stopping, making notes and chopping, and this other guy didn't have a chance to make notes, all he did was chop. So he never volunteered to go out again for a day's work with Austin Cary.

[For more information on Austin Cary, see typed transcripts of his interviews conducted by R. R. White in 1956, with Inman F. Eldredge, E. Worth Hadley, James Hart, Frank Heyward, Jr., James H. Jones, Herbert L. Kayton, and G. P. Shingler, Forest History Society, Santa Cruz, California.]

ERM: The stories about Cary are legend. There were some other men here in the South who I think were very effective and had their impacts on industrial forestry even though they initially had been Forest Service people. Phil (P. C.) Wakeley was one. Did you know him?

MR: Yes, but I didn't know him intimately.

ERM: Bud you did know Cap Eldredge. Cap certainly had a very great impact on the whole development of southern forestry.

MR: Yes, he certainly did.

ERM: When St. Regis and Florida Pulp and Paper companies were joined together in 1946, how did you at that time, working for Albert Ernest, look upon that new development? What was your first reaction?

MR: Well, I had been with a rather large paper company, Union Camp; they weren't as large as they are now. Working for a paper company was not new to me. It was a very happy experience. I enjoyed and still have acquaintances with the Calders and the top executives. So, in coming back to work for a paper company, I really looked forward to it because I'd heard Jim Allen speak of Mr. Ferguson and St. Regis and how they expected to prosper and grow in the South. I looked on it with a great deal of enthusiasm.

ERM: Under the terms of this agreement, I understand the entire capital stock of the Florida Pulp and Paper Company was exchanged for St. Regis common stock. What did you see

at the time as being the advantages that might have been gained by both parties in this instance? What were the advantages of this deal from the standpoint of Mr. Allen and the stockholders of the company?

MR: Well, there were more markets, more outlets for their products, and St. Regis had a much wider merchandising group. The company was able to merchandise better. You might say that a private company coming into a company the size of St. Regis, it just got it off the ground.

ERM: St. Regis had the marketing apparatus, the sales apparatus, and the financial strength. And they had the financial genius of Roy Ferguson.

MR: Yes, absolutely. During the war, paper was hard to come by, so it really didn't take any large sales force to sell your product. They would take it under any condition. The fact was that you allocated – you didn't sell.

ERM: You had more customers than you had products.

MR: That's right. So in terms of St. Regis, Mr. Allen could see the need for the expertise that St. Regis had.

ERM: The multiwall valve bag was a big factor, too, wasn't it?

MR: That's right.

ERM: I understand that part of the arrangements at Pensacola were for the Alabama Pulp and Paper Company and the Florida Pulp and Paper Company to come under the control of St. Regis. Alabama Pulp and Paper Company was beginning to build a new plant alongside your Florida Pulp and Paper plant. And that this was a part of the deal, that St. Regis became actually into control of both.

MR: Yes, that's how it expanded.

ERM: How important was this merging of two great southern companies to the northern St. Regis Company?

MR: Oh, it had a big impact on business, on our economy. At that time, most of the sawmills were out, there were very few large sawmills left. And the naval stores industry was worn out. With the naval stores industry and the large sawmills out, the paper mill came back in. You might say that the paper industry did the greatest for reconstruction in the South than any other industry.

ERM: Was that an important part of the philosophy of Jim Allen?

MR: That had a great deal to do with it. There was a great bearing on that Jim Allen had in mind.

ERM: He was a great and true son of the South.

MR: Absolutely. He was an old Arkansas boy – a pea farmer, a [transcript unclear] man.

ERM: He wanted to see the South establish its own economic strength.

MR: Absolutely. And when he started to work with the Calders in building Union Bag, that was the first time that any southern capital was used in the South. Heretofore, it was all northern capital. A man by the name of Neal Murphy at Citizen Southern Bank in Savannah, was largely responsibly, with Jim Allen, in putting a considerable amount of southern capital into that venture.

ERM: Who were some of the other principal people involved in Florida Pulp and Paper and St. Regis operations?

MR: The Pace's, as you know, had 109,000 acres that Mr. Allen had acquired under lease. The Pace property was in the Pensacola area. That was the nucleus to get a permit of necessity to build the Florida Pulp and Paper Company.

ERM: What about Colonel or Major Friend?

MR: I didn't know him personally. Major is known all over the South. He was an executive, a real friend of forestry, and he and Jim Allen were great friends, but I never worked with Major [transcript unclear]. I didn't know him personally.

ERM: Who turned the minds of these men in the direction of conservation of forestry practice in their enterprises? Who most influenced Cullen, Friend, and Jim Allen to start developing their properties and managing them in the way they did?

MR: I don't know about Mr. Cullen, who was an older man than Jim. And I'd say Friend and Jim were about the same age. They were people who had a lot of foresight. They knew what the Southeast could do, as far as growing timber, and they knew something of conservation because they had been timber minded people. Having been in the sawmill business prior to this, I would say that some of the leaders, Gifford, Pinchot, Cary, and people like that, were familiar with the conservation that they practiced. And with such a productive area naturally that they followed the conservation lines that had been set forth.

ERM: Now the base from which Mr. Allen started with the mill in Pensacola was the Pace property, the 109,000 acres. How was that built upon? Was there any further blocking up of ownership in that area?

MR: Oh, yes. In fact, the acreage that supports that Pensacola mill is something like a half million acres.

ERM: Was any part of that purchased and added on the Pace property or was it just leased?

MR: Some of it is what you call fee simple and a lot of it was on a cutting contract.

ERM: A lot of that land, I presume, was land that had been in other uses – cotton and other things.

MR: Oh, yes. Most of it was second-growth timber. But that second-growth timber had reached a good diameter, DVH, particularly some of the property along the Alabama-Florida line. There was some of the most beautiful longleaf pine stands that I'd ever seen.

ERM: In other words, it was just regrowth on forest land.

MR: Well, at one time most of this area was in cotton fields, when cotton was king of the South.

ERM: But then when the soil began to give out, it went back to trees.

MR: Yes, it went back to trees. So much of the land the paper companies bought was land that had reforested itself; nobody had ever done anything to it.

ERM: At the time of the merger, Roy Ferguson projected that the mills at Pensacola would produce enough kraft to make 500 million multiwall bags a year. Am I right or did he mean a combination of the total kraft mill production in the St. Regis system?

MR: I can't expand on that because I don't know. I don't think I've ever heard it expressed in the number of bags that obtained from kraft production.

ERM: You were, of course, involved in World War II. You came back to work in the industry after the war. What do you see as having been the major impact that World War II had on the pulp business? What most profoundly affected the course of the pulp and paper industry after the war?

MR: Take, for example, the munitions industry. Cellulose was used in the manufacture of munitions and that played a big part in increasing our production. Also, there were many fields where paper supplanted other forms of packaging. Prior to World War II,

containers of all kinds had been made of wood or some kind of veneer. After the war, most containers were made of heavy corrugated or some form of paper.

ERM: In other words, World War II stimulated and further developed the revolution in packaging, and that had a profound influence on the rapid growth of the pulp and paper industry.

MR: Absolutely, no question about it. As devastating as a war is, we benefit in many ways from it in the field of science, medicine, and the industry.

ERM: Did World War II influence the practice of industrial forestry? Did forestry undergo any radical changes as a result of the war?

MR: Oh, yes, because it had to. Forestry expanded so much in the South during and after World War II that it was necessary to realign but thinking to incorporate more conservation ideas into the practice of forestry. This meant employing a lot more foresters. We went into more nursery stock at that time and we could rehabilitate any area that had poor stocking.

ERM: Did you see evidence that St. Regis was turning more and more to scientific forestry?

MR: Yes, absolutely. One of the first methods of scientific forestry that we employed was taking soil samples to see which areas were most productive. In the areas that weren't productive, we checked to see what additives were necessary to make the land more conducive to growing pine. Out of these findings we were able to determine what types of soil were better adapted for our southern species.

ERM: What early plans and programs did you develop in the areas that you managed?

MR: We were conservation minded and we tried out to harvest trees until they had reached their maturity. We did selective cutting and at that time we did lots of thinning manually

because labor was cheap. Since the cost of labor is a big factor in it now, we aren't able to do that. We also employed burning [transcript unclear], which is one of the greatest tools in conservation, when it is properly employed.

ERM: In the early days of your employment with the company were you more involved in procurement than in scientific forestry practice?

MR: Yes, I was procuring. I first started with timber cruising and estimating the volume of timber on a given piece of property, and from there I did procurement to obtain the necessary raw material for our mill.

ERM: Who was responsible for going back over the land and restocking it to replenish the supply?

MR: When I was here as manager, I was over all of it. I was managing all aspects of it, of course, there were different divisions for the various types of work being done, such as land management and procurement, and we also had a technical division.

ERM: Whom did you delegate to be the heads of these various divisions when you were in charge?

MR: Well, it was the people who we figured were more adapted to each particular field.

ERM: Who were some of the men you think of as having been most effective working for you in those various fields?

MR: The present manager who relieved me when I retired, Ken Baily, was quite active. He had been more in land management than in procurement. Some of the men that were with the company have gone into business for themselves and are really competent people.

ERM: Jim Allen, of course, remained with St. Regis as one of its principal officers and as manager of the operations at Pensacola after the merger took place. Since he was a pretty dynamic man in his own right, did he sometimes have a reputation in New York for being a hard man to deal with?

MR: Yes, he had his own ideas; he was pretty strong-minded. If he thought he was right, why, that's the way it was. He didn't like to change viewpoints. He didn't want dictation coming down from anywhere. Over the years, his judgment had proven pretty good and he decided there was no substitute for success.

ERM: St. Regis seems to have a policy of maintaining the old management of companies that it takes over or merges with. This does not upset the local situation and perhaps it even strengthens St. Regis's standing in the community.

MR: That's correct. St. Regis does not usually kick out the old management and bring in a whole new group of people from outside. The company has always had a good public-relations policy and I think that's the reason they're as strong and as well liked as they are in the South today.

ERM: What other important additions of forest lands were sought out by St. Regis after its acquisition of the Florida Pulp and Paper Company and its lands? How did the company begin to build up that volume of timberland, which it now holds?

MR: After the war, people knew that we were in the business of acquiring land. When properties would be offered on the market, we would have a look at it to see whether or not we were interested and whether we could interest the owners in one of our contracts. The type of contract we had was a timber purchase agreement whereby we could buy the timber without having to put up the capital needed to buy the land in fee. This enabled

St. Regis to utilize that money in expanding mills rather than buying land outright. I think that's one reason that St. Regis has gone as far as it has in the South – they didn't have to utilize all of their capital to buy land and could use it in expansion.

ERM: Didn't St. Regis at one time think of buying the W. T. Smith Lumber Company property in Alabama?

MR: That was very good property. While I was on the Southern Forest Survey, I had the pleasure of working on that property with Pomeroy and Julian McGowin who along with his brothers Earl and Floyd McGowin owned the W. T. Smith Lumber Company in Chapman, Alabama. That would have been a good acquisition. [Note: See recent interview with McGowin.]

ERM: What stopped that acquisition?

MR: Money.

ERM: They wanted more than you were willing to pay?

MR: They wanted more for it than my [unclear on tape] were willing to pay.

ERM: Given the light of hindsight, it would have been a very good buy, wouldn't it?

MR: It would have been a fine acquisition. I advocated it; I recommended it.

ERM: Camp (before it became Union Camp) came in and bought it. I understand that when Florida Pulp and Paper merged with St. Regis, there were 195,000 acres involved – 109,000 of those acres were known as the Pace property. Where was the balance of about 81,000 acres located?

MR: It was in neighboring counties.

ERM: Was that land connected with the Alabama Pulp and Paper Company?

MR: No, they just called it the Alabama Pulp and Paper Company. In reality, it was just another division of Florida Pulp and Paper. That had no bearing on the amount of land. There were other acquisitions. One of them was black shear an old lumber company over in the Pensacola area. There were many acquisitions over in west Florida and they just fitted right in together.

ERM: Did St. Regis acquire any of the Alger-Sullivan property which was located near Century, Florida? [Note: Mr. Rawls, is this correct? Do you know where the Alger-Sullivan property was located?]

MR: Yes, we acquired one-fourth of that.

ERM: And who got the other part?

MR: International Paper Company got a fourth; Scott Paper Company got a fourth; St. Regis, a fourth; then Cypress Mines from out in California acquired the other fourth.

ERM: Was that a joint purchase that all of these companies made at one time?

MR: Yes, it was. They all went together.

ERM: That sounds like something that old Mr. [E.A.] Hauss, the head of the Alger Sullivan Company at Century must have had a hand in.

MR: Yes, but Senator Swift, I would say, played the biggest part in it because he was managing at that time.

ERM: Did St. Regis make any endeavor to buy the property near Perry that the Foley's owned?

MR: Some of the properties around Madison that south to Perry they did buckeye cellulose roundup. That was so swampy that we thought that there were other lands that would be easier to manage and more to our advantage and we purposely didn't go in for that because that was large acreage of cutover cypress lands. And one particular area known

as San Pedro Bay, had 100,000 acres of it. [Note: Mr. Rawls, could you clarify. Not clear on tape.] Of course, at one time there were pine trees scattered all over that bay and turpentine the rim of it. Albert Ernest and I looked at lots of it, but we decided not to recommend that land to the company. Buckeye cellulose, as you know, has a mill at Foley and they've acquired lands further north, east, and west of there to support their mills.

ERM: You mentioned Albert Ernest again. Can you give a thumbnail picture of Albert Ernest? What kind of man was he?

MR: Albert was a dynamic person. He had a great love of the outdoors and he was a wonderful storyteller. He had no formal education in forestry; he had acquired it through reading and having been brought up in the woods. Albert, I would say, was a very forceful person. He had a lot of humor, but when he got active on property, he was all business. Once he got his business aside though, he liked to play pretty hard, too. You wouldn't say that Albert was a teetotaler. It was nothing he tried to hide. In fact, if he were sitting here right now, he would tell you the same thing. He was very forthright. He had nothing to hide from anyone. He enjoyed drinking. He was a very social man. You would have thought that Albert was Lord Chesterfield. He was a very dignified person and he knew how to conduct a social affair. A lot of our executives from New York enjoyed Albert's social graciousness over the years.

ERM: I met him once in the 1950s and he invited me to visit and talk with him sometimes. I greatly regret that I did not get his story on tape before he died. Of course, he was relatively young when he died.

MR: Yes, he was only fifty-seven when he died. Albert had many friends in forestry, though, and he had quite an influence in a lot of forestry organizations. He worked in the Forest Farmers Association I was with [unclear on tape], also. I recall a funny story that Albert told about Mr. Cullen. One time Mr. Cullen was going over to visit the machine shop which was attached to the paper mill at Panama City. The people there knew that the boss was coming, so they were all cleaning up. A man was in there sweeping up in this particular machine shop where there were some filings on the floor because they had been using the lath. The superintendent said, "Say, listen here. Get those filings up from there. Just sweep it up. Mr. Cullen's coming." The old guy said, "Mr. Cullen, he wears shoes, don't he?" Of course, I do remember some rather exciting stories, but I don't know whether I want to put them on tape or not.

ERM: You can take them off if you want.

MR: Well, Albert was brought up under Mr. Allen and more or less emulated a lot of Mr. Allen's ways. He felt very strongly towards Mr. Allen. In fact, Mr. Allen had more influence over Albert than any person I've ever known. Now, Albert and I were together quite a bit during our Union Bay days. I recall one instance when Albert and I went down to Florida to look at some property that was known as the sun deck [transcript unclear] tract. It was fifty-five or fifty-six thousand acres of beautiful land, which Union Bag eventually acquired. We left Savannah on our way to Palatka and we passed through Jacksonville. We stopped at the [transcript unclear] Hotel in Jacksonville where Gene Austin and his band were playing (if you recall Gene Austin from years gone by). Well, Albert and I stayed there for several days just to help Gene sing "My Blue Heaven" and such as that. We were having quite a good time. Of course, I was more or less looking

after Albert – doing the driving and trying to get him out of there. Mr. Allen called and Albert talked to him and said, “We’re leaving today.” That was two days before we left. He stopped answering the phone then; he just wasn’t there. We finally got down to Palatka around five o’clock one afternoon and checked into a hotel. I immediately put Albert to bed and he went to sleep. He had a pretty good load. Well, just before sundown the old gentleman who had brought this property to our attention came to see if we were at the hotel. (He wanted to be sure he got his commission.) He came up, knocked on the door and told me who he was, and said that he had a map of the property and would like to go over it with us. Albert and I had adjacent rooms, so I went into Albert’s room and awakened him and said, “Albert, Mr. Morris is out here and wants to see us.” Albert said, “He is?” I said, “Yes. He’s the man who’s going to show us the property.” He went, “Yes, yes. Just a minute.” So he went into the bathroom, splashed a little water in his face, and walked out and said, “Good morning, good morning, good morning! Are you feeling fine and dandy this morning?” The old man looked at him strange and I said, “Albert, this is still the same day. You just slept a couple of hours.” He said, “You’ll have to pardon me. I sang too much over in Jacksonville and I was a little sleepy when I got here. You’ll excuse me.”

ERM: He carried it off pretty well, but he thought it was the next morning. The tales they tell about Albert Ernest are almost legend, aren’t they?

MR: Oh, yes and Albert was a great lover. He had the physical appearance of a great lover and he was proud of his ability as a lady’s man. He prided himself for knowing as much about women as any person. He would admit he didn’t know about hunting or something like that, but if you started discussing women, he’d tell you to keep quiet. He’d say,

“That’s my field of endeavor. I know about them. I’ll tell you about them. You tell me all you want about your hunting; I don’t know anything about hunting, but I do know something about women.” It was just a real three-ring circus.

ERM: He had a real gift for gab, didn’t he?

MR: Yes, he did. He really knew how to dress up a story.

ERM: The development of St. Regis in the South really pushed it up into the top four or five companies in its field. The southern acquisitions gave St. Regis a large and long-lasting source of pulpwood, and this supply of raw materials assured St. Regis a position of leadership in the paper industry for a long time to come. Practicing good forestry on these southern lands also gave added strength to the company’s position. Jim Allen had a motto that he sometimes used: “When we cut a cord, we put a cork back into the woods.” Do you ever remember his using that?

MR: Not in just those words, but he was very conservation minded and we didn’t have any idle acres. That meant that if we cut anything, we put it right back to work. We rehabilitated it.

ERM: What was the Ferguson-Allen relationship like from your observation of it?

MR: Well, they were very close, Mr. Ferguson and Mr. Allen. Mr. Ferguson had the utmost confidence in Mr. Allen. I forget what year Mr. Allen died, but he had left St. Regis by this time. I really think that it must have been Mr. Allen’s health and age, rather than any real strong disagreement that caused him to leave. If there was some difference there, I think his health may have contributed to that. He sold his stock and got out of St. Regis entirely before he died. I would say that his heart had a bearing on his decision to do that.

ERM: How old was he when he died?

MR: Oh, he was in his early seventies.

ERM: Oh, he wasn't older than that? I had an idea he was older than that.

MR: Albert was only fifty-seven when he died.

ERM: Yes, I know he was a relatively young man.

MR: I would say Mr. Allen was in his early seventies when he died.

ERM: St. Regis had a change in its policies in the late fifties and sixties. The trend for building up and developing was flattened out into a plateau and the new policy was more in the realm of consolidating gains and tightening up on organization of the company. Do you remember when that happened and how it affected you in your work?

MR: Naturally, whenever there is a change in the upper echelon, there's some change down the line. It's just like a new broom, you know, they say there is a certain amount of sweeping that a new broom's going to do. They are going to change some policies to conform to their idea of management.

ERM: You knew when there was an economy wave going.

MR: Oh yes, we did. I knew all about that. When Ben Cancell was executive vice-president, he was very close to Mr. Allen. Mr. Allen had almost a love for Ben Cancell. Ben was a very able person and he endeared himself not just to the people around him at his own level, but also to the people below him. Ben and I were very good friends and I got to know him really well. It was Ben that I am responsible to for my being where I am. It was Ben Cancell who put me in a position where I could move up into a top spot. He didn't put me there, but he put me in a position where I could do it.

ERM: Ben came and went from the company several times, didn't he?

MR: I think twice. I didn't know him when he was with the company the first time. When he was executive vice-president, he came south quite a bit and I got to know him then. Ben was quite a good forester, as you know, and he knew what you were showing him. You didn't just ride Ben around and give him your side of something. Ben had a lot of questions.

ERM: He could look at something in the forest and ask you about it.

MR: Absolutely, he could analyze something and ask the right questions. What was being done, what had been done, and why?

ERM: That's part of the reason that he has been such a leader in the industry and explains why he was always in demand for top management positions in other companies. He had quite a whirlwind career.

MR: Well, you know, the history of Ben was not to stay too long with any one company. I don't think Ben ever spent ten years with any company before he decided to change. And he always changed for something better.

ERM: I think he's at the point of retirement now, isn't he?

MR: Oh yes, Ben had a bad accident in which his wife was killed instantly, and he was pretty badly hurt. I guess Ben was in the hospital for a year.

ERM: Where is he living now?

MR: San Francisco. You might want to go see him.

ERM: I would like to go and see Ben. Ben was very helpful to us when we moved out to California.

MR: That would be nice. Ben and his wife were very dear to us.

ERM: I see, looking around the room, that you are quite a hunter obviously.

MR: Well, I'm somewhat of a gun collector and I haven't finished up. There's another gun cabinet there and I have them stacked in the corners and around here. I don't have them all displayed, but I have some of them. I do enjoy that as a past time. I say that's one that I enjoy most.

ERM: Is this a hobby in which you actually use the guns in the field or are you more of a collector of guns?

MR: Most of these guns that you see I shoot. I don't just keep them for appearances sake, but I love the guns and I have Winchesters, double-barreled Winchester 215 to Winchester pumps. I have a Winchester automatic there.

ERM: I notice they're mostly shotguns. A few rifles.

MR: They're all scatter guns. There's a lot of them that are collectors' items. Now these I'd be afraid to shot now with the type of shell that we manufacture.

ERM: Are these all shotguns then? You have no rifles?

MR: No rifles. I have some rifles, but I don't have any displayed there. There's everything from two twenty gauges, twelve sixteens, ten, and eight. One eight gauge. Have a couple of ten gauges. There are Churchills and a few... [transcript unclear].

ERM: I'm not familiar with them, no.

MR: Remington, Winchester.

ERM: I have a rifle that was given to me by my father-in-law many years ago. It's a Savage 300 and it's supposed to be a very fine rifle. I've never been much of a shooter myself, but I'm told – I've kept it in good shape and I thought, by golly, this year when I have a sabbatical leave, I'm going to get out and have me a little fun with that rifle.

MR: Well, this is the old Springfield, the old Winchester Model 94; this is what tamed the West. This is a Buffalo Bill.

ERM: Is that the old Buffalo Bill rifle?

MR: That's it.

ERM: That's a nice looking thing, isn't it? Was this a new version of it put out?

MR: That's the old Winchester 30-30.

ERM: Well now, is this an old piece?

MR: That's an old gun.

ERM: It looks so new.

MR: I had it redone. I had it reblued.

ERM: It is one of the old models, huh?

MR: Yes, it's [transcript unclear] and it's an excellent.

ERM: It's got a nice feel to it. Well, you must be a member of the American Rifle Association.

MR: Oh yes, I'm a life member of that.

ERM: I did an interview for them not too very long ago with Pink Gutermuth who has been associated with them as an executive of [transcript unclear].

MR: That's always...take a look at it first, to make sure that there's nothing in it. This is an eight gauge and this gun was used, then would take a fork, crutch, and rest the barrel on it and put it on the turn of a river and when a raft duck came around this, why the fire fired into it.

ERM: A volley.

MR: Oh yes, it was a scatter gun. See that is Damascus steel. You wouldn't dare shoot any high-powered shell in that. This is just something to show.

ERM: You mean, it would shatter?

MR: On, yes. It would be liable to blow up on you.

ERM: Where was that made now? Davenport Firearms, Norwich, Connecticut. So many of those firearms companies are down there in Connecticut. Winchester.

MR: Yes, this was 1898.

ERM: Yes, that probably took care of a few ducks in its time.

MR: Oh, yes. And here's one that's, this was back...

ERM: That's an old flintlock, huh?

MR: Right.

ERM: It's in beautiful condition. And what is this? The initials of the owner on it?

MR: That's right here.

ERM: Zulu. No, yes, Z-U-L-U. Zulu

MR: It was put back in good working order. You see this is your firing pin. Still in good shape.

ERM: Now where did you come by a piece like that? Did you have to get that through a dealer?

MR: Well, it was given to me. It was a rusty thing – I had to clean it up and I had this stock put on it. This was the old stock. This is a new stock.

ERM: And you had the barrel reblued?

MR: I had the barrel reblued.

ERM: Well, that's a nice looking piece now.

MR: Still the same basic, the hardware is the same.

ERM: Mr. Rawls, where did you spend your youth?

MR: I lived in the little town of Watertown, Florida. The East Coast Lumber Company came south from Saginaw, Michigan and located there just before the turn of the century. They cut out up in Michigan and they came down here. The East Coast Lumber Company bought a million acres in Florida for fifty cents an acre. At one time, they owned all the principal land around Perry, but they sold that property to Burton and Swartz and to the Foleys. Brooks-Scanlon then bought it from John J. Paul who had come down here and had three sons known as the Paul brothers. He died before I came along. I was born in 1911 at Watertown and we lived there until 1925. Then when I was in high school, I moved to Lake City where we build a home and my family lived there until they passed away.

ERM: Now, that's Watertown, Florida. [Note: Mr. Rawls, this was not very clear. Is this the correct chronology of land ownership?]

MR: It's about three miles east of Lake City. Watertown is nothing but a ghost town now.

ERM: When you say Watertown to me, it means Watertown, New York.

MR: Yes, that was one thing that Mr. Ferguson and I used to laugh about because he was from Watertown, New York and I was from Watertown, Florida. But Watertown, Florida was a big sawmill town.

ERM: The Pauls were quite progressive in their forest practices, weren't they, for their time?

MR: I wouldn't say that because they lost during the Depression of 1929. They went into receivership and the Forest Service acquired around seventy-five thousand acres that they owned north of Watertown. This was the nucleus of what became the Osceola National Forest. I knew the property because I used to go out to their various logging operations when I was a boy, long before they ever thought of the Osceola National Forest.

ERM: So you really had quite an early exposure to timber cruising.

MR: Oh, yes. I was brought up in the woods. I used to go out with the Pauls' logging superintendent when I was in grammar school. I'd load the shotgun and wade the swamps and the bays with him. He would look over a piece of timber that they were going to bring a logging crew in on. We'd travel some twenty-five or thirty miles in a motor car, then we'd get out and ride horseback through the woods until we got to the swamp. We had to go on foot through there, but I really enjoyed it. That's how I came to follow it as a livelihood. I still enjoy it.

ERM: Are any of your sons going into the field of forestry?

MR: My boys are in landscape development. They like the outdoors just like I do and it's a big field here with the growing population and property development. They're in that business and they have all that they can do.

ERM: You have seen a lot of things happen in St. Regis over the years that you've been associated with it. What would you single out as being high points in the company's history since you joined St. Regis?

MR: I think the main thing has been St. Regis's ability to expand and build. We weren't just standing still; there was no such thing as standing still. You're either advancing or you're slipping back. Take, for example, the Monticello, Mississippi mill, which was built in the early sixties. We planned the operation over entirely, staffed it, and it's been a good operation.

ERM: Now, that's based upon what kind of land ownership? What land do you have over there?

MR: Oh, we have Crosby lands. We have one large fee piece in Crosby, Mississippi in excess of 100,000 acres. That's 153 (?). We own that land in fee, but we have another tract which is just as large and which we have cutting contracts on. That one is down at Picayune, Mississippi, about a hundred miles south of Crosby. [Note: Is this correct?]

ERM: Are those two properties together enough to sustain the whole operation or do you derive some of your wood from other sources?

MR: Oh yes, we have to have other sources of supply.

ERM: Do you get some wood from the brokers?

MR: Oh, yes. And more on the Crosby property, there's a large sawmill there and this timber that we had on the property was more conducive of sawmills than it was for pulp, so in doing so, though, we exchange with the people who are doing business in the sawmill there. They get a sizeable increase in sales, they can sell us pulpwood and we can sell them saw timber. [Mr. Rawls: Would you please clarify this process? Thank you.]

ERM: And, the, I suppose you get all their residuals.

MR: We get all the chips, yes.

ERM: What do you think the future of the company and the industry is here in the South?

MR: I think St. Regis has never been one to sit back. I think that we are advancing as much as anyone in the industry. I think we've done a lot, more than some companies in some phases of our technical forestry.

ERM: In what phases in particular do you feel that St. Regis has moved more rapidly?

MR: In our technical growing of superior trees obtained from seed orchards. I think we're further along in that area.

ERM: Where did that work start and under whom?

MR: Well, it started some time ago. Before Albert died, we had one small seed orchard in the Pensacola area, but we've expanded in tremendously. Since I've been in my position, this phase of forestry has flourished.

ERM: Wasn't that an area in which Ken Pomeroy was involved years ago in an experiment station?

MR: Ken was at the experiment station there at Olustee. I knew quite well, and that was Les Harper's field before Les went out to New Orleans and from there to Washington.

ERM: I just spent two days interviewing Harper in Gainesville.

MR: He's made his mark in forestry.

ERM: Yes, he's been a big man in forestry research.

MR: Yes, and he's doing quite a good job down at the university.

ERM: Yes, he's kind of retired now, you know.

MR: Did you meet Gray while you were in Gainesville? He is the director of the forestry school at the University of Florida.

ERM: No, I didn't go by the school at all.

MR: Well, Gray is from North Carolina State University which has, in my opinion, one of the most advanced forestry schools in the South. He has done a really good job at the University of Florida and has been affiliated with various organizations through which we have become good friends. He asked me down a few years ago to address his graduating class in forestry. That was a real tribute to me, because I am not a graduate of any forest school.

[End of interview. Mr. Rawls: If you wish to add anything here at the end, please feel free to do so. Thank you.]

MR: Yes, but he lectures still, doesn't he?

ERM: Not very often, Les is pretty much out of active teaching now. His wife had a bad accident, you know, she broke her hip. And she needs a lot of personal care and it keeps him pretty much at home now.

MR: Did you by chance meet Gray while you were down there?

ERM: Who?

MR: R. Gray. He is the director of the Forestry School at the University of Florida.

ERM: No, I didn't go by the school at all. All of my contacts with Les were at his home.

MR: You just don't have time to do all.

ERM: I wish I had time to go over to the campus, because I know some of them over there and would like to have done it. I know some of the people in history over there, too.

MR: Well, you know, I would say one of the most advanced forestry schools in North Carolina State in the South. And Gray's from there. He's done a real good job and been affiliated with various organizations and we became real good friends. He asked me down to address his graduating class in forestry some years ago, which was a tribute to me not being a graduate of forestry. I enjoyed that.

ERM: Kind of a senior students section?

MR: His graduating senior class.

ERM: They put me up to bat on one of those sessions recently over at Stephen F. Austin State University School of Forestry. I just dropped by one day to say hello and the dean, Larry (I can't think of it offhand), but he grabbed me by the arm and said, "Woody, come on...senior class...can talk to them today."

MR: Where did you get your formal training?

ERM: I got my formal training, not in forestry, but in journalism. And then I went back. I was a war correspondent in Europe during the war with the Navy and came back after the war and went to school again and got my graduate work done in the field of history.

MR: Forest history?

ERM: No, I didn't go into forestry history at all. I just went into American and European history. I just stumbled into the forest history field.

MR: I'll be darned.

ERM: But the funny thing is, I was deciding what I was going to take as undergraduate at the University of Minnesota. I had to flip a coin between forestry and journalism. Turned up journalism and I went to journalism instead of forestry.

MR: Are you a native of Minnesota?

ERM: I was a native of Minnesota.

MR: Where?

ERM: Well, Minneapolis is where I spent most of my life.

MR: I spent a lot of time around Crane Lake.

ERM: Is that right? Well, my experience has been that I've spent quite a bit of time up there in the northern country. Up around Ely, Bemidji, and Hibbing – all that iron range country. Then up in Quetico.

MR: Quetico. Oh, I've gone there lots of times.

ERM: My kids and I like to go canoeing and we took off for two weeks in the wilderness in canoes up there.

MR: I've been to Quetico any number of times.

ERM: I've been duck hunting with the Forest Service man by the name of Bill Trigg, who used to live in Ely and a conservationist by the name of Sig Olson.

MR: Sig Olson?

ERM: Sigurd Olson. He's written a number of books, "Singing Wilderness" and things like that.

MR: Oh, yes.

ERM: Well, they were both avid duck hunters.

MR: I met him some place. I had met a forester at Black Duck.

ERM: I know Black Duck.

MR: Do you? Well, St. Regis had a mill up there and they had a forester and we went grouse shooting in that area. Then, I visited...with the Crosby, Mississippi. He owns an island up there off of Crane Lake. You go into Crane Lake, the village there, you either have to take a boat or have a seaplane to go to this island. He's about three miles from the Canadian-American line up there. You have to go through customs.

ERM: I'm acquainted with that country you know; I tracked around up there.

MR: Well, I went all the way from there on up to the Hudson Bay.

ERM: I've never been that far. I've been up as far as Nebagamon. I went fishing in Nebagamon. I never went all the way up to Hudson Bay.

MR: It's about nine hundred miles – right due north.

ERM: You flew up?

MR: Oh, yes.

ERM: Went on a float plane?

MR: Oh, yes. That's the only thing you can travel that country on. He owns another place about three hundred miles north of Crane Lake, another island. So we traveled back there in the wilderness, beautiful country.

ERM: You don't happen to know Frank Hubachek, do you? He's a Chicago corporate lawyer. Hubachek and Kelly is the company, the legal firm, and he is a big outdoorsman and a research, wilderness research man who has a big wilderness research center on Basswood Lake, up north of Ely.

MR: No, I don't know him. The closest thing to Hubachek is a fellow Sudalachek who works in the Northwest.

ERM: Well, this guy Hubachek is a real good friend of mine and a good supporter of the Forest History Society, too. You'd like him; he's an outdoorsman from up there. He spends a lot of his summers up on Basswood Lake. They're closing out now because they turned this thing into a wilderness area and now they're knocking everybody out of there. He had a research center going. They're kicking the research center out.

MR: Well, you can overdo this thing.

ERM: Yes, I think so. I think it's too bad because he was doing a lot of very original work with white pine blister rust. He had some damn good scientists there working on their plots and testing and watching it over the years, and taking a lot of data, their findings.

End of interview