Oral History Interview I

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By Elwood R. Maunder, Forest History Society, Inc.

Maunder: Roy, we're going to talk about some of the things that you remember about your career as a forester and as a trade association executive, and maybe some other subjects that I know you're keenly interested in and see if we can fill some of the gaps in the first interviews that we did.

Kellogg: Well, it's up to you to ask any questions you want to and maybe I'll answer them.

Maunder: Okay. I've been going a little reading of some of your many articles in the trade and professional journal, some of the speeches you gave, and I recall that as early as 1921, and perhaps earlier than that, you were expressing the firm conviction that pulp and paper manufacturing was the one great industry which used wood as a raw material in which there was much hope for the practice of forestry as a commercial undertaking on privately owned land.

Kellogg: I suggested that by the time wood grew to pulpwood size, it would pay the cost of growing.

Maunder: You read a paper before the Washington Section of the Society of American Foresters, March 24, 1921, which was later printed in the May 1921 issue of the JOURNAL OF FORESTRY. In it you made this statement: " The production of large-size timber is too long an undertaking with too great hazards and too low a rate of return to attract the investment or to appeal to the practical sense of lumber manufacturers. On the other hand, the production of pulpwood of rapid growing species is a matter of much shorter time than the growing of saw timber and the amount of capital invested in the pulp and paper mill is so great as to require a long period of return. Hence, it is to the pulp and paper industry that professional foresters in this country turn most hopefully for practical application of their principles."

Kellogg: That's exactly right – the way it turned out.

Maunder: Now, I'd like to ask you a few questions following in the wake of that quotation. Under what circumstances were papers of this kind read at meetings of the Washington Section of the SAF?

Kellogg: Well, I was put on the program and asked to present a paper, as I recollect.

Maunder: Was this practice of reading papers at Section Meetings something of long standing?

Kellogg: Oh yes, that wasn't a section meeting. At that time the Society of American Foresters didn't have sections. It was just the Society. That was the meeting in Washington, D.C. I was put on the program – I have forgotten how it happened, but I was on the program and so I gave this paper.

Maunder: Were these an outgrowth of the early meetings of foresters that started from the meetings in Pinchot's house?

Kellogg: Yes, I was instrumental in getting the meetings of the Society away from Pinchot's house. Way back in 1908 – bringing them down to the Cosmos Club. I didn't want the Forest Service to dominate the Society of American Foresters the way they did. I wrote you some of that in a letter about Chapman.

Maunder: Yes, in answer in reply to the article we ran in the last issue of FOREST HISTORY.

Kellogg: Yes, I was instrumental in trying to free the Society from the domination of the Forest Service. I did that while I was in the Service. I wanted the members of the Society who were not in Washington to have a chance. I didn't want the Washington group to dominate the Society all the time. I think I was right in that.

Maunder: Were you a frequent participant in these meetings?

Kellogg: Well, I went to all of them while I was in Washington. I was elected secretary of the Society in January of 1910. Then when I moved to Wisconsin the first of April I resigned.

Maunder: When did you join the Society?

Kellogg: I was elected to membership in March, 1905, three months before I passed the civil service examination as a forester. I was elected to membership on the basis of what I had done in forestry.

Maunder: You had been working before that for the Government, hadn't you?

Kellogg: Well, I went into forestry in February, 1901. As I say, I was elected to membership in the Society before I passed the civil service examination as a technical forester. (The Society now has over 15,000 members and I am one of the 98 living Fellows.)

Maunder: What was the usual response at these meetings?

Kellogg: Well, we had pretty good discussions – the groups were not large in those days. The trouble is the Society is so darn big now you can't have any discussions.

Maunder: How were the paper readers' chosen?

Kellogg: Well, I don't know. I suppose we had a committee.

Maunder: A program committee?

Kellogg: Yes.

Maunder: Were you assigned the topics you were to discuss?

Kellogg: I've forgotten how that happened. I don't remember. Whether I was asked to come down and give a talk, I just don't remember how that did happen.

Maunder: To what extent did the Washington meetings of the Society tend to dominate discussion of forestry issues?

Kellogg: Well, the Washington group was the largest number of members of the Society at the time. As I said, my whole stand was to give foresters who were not in Washington, and some foresters who were not in government service, a chance. That's what I worked for while I was in government service myself.

Maunder: In the beginning the meetings of the Society were held principally in Pinchot's house.

Kellogg: They were held entirely in Pinchot's house.

Maunder: Well, shifting the meetings from Pinchot's house down to the cosmos Club didn't materially change the attendance of these meetings.

Kellogg: No, but it got them away from the Pinchot influence a little bit. As I say, I took the lead in that and others followed.

Maunder: You have been, of course, over the years a member of other sections?

Kellogg: Well, yes. When I was in New York City I was a member of the New York Section. Down here I am a member of the Southeastern Section. As I said, there were no sections in those days, there were small groups. We didn't begin to get a fulltime, professional secretary until just 34 years ago we started that movement. At the meeting in New York City at Christmas time in 1928, we decided to put on a fulltime secretary for the Society. And a bunch of us dug up a little extra money in order to make that possible. That's the way that started. And then the Society began its real progress.

Maunder: Did that movement take its shape principally from people who were in Washington and New York?

Kellogg: Well, a lot of us supported it. As I say, there were a certain number of us that agreed we'd pay something extra in order to make it possible financially for the Society to do it.

Maunder: Was there any strong opposition to this?

Kellogg: No, there wasn't any strong opposition to it. We put it over.

Maunder: Who was your choice of secretary in the beginning?

Kellogg: Who was the secretary? Oh, for the first one who did we get? I think it was a chap named Hine. He didn't last long because of health. Then we had Franklin Reed, and Chapman darn near killed Franklin Reed the way Chapman was trying to dominate everything, and I've forgotten who came along after that – then about 25 years ago we got Henry Clepper who is tops.

Maunder: How did Chapman's domination of the secretary manifest itself to you?

Kellogg: Oh, he was determined to run all the details of the Society – he didn't give Reed a chance at all. That's characteristic of Chapman. Chapman had a great many very desirable qualities. As I said when I introduced him to the American Forestry Association meeting in Tucson, Arizona, four years ago last October – I sat at the headtable and I introduced everybody because I was toastmaster at the oldtimers meeting. I said Chapman had been against more people and more things than anybody else in the industry.

Maunder: How did he respond to that?

Kellogg: Well, he smiled at it – other people knew what I was talking about.

Maunder: Chappie almost seems to enjoy his reputation of being a stormy petrel.

Kellogg: Well, he probably does, but that has been his longtime reputation. But he has done a lot of fine work in forestry.

Maunder: How would you compare the organization and influence of different sections in the Society of American Foresters in which you have been active?

Kellogg: Oh, I don't know – the sections have all been pretty good. We had a very strong New York section and a strong New England section – I used to attend both meetings – we've got a strong Southeastern section. And then now, we have state chapters of the sections and we've got about 300 members of the Florida Chapter of the Southeastern section. The Southeastern section is one of the largest sections of the Society. It takes in Alabama, Georgia and Florida.

Maunder: Do sectional loyalties enter into any considerable extent into policies?

Kellogg: Oh, no. I don't think so. It's just that chapters are smaller groups that get together. We had a good many of the Florida Chapter here in Sarasota last September.

Maunder: Have there been occasions in your memory when sections in various parts of the country have stood together on certain issues against other sections in other areas of the country?

Kellogg: No, I don't think there's been any opposition of that kind.

Maunder: Whatever controversy there has been in has been brought on different lines other than sectional.

Kellogg: Oh, yes, not very much strong opposition to things in the Society since we finally hit Pinchot in his efforts to get national control of private timber land.

Maunder: Since that time things have settled down.

Kellogg: Yes, they haven't got into the political field.

Maunder: Now, going back to your March 1921 paper, to what extent did you feel that you might be breaking some new ground in your speech at that meeting?

Kellogg: On I don't know. I didn't think anything about it. I was just talking about what I believed in at that time. On the basis of facts there, I wasn't about to lead any crusade or anything like that.

Maunder: How general do you feel the belief was at that time that the future of professional forestry on private land lay with the pulp and paper industry?

Kellogg: Well, it was beginning. I think, to be recognized at that time.

Maunder: Wasn't it true that at that time the principal support for forestry in the ranks of industry came not from the pulp and paper industry but from oldtime lumber men such as Henry Hardtner and Col. William Henry Sullivan and Goodman up in Wisconsin, and the Weyerhaeusers out West?

Kellogg: Well, some of it did, but a lot of it came from the pulp and paper people. The first practical forestry was started in the United States by the Great Northern Paper Company in Maine and the Finch-Pruyn Company in the Adirondacks.

Maunder: I was just going to ask you who the pulp and paper people were.

Kellogg: These were the first. Austin Cary did a lot of the early work for the Great Northern and them he finally transferred his efforts to the South. There is a monument to him in the Cary Forest of the Florida School of Forestry at Gainesville.

Maunder: Who besides these people were your principal forestry supporters among the members of the Newsprint Service Bureau?

Kellogg: The members of the Newsprint Service Bureau were partly Canadian and partly United States. They all believed, more or less, in forestry, but I had a free hand. I went ahead and did what I wanted to do. I had a tremendously free hand all those years when I was with the Newsprint Service Bureau. Nobody told me what to do.

Maunder: Did you feel that the future of industrial forestry lay more in the direction of the pulp and paper industry than in the lumber industry?

Kellogg: It did at that time.

Maunder: Have anything to with your decision to leave the NLMA to go with the Newsprint Service Bureau?

Kellogg: No, no, that had nothing to do with it. That didn't come into it at all.

Maunder: What were the determining factors which brought you to a change of positions?

Kellogg: Well, I didn't agree with some of the things the leaders in the National Lumber Manufacturer's Association wanted to do at the time.

Maunder: What were these?

Kellogg: Well, one of their principles desires – we had our headquarters in Chicago then – was to set up headquarters in Washington and get into the political activities a good deal more, and I didn't like it. I didn't agree with it. My period with National Lumber Manufacturer's Association wasn't very satisfactory because the Association wasn't at all adequately financed in those days.

Maunder: In other words it was partly your discouragement at the lack of financial support and partly your feelings against becoming a lobbyist?

Kellogg: Yes, I didn't want to do that sort of thing at all. The opportunity came along to go to New York at a very much better salary and I took it. And I had a fine time all my 32 years with the Newsprint Service Bureau.

Maunder: I just have a sense from reading your speeches, papers and articles from this period that you were indicating substantially more faith in the pulp and paper industry than in the lumber industry.

Kellogg: Absolutely. I was justified at that time.

Maunder: Admitting that this was the case, what men in the industry and what event or condition most influenced your judgment in this matter?

Kellogg: I don't know whether any man influenced me so very much or not.

Maunder: Were there any outstanding leaders in the pulp and paper industry who were very close to you at this time and whose judgments and opinions you valued particularly highly?

Kellogg: Not as far as foresters were concerned, except as I said, I handled all the forestry work for the American Pulp and Paper Association that led to the creation of the National Forestry Program Committee. George Sisson, the President of the American Pulp and Paper Association, was an oldtime pulp and paper manufacturer in northern New York and one of the best in all of the industry. He was in all kinds of things and he was a close friend of mine.

Maunder: You had got to know him even before you came to the Bureau, then.

Kellogg: No, I didn't know him until after I came there.

Maunder: Were you acquainted with any substantial number of these people in the Bureau before going to work for them?

Kellogg: No. I came to the Bureau as a stranger to the paper industry. Of course it didn't take long to get acquainted.

Maunder: There wasn't at that time the same integrated system between the wood using industries that there is now?

Kellogg: No.

Maunder: Pulp and paper was as far removed from lumber as pulp and paper is from steel now.

Kellogg: No. There was no integration at all, but George Sisson was a splendid chap. He was interested in all kinds of things. He was one of the founders of the American Jersey Cattle Club and had a big dairy on his own near his paper mill in northern New York. He and I worked together on the forestry program. He appointed this committee that I showed you there for which I wrote all the reports for the American Pulp and Paper Association. That's the way I got the forestry movement started in the paper industry.

Maunder: And this, in turn, became one of the means of spearheading the cause which led eventually later on in the twenties to the formulation of new legislation.

Kellogg: Oh yes. As I said, Sisson and I worked very closely all those years. We did a lot of things. We got the Chamber of Commerce of the United States and got them to appoint a Forestry committee which held hearings throughout the country. David Goodwill of Chicago, a Wisconsin wooden box manufacturer, was chairman of the Committee, and a good friend of ours. At a hearing before the Committee in New York City, I heard Pinchot testify that Government control of timber cutting on private land was more important than the control of forest fire – that's an example of the extremes that Pinchot went in his later days.

Maunder: So in a sense you gradually were drawn into political activities.

Kellogg: To some extent.

Maunder: If a roster could be drawn up of the men who have most profoundly influenced the course of industrial forestry, who would you cite?

Kellogg: Well, of course, an outstanding example is the great Southern Lumber Company under Major Sullivan who went into big tree planting operation down at Bogalusa. That had a very great influence.

Maunder: What would you have to say about the influence of Henry Hardtner in Urania?

Kellogg: Well, he had a good deal, too, because the Yale Forestry School used to work with him. He did have a great deal of influence, yes.

Maunder: He seemed to have been interested in industrial forestry even earlier than most of the others.

Kellogg: Yes, I think he was.

Maunder: Going back as early as 1906 and 1908, were you aware of his activities.

Kellogg: Oh, I knew about them. Not being a Yale Forestry School man I never visited his operations, but I heard plenty about what was going on. But the most successful people were the Great Northern in Main and Finch-Pruyn Company at Glen Falls, New York. The Finch-Pruyn Company had about 200,000 acres in the Adirondack region. And they were able to get along on their own resources if necessary. They were a good, oldtime company.

Maunder: Who was the big push behind their interest in forestry?

Kellogg: Oh, I don't know. They had a forester named Churchill for a great many years who was a very excellent chap. It was a rather small family concern. The paper mill was. Pretty closely held and under good management.

Maunder: Who was the family leader in this instance?

Kellogg: Well, in my time it was Maurice Hoopes, who was a very modest fellow. I couldn't get him into any conspicuous place at all, but he was absolutely solid. He was President of the Finch-Pruyn Company in my time when I started these things.

Maunder: Who were some of the other men who you think of as being real pioneers in the development of industrial forestry?

Kellogg: Well, I don't know, of course, we had a pretty strong influence in the Pacific Coast. You see, the original manager of the Weyerhaeuser Timber Company, George Long, you've heard of him, well, he was a big factor out there. He was a darn good supporter of what I started out to do. I'd put George along just about tops.

Maunder: Did you have any support for this kind of thing in the National Lumber Manufacturer's Association during the years you were there?

Kellogg: No, but I got support from Wilson Compton afterwards.

Maunder: What about from the chiefs of the industry itself?

Kellogg: Well, he followed me as Secretary General of National Lumber Manufacturer's Association.

Maunder: But you were talking of cooperation with Compton during the time you worked with the Association.

Kellogg: No, Compton was with the Federal Trade Commission and he was given the job of investigating the lumber industry.

Maunder: Well, who do you think of among the members of the NLMA, when you associated with it, who were with you and saw the thing as you saw it that wanted to follow a course somewhat along the lines you had in mind.

Kellogg: Well, I don't recall any outstanding individuals in this line so much. We got a lot of help, as I say, from the various Weyerhaeuser organizations. I got help from some of the individual associations – a number, you see, of the Forest Service men went into lumber association secretaryships. There was Cooper in Western Pine, and another fellow went in, oh, I can't think now who he was, and E.T. Allen went into Western Forestry and Conservation Association. E.T. Allen was a big help.

Maunder: In those days, Roy, was the work of an executive secretary of an association like NLMA, with individual men in each company or was it more often with the executive secretaries of the region?

Kellogg: Well, the National Lumber Manufacturer's Association was a federation of 7 or 8 associations, local associations. The American Pulp and Paper Association at the time I worked with them, was an association of individuals. American Pulp and Paper has been put on the federation basis since then.

Maunder: But I always think of the association executives working rather intimately with the key men.

Kellogg: Well, that's what I did in all my work. I worked with the top men.

Maunder: Well, who were some of those top men? Do you recall?

Kellogg: Well, they were the presidents and managers of all the companies in the Newsprint Service Bureau. I worked with the top men right along. And that was one of the pleasant features about it. There were perhaps 30 newsprint manufacturers who were members of the Bureau and nearly all were for progress in the industry.

Maunder: Now I think we could probably just sit here a minute and take a look at your little brochure which you go entitled "The Legitimate Functions of Trade Associations", which was an address you originally gave to the Business Secretary's forum in Chicago, January 25, 1918. This was just shortly before your appointment to the Newsprint Service Bureau.

Kellogg: Yes, but it didn't have any reference to it, and I didn't know at that time I was going to New York.

Maunder: You were still, at that time, associated with NLMA?

Kellogg: Yes. You see I went to the Newsprint Service Bureau on the 15th of February, 1918.

Maunder: And it was just a few weeks later, maybe three weeks later. Had the decision to go to the Newsprint Service Bureau been made by that time?

Kellogg: No, it hadn't. I've forgotten whether I was approached at that time or just a few days later. You see, the Chairman of the Executive Committee of the Newsprint Service Bureau came to Chicago and called me on the phone and asked me to go

down to the Blackstone – that was the swell hotel there in Chicago in those days – and meet him. He showed me the organization plan for the Newsprint Service Bureau and talked it over with me and wanted to know if I'd be interested. A little bit later he had me come down to New York and meet some of the principal paper manufacturers, and I did, and that was it.

Maunder: I wonder whether or not your speech had anything at all to do with the Newsprint Service Bureau selection of you?

Kellogg: No. They didn't know anything about it. It was published very soon after I went to New York. One of the trade journals published it. But at the time I went to the Bureau, those people knew absolutely nothing about it. That's my own statement of what I thought a trade association could do.

Maunder: Well, this speech has a very strong spirit and it emphasizes the importance of cooperation, fair dealing and honest reporting of facts. This derived from the desire to remove the burden of past sins of trade associations, I suppose.

Kellogg: Some of them got in pretty hot water. There had been cases where trade association executives got into trouble with the law which would not have happened had they followed right principles if organization activity. Some of us thought of trade association management as a profession, and later it has come to be so recognized.

Maunder: The speech was not written with any special view to the troubles which some of the paper associations had just had?

Kellogg: Oh, no, it didn't have any reference to them. No, it was entirely on its own basis. What I thought trade associations could do.

Maunder: How much of this was made up from your own evaluation of the functions of trade associations?

Kellogg: Well, I knew what the trade associations were doing. I just classified the things they might do that would be advantageous and to the benefit of their membership. It is a big field, as you will see from the outline.

Maunder: Were the ideas and concepts of the speech held by any substantial number of your fellow trade association executives?

Kellogg: I think many of them agreed with it, yes.

Maunder: Had they been speaking on the same lines themselves?

Kellogg: No, not necessarily. This was spontaneous combustion.

Maunder: In other words, you were in a sense, throwing a bomb in their midst.

Kellogg: Well, I don't know it you'd call it that or not – it was just the way I thought of it in those days.

Maunder: Was the speech considered quite an exciting speech?

Kellogg: Well, I don't know if it was exciting, but it had pretty wide distribution.

Maunder: Did it raise quite a bit of discussion at that meeting?

Kellogg: Gosh, I've forgotten now whether there was discussion or not.

Maunder: Was there any feeling that trade associations were on the griddle and under tremendous public scrutiny at the time?

Kellogg: Well, there were various cases, of course, where the trade associations got in trouble with the department of justice and the courts, and I kept very close tab on those decisions. I used to have a copy of every court decision that had anything to do with activities of trade associations.

Kellogg: I want to say one thing here.
I never hunted for one job in all my life. After I graduated from college, I went out and applied for a position as District School teacher at $30.00 a month to pay off college debts. That's the only job I ever hunted for.

Maunder: All the others came to you.

Kellogg: All came to me.

Maunder: That's very interesting.

Kellogg: I got the first one I applied for when I went out for District School teacher.