

CHEMICAL HERITAGE FOUNDATION

VINCENT A. CALARCO

Transcript of an Interview
Conducted by

Arnold Thackray

at

Greenwich, Connecticut

on

29 November 2000

(With Subsequent Corrections and Additions)

ACKNOWLEDGEMENT

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VINCENT A. CALARCO

1942 Born in New York City, New York, on 29 May

Education

1963 B.S., chemical engineering, Polytechnic University of New York
1970 M.B.A, Harvard University, Graduate School of Business Administration

Professional Experience

1966-1968 U.S. Army

NL Industries

1970-1974 Chemicals Group, finance and planning
1974-1978 Business Manager, Specialty Chemicals and Plastics Additives, Industrial Chemicals Division

Uniroyal, Inc.

1978-1979 General Manager, Uniroyal Chemical Company, chemicals and polymers
1979-1984 President, Uniroyal Chemical Company, and Vice-president, Uniroyal, Inc.
1984-1985 Corporate Vice-president for Strategy and Development, Uniroyal, Inc.

Crompton & Knowles [Crompton Corporation]

1985-present President and Chief Executive Officer
1986-present Chairman of the Board

Honors

1995-1996 Chairman, Chemical Manufacturers Association
1998 Management Excellence Award, Chemical Marketing Research Association
1998-1999 President, Society of Chemical Industry, American Section
1998-2000 World President, Society of Chemical Industry, London
2000 Achievement Award, Commercial Development Association
2000 Chemical Industry Award, Society of Chemical Industry, American Section

ABSTRACT

Vincent Calarco begins the interview with a discussion of his childhood years in New York City. Calarco was an ambitious and hard-working student who enjoyed chemistry and had a firm desire to attend college. After graduation from New York High School, Calarco attended Polytechnic University of New York, receiving his B.S. in chemical engineering in 1963. While excelling in the intense environment at Polytechnic University, Calarco worked as a draftsman for Syska and Hennessey during the summers. In the summer of 1962, Calarco accepted an internship at Proctor & Gamble's Port Ivory facility on Staten Island. After graduating from Polytechnic, Calarco spent the summer in Europe before returning to work for Proctor & Gamble in September 1963. Proctor & Gamble relocated Calarco to St. Louis in January 1964, where he remained for two years. From 1966 to 1968, Calarco served in the U.S. Army at the Ballistics Research Laboratory in Aberdeen, Maryland. After his military service, he briefly worked for Johnson & Johnson before attending Harvard University Graduate School of Business. Calarco received his MBA in 1970 and began a new career at NL Industries that same year. After eight years with NL, Calarco decided to join Uniroyal Chemical Company as General Manager of chemicals and polymers. The next year, 1979, Calarco became President of Uniroyal at the age of thirty-six. Calarco set high-standards for employees at Uniroyal and enjoyed the challenges of his position. In 1985 Calarco left Uniroyal and became the CEO of Crompton & Knowles [Crompton Corporation], where he is currently Chairman of the Board. Calarco performed a major reorganization and restructure to Crompton upon his arrival. His efforts advanced Crompton from a seven hundred million-dollar company to a 3.1 billion-dollar corporation that exists today. Calarco concludes the interview with a discussion about his role in the chemical industry community and thoughts on his family and future endeavors.

INTERVIEWER

Arnold Thackray is President of the Chemical Heritage Foundation. He majored in the physical sciences before turning to the history of science, receiving a Ph.D. from Cambridge University in 1966. He has held appointments at Oxford, Cambridge, Harvard, the Institute for Advanced Study, the Center for Advanced Study in the Behavioral Sciences, and the Hebrew University of Jerusalem. In 1983 he received the Dexter Award from the American Chemical Society for outstanding contributions to the history of chemistry. He served on the faculty of the University of Pennsylvania for more than a quarter of a century. There, he was the founding chairman of the Department of History and Sociology of Science, where he is the Joseph Priestley Professor Emeritus.

TABLE OF CONTENTS

- 1 Early Years
 Growing up on Staten Island. Parents and family. Academic drive. Interest in chemistry in high school. Decision to attend Brooklyn Polytechnic Institute [Polytechnic University of New York].
- 6 Education and Early Career
 Environment at Brooklyn Poly. Chemical engineering program. Working for Syska and Hennessey. Summer internship at Proctor & Gamble. Spending summer after graduation in Europe. Position at Proctor & Gamble. Move to St. Louis. Return to New York in 1966. Military draft. Officer Candidate School. Serving at Aberdeen Ballistics Research Laboratory. Johnson & Johnson. Attending Harvard University Graduate School of Business. Working in Admissions Department.
- 15 Career in Chemical Industry
 Position with NL Industries. Marriage to Linda in 1971. Accepting the position to run the Industrial Chemical Division. Lead oxide business. Decision to leave NL Industries for Uniroyal Chemical Company. Uniroyal Chemical and Polymers Division. Becoming president of Uniroyal. Challenges of the position as president.
- 21 Later Career
 Becoming CEO of Crompton Corporation. Restructuring and reorganization. Consolidation with Witco. Pressures on the American chemical industry. Setting strong goals for communication and development. Kirkpatrick Award. Comparing U.S. industry to European industry.
- 28 Conclusion
 Involvement in chemical industry community. American Chemical Council. Responsible Care. Society of Chemical Industry. Chemists' Club. Influential leaders in chemical industry. Sons: David and Christopher. Future career visions.
- 37 Index

INDEX

A

Aberdeen Proving Ground, Maryland, 11
Ballistics Research Laboratory, 11
Acrylonitrile-butadiene-styrene copolymer [ABS], 19, 27
Adam, Ray, 17
Allied Chemical Corporation, 33
American Chemical Society [ACS], 29
American Chemistry Council [ACC], 28-29
American Plastics Council [APC], 29

B

Blanchard, E. P. "Doc", 32
Boston, Massachusetts, 12-13
Bronx High School of Science, 4
Brooklyn Polytechnic Institute, *See* Polytechnic University of New York
Brooklyn, New York, 2, 4
Brooklyn Tech, 4
Brown University, 8
Brussels, Belgium, 9
Bugliarello, George, 28, 31

C

Calarco, Vincent A.
brother, 3
father, 2-4
George Baker Fellowship Award, 14
grandparents, 3
mother, 2-4
son [Christopher], 34-35
son [David], 34-35
wife [Linda], 14-16, 21
Chemical Heritage Foundation [CHF], 29
Chemical Manufacturers Association [CMA], 28, 32, 34
Chemists Club, 30
Chicago, University of, 12
Clark, W. H., 32
Coca-Cola Company, 33
Columbia Business School, 8
Columbia University, 8, 12
Conte, James, 7
Cook, Gary, 22, 33
Crompton Corporation, 7, 20-22, 33, 35
Crop Protection Division, 19

D

Depression, The, 1-2, 16-17
Dow Chemical Company, 32-34
DuPont, E. I. de Nemours and Company, 32-34

E

Easter Seals, 3
Ethylene-propylene rubber [EPDM], 27

F

Forney, Robert, 28, 32
Fort Bragg, North Carolina, 10
Fort Carson, Colorado, 10
Fort Jackson, South Carolina, 10

G

General Electric [GE], 34
Georgetown University, 35
Goizetta, Robert, 33
Goldman Sachs, 14
Gupta, Rajiv J., 23

H

Hartford, Connecticut, 35
Harvard University, 8, 11, 12
 Harvard Business School, 8, 12
 Admissions Department, 14-15
Hectorite, 18
Hopkins Grammar School, 34

J

Jacobs, Joseph, 31
John Hancock, 14
Johnson & Johnson [J&J], 12, 15
Johnston, Murray, 16

K

Kirk, Raymond Eller, 4
Kirkpatrick Award, 26

L

London, England, 29
Long Island, New York, 7

M

Mark, Herman F., 4, 6
Marsden, Charles J., 21
Metrotech, 28, 31
Mittendorf, Henry Q., 6
Mobil Chemical, 17

N

Nalco Chemical Company, 32
National Honor Society, 3
Naugatuck, Connecticut, 18
New Brunswick, New Jersey, 13
New York City, New York, 1-3, 10, 15-16, 30
 Charter, 16
 New York High School, 4
New York University [NYU], 31
NL Industries, Inc., 2, 14-15, 18
 Industrial Chemicals Division, 17

O

Oreffice, Paul F., 32
Othmer, Donald Frederick, 4, 7, 31
Overberger, Charles G., 4

P

Polite, Jack, 30
Polytechnic University of New York, 4-8, 10, 12, 14, 17-19, 28, 30-31
 ROTC program, 10
Polyvinyl chloride [PVC], 17
Popoff, Frank, 32
Portland, Oregon, 35
Proctor & Gamble, 8-9, 12
 Port Ivory Facility, 8-9

R

Responsible Care, 28, 32
Rockefeller Center, 3
Rohm & Haas, 23

S

San Francisco, California, 35
Selective Service Commission, 10
Shapiro, Irving S., 32
Society of Chemical Industry [SCI], 29-30
St. Louis, Missouri, 9-10, 12, 18

Staten Island, New York, 1-4, 8, 16
Stavropoulos, William S., 34
Stevens Institute of Technology, 5
Stuyvesant High School, 4
Syska and Hennessey, 5-6, 8

T

Trimethoxysilane [TMS], 26
Trinitrotoluene [TNT], 11
Trinity College, 35

U

U. S. Army, 10-12, 14
 GI bill, 14
 Officer Candidate School [OCS], 10
 Science and Engineering Personnel, 11
U. S. Marines, 10
Union Carbide Corporation, 33
Uniroyal Chemical Company, 18-22, 27, 34
 Chemicals and Polymers Division, 18
 Corporate Planning, 19
 Plastics Division, 19

V

Vietnam War, 10-11

W

Webb Institute, 7
Weber, Fred, 29
Weber, Oscar, 7
Williams College, 4-6
Witco, 20, 22, 33
World War II, 1-2
 Pearl Harbor, 1

Y

Yale University, 4, 16