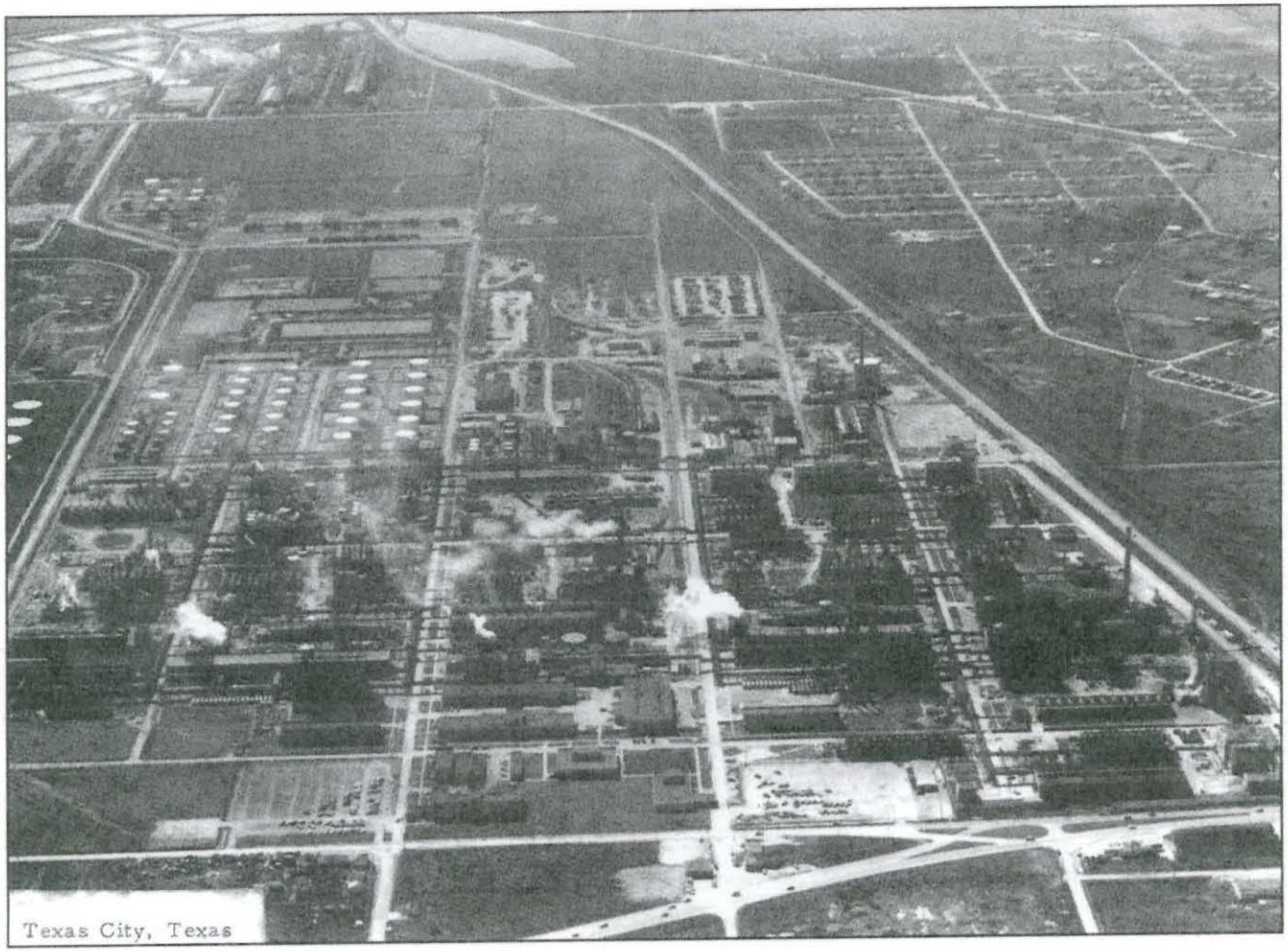

Figure XVI
Texas City Plant in 1962

Research tended to be tied more closely to the marketplace and Development to the plants. The Mellon Institute also remained in the picture for many years, first as a sales development laboratory and later doing specialized work in toxicology and health. The picture was complicated by the fact that development work was also done by the plants and by the engineering organizations that were process oriented. This was especially true of development in the olefins units. Clendenin, itself, had been mostly a development effort.

There was an early attempt, in 1922, to centralize Research for the entire Corporation in laboratories at Long Island City near New York. However, this did not last long. The Research function for chemicals was shifted to the South Charleston Plant, which is where the action was, shortly after the plant was established. The management was separated under Dr. G. H. Reid, who was the technology manager, and H. C. Holden, who was the administrative manager. They were functionally under the plant manager, but Dr. Curme remained the Chief Chemist in New York and provided overall technical direction. (He was made Vice President and a Director of Carbide and Carbon Chemicals Corporation in 1929.) However, Dr. Franklin Johnston recalls that the organization was so informal that it was hard to tell who was in charge.

Engineering had been a separate, internal activity from the outset, owing to the constantly growing need for plant design and construction. The engineering function was headed for over thirty years by H. Earle Thompson, who had signed on from the Linde organization in 1920 for modifying the Clendenin Plant. There were two basic parts to engineering: process engineering and design and construction. In-house engineering was an essential function inasmuch as no contract engineering services existed at that time with the technology and skills to do the needed work. Furthermore, there was a strong desire not to disseminate the Company's technology through outside contracting—an attitude that persisted into the 1950s. (Early plants were built inside buildings and when the shift was made to open structures at the Whiting Plant, H. E. Thompson decreed that henceforth the tops of all distillation columns in chemicals units should be at the same level to discourage interpretation of the process from outside the plant—the levels of the still bases varied, of course).

Products and Services — 1940

Starting with half a dozen organic chemicals in 1925, the Chemicals Company was marketing 157 chemical compounds by 1940. Of the 157: 19 were developed by the Company as entirely new products never made before; 96 were known only as laboratory items and were first produced commercially by the Company; eight were first produced commercially by a synthetic method; and five were first produced by a new and more economic method than had been known. A product list from the annual report from 1940 for the whole Corporation is shown in the Appendix.