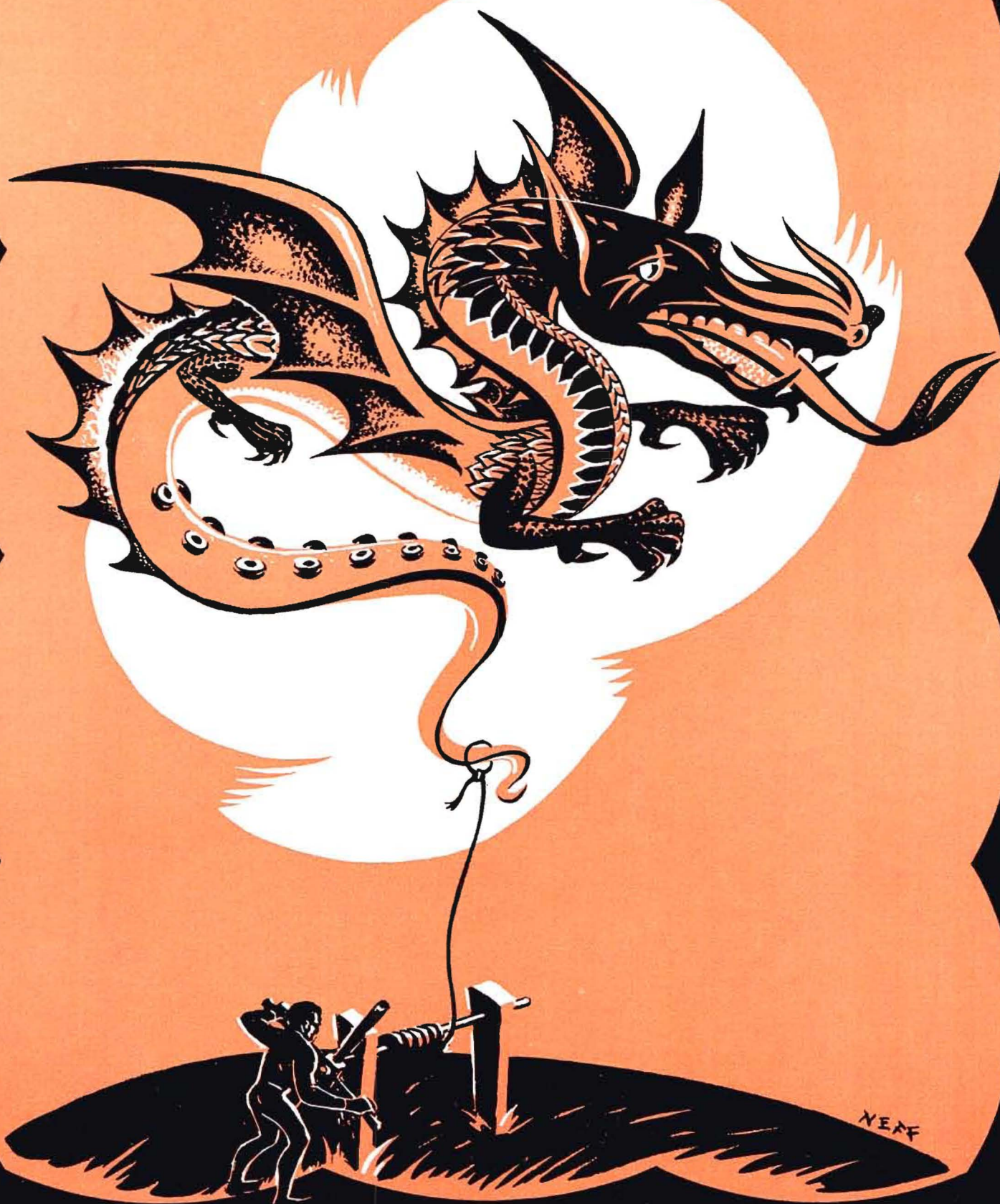


THE Sokioan

MAY - JUNE 1949



The Romance of Petroleum

Terror of medieval warfare: dragon balloon, inflated by burning bitumen



Ancient drawing showing how the war fleet of the Byzantine Empire used Greek fire to defeat an enemy in the 9th century A.D. The flame throwers operated in much the same manner as today's double-acting piston pumps.



Flames of War— thru the Ages

As far back as records go, warring nations have utilized petroleum products to strike death and terror into the ranks of the enemy. The fortified towns of antiquity were commonly assaulted with burning oil and bitumen firebrands. In the Middle Ages, "Greek fire"—a mixture of oil and quicklime which burst into flame when wetted with water—was the most lethal weapon before the invention of gunpowder. First a naval weapon, Greek fire was adapted to land warfare by the Arabs, who packed it in pottery grenades and squirted it with hand syringes.

A fearful bugaboo was the dragon balloon (see front cover), widely used to frighten the enemy. It was inflated with hot air from burning pitch, or bitumen.

To set Axis cities aflame in World War II, the United States developed incendiary bombs combining magnesium, jellied oil, and phosphorus. Petroleum furnished the ingredients for our devastating flame throwers. Oil was the prime source of energy for our titanic war machine and lubricated its wheels. United States oil people, by herculean effort, supplied the prodigious quantities that spelled the difference between defeat and victory.

United States infantrymen attacking a Jap pillbox on Bougainville Island in the recent war. The fuel in flame throwers was primarily a mixture of jellied gasoline and diesel oil, propelled by nitrogen gas.



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Another name oddity

Judging from the stories we've heard since publishing "Name of a Name!" in the March issue, the Army had a lot of trouble with unorthodox names in the late war. A reader has matched our squib about the lad who had two name-less initials (April *Sohioan*, page one) with an even wilder yarn which he swears is true. Seems a fellow with a name like "D. Sheridan Brinkley" was drafted. That initial "D" didn't stand for anything; his parents, for reasons of their own, had never supplied him with a first name. After some talking, he convinced the processing clerks that he wasn't kidding, that he really had no first name. They wrote it "D.(io) Sheridan Brinkley" on the records. The "(io)" meant "initial only."

Every time he was transferred to a new outfit he had to explain all over again. Finally the inevitable happened: he was shipped overseas and found that in the process he had become "Dio Sheridan Brinkley." He protested, but in vain; there was his name in black and white on official orders, and not even a theater commander could change an order put out by the War Department. For several weeks he remained "Dio," all the time arguing that it was wrong and that he didn't have any first name. They were about to send him to the psycho ward for examination when a correcting order arrived from Washington.

Parents might profit by this story and pause before succumbing to the impulse to clutter up their offspring's names with high-sounding but meaningless initials.

Profits work for all

A survey of 1,000 manufacturing companies shows that 80 percent of them are, like Sohio, planning to use portions of their 1948 profits for plant expansion or modernization,

to keep or increase their present force of employees. Thirty-three percent of the manufacturers plan to use up to 25 percent of their profits for this purpose, and another 30 percent of them plan to use between 25 and 50 percent of their profits in expansion or modernization. Seventeen percent of the manufacturers surveyed expect to spend more than half of their profits for this purpose.

Footnote for schoolbooks

Our "Romance of Petroleum" covers in March and April mentioned how the earth's natural effusions of petroleum products inspired all sorts of religious rites and mystic mumbo-jumbo in olden times. Those



Oracle of Delphi

readers who remember the tale about the Oracle of Delphi in ancient Greece may be interested in a footnote our research turned up, namely, the oracle's connection with petroleum. The oracle, you will recall, was a girl who seated herself over a fissure in the ground which emitted a strange vapor. She became stupefied and babbled incoherently, and interpreters "translated" her ravings into supposedly divine prophecies for the priests in attendance.

Scientists now are convinced that it was a natural gas seep that induced the oracle's dream-like trance, which was not unlike that of some moderns when they are given an anesthetic in an operating room or dentist's chair. Seems an obvious de-

duction, but when we went to school the oracle was described merely as one of those mysterious legends or phenomena of classical times. Maybe present-day teachers are fully informed; but if not, when your child studies ancient Greece you can put him wise to what made the oracle tick.

An American dream explodes

A young man has revealed, in a recent magazine article, the reasons why he doesn't want to make a million dollars. Has he lost his mind? No, he's just been studying what our present income tax laws would do to his million—or yours.

"It has always been a great American dream to strike it rich," he wrote. "To invent a better mousetrap, to write a best seller, to manufacture a gadget—and make a million dollars. Ever since I was big enough to work a week digging potatoes and earn six dollars to buy a .22 rifle, making a million dollars is a dream that I have clutched close to my ticker. Now something has gone out of me. I don't want to make a million dollars any more."

"The sad, sorry fact," he continued, "is that after toiling and sweating half your life, after taking your knocks and trying again, after dreaming of all the things you could do with a million dollars, after finally making the big killing—the fact is, you are a millionaire with only \$231,507.24 that you can call your own."

"I wish to make a note to the historians that some time along here something important was lost from our lives," the writer pointed out. "Perhaps they will describe it as the end of the Horatio Alger epoch . . . They might add that it came as a great blow to hopeful people like myself to discover that if a man had a million dollars, he would have enough to pay his income tax."

350 Stockholders Attend Annual Meeting

**Directors Elect Holliday Chairman, Foster President,
and Elliott a Director
Department Executives Report on Sohio's Progress**

Elevation of President W. T. Holliday to the post of chairman of the Board of Directors, election of Executive Vice President C. T. Foster to succeed Mr. Holliday as president, and presentation of top management personnel to stockholders in attendance highlighted the annual meeting of company stockholders held at the Home Office in Cleveland on April 25.

As board chairman, Mr. Holliday will continue in active charge of major policy matters, particularly in connection with the \$100 million three-year expansion program now being pushed by the company. As president, Mr. Foster will be in direct executive charge of company-wide operations, relieving Mr. Holliday of the pressure of much executive detail.

Over 350 shareholders jammed the Home Office employees' spacious Guildhall cafeteria in response to management's invitation this year to come and meet in person the top officials of their company at this first "open house" type of annual stockholders' meeting.

Noting that the number of stockholders in our company in the last ten years had practically trebled, from less than 5,000 to more than 17,000, and the sales in the same period had quadrupled, Mr. Holliday saw in this increase gratifying evidence of the public's growing interest and confidence in our company. A large share of credit for this increase in public acceptance he gave to Sohio employees, reminding shareholders that "one of the greatest assets of this organization is that feeling of loyalty and fraternity that exists among our people." Although the number of employees, now over 10,000, has doubled since 1939, he added, their payroll in the same period has quadrupled.

Introducing the operating heads of the departments of Sales, Manufacturing, Transportation, and Production, Mr. Holliday told something of the background of each official and gave each full credit for his share in the remarkable progress of the company. Commenting upon plans for the immediate future, Mr. Holliday told shareholders that the company would continue to push with unabated vigor its three-year \$100 million expansion program, spending fifty percent more in 1949 than in 1948. He gave it as his opinion that in line with the general trend of the petroleum industry Sohio earnings, as well as those for the oil industry, in 1949 would be less than they were in 1948.

A. A. Stambaugh, Sales vice president and first department head to be introduced by Mr. Holliday, recalled that since the company's reorganization in 1928 it has always been our basic marketing policy to sell our petroleum products profitably at the lowest prices the market sets. This has meant, he explained, that we have always had to acquire facilities and adopt methods that would keep our costs below those of our competitors.

"In marketing," stated Mr. Stambaugh, "we have had one object from the very beginning and that is to get our unit costs to the lowest possible point." That has always been Sohio's objective, he added, and it continues to be the company's objective in the period immediately ahead. "We believe that the greatest security our company has," he elaborated, "is our ability to meet any and all comers anywhere within our costs."

"In figuring our costs," he further explained, "we charge everything to gasoline. Then if we make money on tires, batteries, sidelines, and



W. T. Holliday (left) congratulates Clyde T. Foster; part of the crowd of stockholders that attended the annual meeting.

about a hundred things we sell, that profit goes to reducing our marketing (*i.e.* unit) costs."

Sohio's investment in distribution facilities, according to Mr. Stambaugh, now includes 175 bulk plants, eight terminals, 875 service stations, and 3,300 dealers—an original investment of \$42 million, now carried in the books at \$29 million.

Concluding his talk, Mr. Stambaugh called the attention of stockholders to pending legislation which would prevent any oil marketer in Ohio from asking a price for his products that is below the average cost of all competitors in a given area. The danger of such legislation is that it leaves no incentive for a company to reduce its costs, because its prices must be based upon

average costs of its competitors. Other legislation is pending, he added, which would prevent a company like Sohio from selling tires at its company-owned service stations, thereby increasing our gasoline costs and infringing on our customers' right to buy tires where they please. Such legislation, Mr. Stambaugh warned shareholders, "puts you as owners pretty much out of business." He urged shareholders to keep themselves fully informed as to the true facts about their company and the oil industry and to use these facts to counter harmful misunderstanding and misinformation wherever they find it.

Explaining to shareholders that the function of the Manufacturing Department is to convert a single raw material, crude petroleum, into hun-

dreds of high quality products at competitive costs, E. B. McConnell, vice president in charge of Manufacturing, reminded the assemblage that this must be done with different types of crude oil from many sources and under ever changing conditions of product demand, price, and quality. Sohio, he disclosed, plans to process more oil this year than ever before—upwards of 97,000 barrels a day, which is about twice the 1939 total. Up to now this increase, said Mr. McConnell, has been made without a single major capital investment, but he warned that our present plants have been stretched to the elastic limits and that existing crude facilities will not be adequate to care for the demand which the company expects to have for its products within the next five years.

To meet these conditions, Mr. McConnell said his department would spend about \$35 million, largely for new facilities at the Lima Refinery. These facilities will be used to increase crude running capacity by 15,000 barrels daily; permit processing of high sulphur West Texas crude, thus increasing the potential sources of Sohio's crude oil supply; enable us to make a substantial increase in knock ratings of our gasolines; effect higher yields of gasoline and distillates relative to lower priced residual fuels; and improve our capacity to meet future demand for highest quality lubricating oils.

By 1951 this expansion program will bring gross investment in refineries up to \$86 million, or \$37,000 for each refinery employee, compared to an average investment of only about \$8,000 per employee for the average manufacturing plant in the United States. It is this high investment per employee, Mr. McConnell pointed out, that enables Sohio to produce high quality products at relatively low prices while at the same time maintaining wage rates that are among the highest in the country. Today, he added, the average hourly wage in Sohio refineries has doubled since 1939 and it is now about fifty percent higher than the average hourly rate for all manufacturing plants in the country.

"We could not have accomplished this increase in capacity and continuous improvement in quality of our products without the assistance of a competent research and engineering staff," concluded Mr. McConnell.

Besides outlining expansion plans for his department, with particular reference to the pro-

jected Big Inch pipe line from Texas to Lima which Sohio will build jointly with Sun Oil, S. H. Elliott, Transportation vice president and newly elected director in place of the late A. M. Maxwell, also talked to stockholders about the threatened separation of pipe lines from other activities of the oil industry.

"There have been before Congress . . . proposals to divorce pipe lines from the other branches of the petroleum industry," Mr. Elliott advised his hearers. "The proposal to divorce pipe lines should be resisted vigorously for the reason that pipe lines are such an integral part of the entire operations of the industry. The movement of oil is continuous from the well to the service station. It would make as much sense to divorce the middle third of all automobile assembly lines as to divorce pipe lines from the oil drums. On the other hand, so long as pipe lines are a part of the industry they will be used, as they have been used, simply as a tool to reduce the total cost of getting products to market. There is no question but that separation of pipe lines from the rest of the industry not only would affect adversely the companies involved, but in the long run would certainly bring higher prices of gasoline to the consumer."

Pleas for divorcement, Elliott explained, have come from jobbers who as non-owners believed some injustice in rates existed. Yet within the last year an investigation by the Interstate Commerce Commission, he pointed out, has shown that present pipeline rates are more than forty percent lower than in 1933. This is the more remarkable in that every other type of common carrier in the same period has been forced to make substantial increases in rates to cover its mounting costs.

E. D. Wallace, vice president in charge of Production, reviewed for shareholders the development of his department since its creation in late 1942. At that time, he pointed out, the company owned only a few wells in Kentucky, Illinois, and Michigan, and all production operations were directed out of the Cleveland office. In line with Mr. Holliday's plan to acquire oil production in volume as part of Sohio's long-range planning for an assured crude supply, Mr. Wallace set out first to build up a geological staff to explore for oil and an operating staff to drill wells.

So rapidly did this work expand that produc-

tion personnel has increased from 55 in 1942 to over 1,100 at the present time, the number of Sohio's producing wells in the same period increasing from 254 to 2,325, the latter located from the Great Lakes to Louisiana and as far west as Texas and Wyoming, with 65 percent of our total production now coming from the southwest. Because of the latter fact, two main centers of supervision have been established, the Houston office directing the finding of new oil and the Oklahoma City office supervising drilling and operation of completed wells.

At the close of 1948, Sohio's net production was about 34,000 barrels a day. This, with the

oil acquired from partners and royalty owners in wells which Sohio operates, provides about fifty percent of our present refinery needs. Whereas in 1942 our own production was only three percent of our refinery runs, according to Mr. Wallace, in six years we have reduced crude oil purchases from outside sources from 97 percent of our requirements to about 50 percent and are becoming less and less dependent on other producers. Mr. Wallace concluded by saying that it took four years to make the Production Department a "going concern"—the department showing its first net profit in 1947—but in 1948 it contributed fully a third of all the company's profits.

W. T. Holliday— Architect of Sohio's Progress

In new "tandem formation" Chairman Holliday will handle matters of major policy. President Foster will direct operations



W. T. Holliday

Elected chairman of the Board at the directors' organization meeting following the annual meeting of stockholders at the Home Office in Cleveland on April 25, W. T. Holliday, for twenty-one years Sohio president, announced that in the position of board chairman he would continue to share top executive duties with Clyde T. Foster, who was elected to succeed him as president.

"As the company gets larger and its operations more complex," Mr. Holliday stated, "it becomes increasingly difficult for a single chief executive to deal with all the problems of policy and all the grinding work of operation, as well as public relations and things of that nature. A tandem formation, with a chairman and a president, we feel, makes for a more effective operation and the company is never without a top executive."

Mr. Holliday's span as president parallels one of the most important periods in Sohio history. In April, 1928, when Mr. Holliday, then 44, took over the helm, the company's share of sales had tobogganned from a high of eighty percent to approximately ten percent of the Ohio market. It had two gasoline refineries with a total daily capacity of 20,000 barrels, but with an actual

output of only 15,000 barrels. It had no production of its own, no crude oil resources, no pipeline or other transportation facilities, and it was dependent on other companies both for its crude oil supply and for transportation of crude to its refineries. With its costs too high, it was rapidly pricing itself out of the market.

First Problem Was To Boost Sales

The new management's first problem was to increase not only the volume of sales but above all the volume of sales per unit, in order to reduce costs so that competition could be more effectively and equally met.

It was likewise necessary to expand and improve the company's refineries in order not only to have the quantity of products needed but in order to have full control over their quality.

While these two departments were being developed with these objectives as a goal, Mr. Holliday encouraged his new management staff to streamline the company's methods for more efficient operation. Aggressive salesmanship, plus all-out service to the motoring public, became the guiding practice at service stations. The trade name "Sohio" was coined and adopted for the company's products. The company's entire system of accounting was reorganized. New industrial products were developed. An Industrial Relations Department was established, and a research laboratory was founded to improve the quality of our products and develop new ones.

By 1936 the company had improved its position to a point where it was able to take the next logical step, development of its own transportation facilities to move crude oil to its refineries. A great saving in costs was effected by this means, since transportation tariffs paid to other companies for moving our crude were exorbitant.

Built Up Crude Oil Production

By 1943 Mr. Holliday and other management officials believed that Sohio was strong enough financially to take the final step toward complete integration, namely, crude oil production. Owning at first only a few wells in Kentucky, Illinois, and Michigan, the company proceeded to build a geological organization to explore for oil and an operating organization to drill wells and build up production on a rapidly expanding scale.

As Mr. Holliday steps up to the position of board chairman, most of these major objectives have been realized. The company now produces thirty percent of its crude oil requirements, and has integrated marketing, manufacturing, transportation, and production operations. From a distributing company with limited refining capacity and a payroll of 4,500 employees, it has grown to an organization of over 10,000 employees scattered throughout thirteen states. During that period the number of our stockholders has practically trebled, from about 5,000 to over 17,000, an increase in tangible public interest in our company that is indeed most gratifying.

Remarkable Progress in Two Decades

As he moves over to the post of board chairman, Mr. Holliday can justifiably view with satisfaction the record of the past two decades, during which the company under his vigorous leadership has recaptured 25 percent of all petroleum business in Ohio, its chosen market, and seen its sales increase from \$44 million to \$250 million annually.

For all this Mr. Holliday takes minimum credit, preferring to ascribe to the capabilities of his official family and to the loyalty of Sohio employees the enviable position in which the company finds itself today. "We were fortunate to be cast in an area of what I believe per square mile is the greatest concentration of demand for oil products in the world," he says. And again, "I think one of the greatest assets of this organization is that feeling of loyalty and fraternity that exists among our people."

Stambaugh assumes Maxwell's sales responsibilities

Following the death of A. M. Maxwell, vice president in charge of Refinery Sales (see The Sohioan for April), it was announced that Vice President A. A. Stambaugh has assumed responsibility for the sales activities formerly carried on by Mr. Maxwell. Mr. Stambaugh previously was in charge of bulk and service station sales; he now has charge of all the company's product sales, as well as those of its marketing subsidiaries.

Clyde Tanner Foster— Citizen and Sohio President

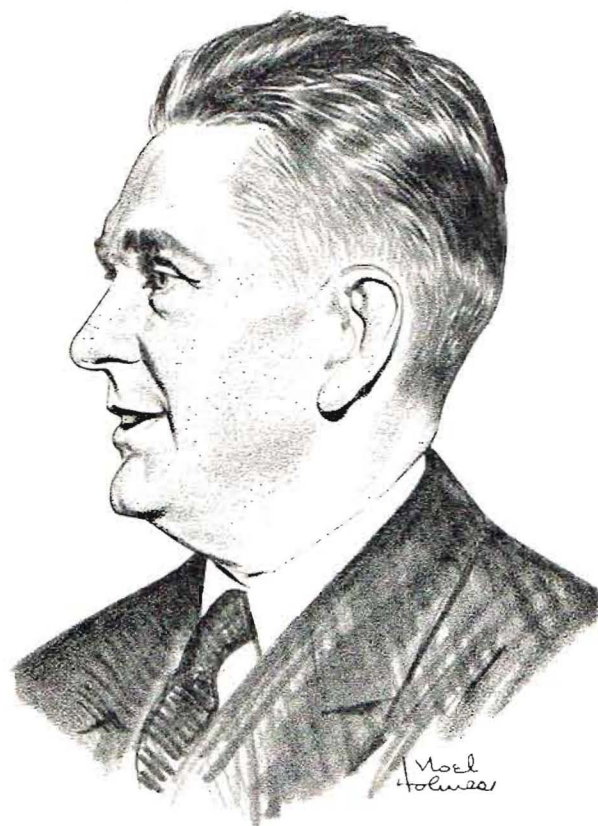
Starting as a lawyer, he switched to the oil business. Sohio hired him after he turned a losing oil firm into a profit-maker. In 20 years he has held various jobs, learned company's operation thoroughly

Clyde T. Foster, the new president of The Standard Oil Company of Ohio, began his experience in the oil business 26 years ago. At that time he helped organize and operate an independent oil marketing company in northern Ohio, and later several other oil companies. Twenty years ago he came to Sohio. Since then he has had the opportunity to study the operations of all the departments of the company through working with their operating heads. He has been in a favorable position to acquire a wide knowledge of the oil industry as a whole and is well acquainted with its major problems.

Mr. Foster has great administrative ability, a fine analytical mind, and a willingness to make hard decisions, prime qualities for a top executive. To an unusual degree he has the ability to enlist the cooperation of associates. Typical of him is his insistence upon the use of the conference method of reaching decisions on important management problems. He has the experience, skill, and vision for successful leadership.

In addition, he is an amiable, friendly man—Sohioans will like their new president. "Everybody likes Clyde Foster" is the way he was described to a newspaper reporter by W. T. Holliday, the newly named chairman of the Board of Directors.

Foster is a native Clevelander. He came from a family of moderate means, the only boy among five children. His four sisters hold the occupations of housewife, school teacher, business woman, and college professor. His parents were newspaper people. They met at the Toledo (Ohio) Blade, where his father, a graduate of the Boston School of Law, was a reporter and editorial writer and his mother a proofreader. His father worked on many papers, his last such position being as editor of the Rochester (New York)



Clyde T. Foster

Times. Later he became a free-lance writer and also engaged in numerous business ventures.

Born on Denison Avenue on the southwest side of Cleveland, Clyde Foster grew up in that neighborhood and was graduated from Denison School and Lincoln High School. He received his A. B. degree from Western Reserve University. He had completed the first year at Reserve's law school when, in 1917, he entered the Army. After receiving his commission in the infantry at the First Officers Training Camp, he went overseas and served in France as a first lieutenant.

Upon his discharge from the Army and return to Cleveland in 1919, he got a job with the Garfield Bank, which was later merged with the

Cleveland Trust Company, and assisted in the organization of the bank's trust department. During this period he attended law classes at night and also took an evening course in accounting. One of the girls working at the bank was an attractive brunette, Lyla Coleman, a native of New York state. She became Mrs. Foster in 1926.

Mr. Foster practiced law for six years with the law firm of Friebolin & Byers, beginning in 1923, and was counsel for a number of oil marketing companies. He himself became financially interested in some of the companies and was active in their operation.

For about two years, beginning in November, 1926, he operated the Mid-Continent Producers and Refiners Corporation as its receiver. This company had a string of service stations in northern Ohio and owed Sohio a substantial sum of money. There he did an unusual thing—he turned out to be a receiver who made money during the receivership.

A few months after the completion of this job, Mr. Holliday, who had been elected president of Sohio early in 1928 and was looking for new and young talent, offered Foster the position of assistant manager of service stations. And on February 1, 1929, Clyde Foster joined Sohio in that capacity.

In that first job he was concerned mainly with the purchase and development of service station sites. During the first months he was responsible for Sohio's purchase of a large oil marketing company operating in and around Cincinnati and Dayton, Ohio. This gave Sohio a market position in the important southwestern part of Ohio such as it had already established in other areas in the state. Two years later he was promoted to manager of service stations for the state.

In 1935 the Domestic Sales Department was put on a functional basis. The Service Station, Bulk Station, Sales Research, Construction, and Real Estate departments were consolidated into an Operations Department with Mr. Foster in charge.

Early in 1936 A. A. Stambaugh, vice president and sales manager, assigned him to do research and planning for the whole Sales Department. In commencing this assignment he directed a complete survey of all the retail gasoline outlets in the state as the basis for Sohio's future plan of expansion in this field. Late in 1936 he became

Mr. Stambaugh's assistant. During the next five years he directed the company's program of expansion of service stations based on the study previously made, and Sohio built or rebuilt modern servicers at hundreds of strategic locations throughout the state. One of the outstanding results of Mr. Foster's leadership in those years was the development of the present-day design and layout of Sohio's servicers, which initiated a new trend in such design throughout the industry.

He was named assistant to President W. T. Holliday in February, 1942. In this position he came into contact with the heads of all departments and became intimately acquainted with all of Sohio's operations.

Then, in 1943, in addition to his duties as assistant to the president, he assumed the responsibilities of manager of the Industrial Relations Department. He expanded and completely reorganized this department and brought into it fine, experienced men. At the same time, for a considerable period prior to his appointment to the office, he took over the duties of the vice president in charge of Finance and Accounting, who was on leave of absence. When that officer retired in April, 1946, Mr. Foster succeeded him as such vice president. He reorganized the Department of Finance and Accounting, rehabilitated its budget system, and established forecasting as a tool of management.

In September, 1946, Mr. Foster was elected a director of Sohio.

His next promotion came on April 26, 1948, when he was made executive vice president. In that capacity he cleared for the president Domestic Sales, Refinery Sales, Fleetwing, the Manufacturing, the Supply and Distribution, and the Finance and Accounting departments. During this period he was chairman of the Marketing and Supply Coordination Committee and was a member of the other three functional committees organized by Mr. Holliday, Fiscal Policy, Crude Oil Procurement, and Industrial Relations. It was also his duty to act as the chief executive officer of the company in the absence of the president.

Mr. Foster became the eighth president of The Standard Oil Company (Ohio) on April 26 of this year.

Mr. and Mrs. Foster, with their two sons,

The Sohioan

Coleman, aged 19, and Byron, 17, make their home in a fifty-year-old house on Lake Road, Lakewood, Ohio. The principal family interest is music. Mrs. Foster plays the piano and the organ. She says her main hobby is her family, and she does much of her own housework, but she finds time to serve actively on the Women's Board of Fairview Park Hospital and of Lutheran Hospital.

Since early childhood Coleman has been a student of all forms of animal life. He has spent his free hours collecting, mounting, and classifying specimens and exchanging them with museums throughout the country. He worked weekends and summers at the Cleveland Museum of Natural History. At present he is enrolled as a junior in the pre-medical course at the University of the Witwatersrand, Johannesburg, South Africa, which is said to have the finest museum and department of natural history in the world. Coleman is on leave from Hiram (Ohio) College, from which he expects to get his degree.

Byron was graduated from Lakewood High School this spring and expects to go east to college. He has been an honor student and has busied himself in a great number of student activities. Interested in world affairs, he was a delegate to the Junior United Nations Assembly at Lake Success last fall.

Mr. Foster is a member of a number of social clubs. He is more active in civic, cultural, and philanthropic organizations that work to make Cleveland a better community to live in. For many years he has been a member of behind-the-scenes steering committees for public events—the Cleveland Great Lakes Exposition in 1937 and more recently such events as the Air Show and the National Air Races. He is a director and the treasurer of the Chamber of Commerce and a trustee of the Cleveland YMCA, Fairview Park Hospital, and the Cleveland Bureau of Governmental Research. His hobbies are fishing, golf, and books of philosophy and history.

With the continued growth of Sohio, it became increasingly difficult for a single executive to deal with all the grinding work of operation and all the problems of policy and outside relations. It was felt that a tandem formation of a chairman and a president, with division of responsibilities, would result in more effective over-all direction of the company. Mr. Foster will act as chief execu-

tive officer of the company in charge of all operations. Mr. Holliday will devote his time to matters of major policy and to public and industrial relations. With this team, Sohioans can look toward the future with confidence.

S. H. Elliott Now a Director



Samuel H. Elliott

It is a well-known fact that Vice President Samuel H. Elliott, newly elected director of The Standard Oil Company of Ohio, has been at the helm of Sohio's transportation operations for a decade and has shaped their development into one of the largest systems of oil pipe lines and towboats in the nation. But not so well-known is the fact that Elliott, at the beginning of his Sohio career, pioneered the introduction of accessory sales at service stations.

Mr. Elliott came to work for Sohio in the President's Office, as assistant to Mr. Holliday's assistant, in 1929. Soon he came up with a new

idea: that service stations ought to sell other things than petroleum products, that they should, in fact, sell anything that a motorist needs in his travels. He argued that adding a line of accessory items would not require much, if any, additional personnel, and would substantially reduce operating costs at the service stations.

Mr. Holliday soon transferred Elliott to the Service Station Department, where his suggestions were favorably received. For several years he concentrated on equipping and stocking Sohio stations for the sale of tires, batteries, and accessories. That was two or three years before the Atlas Corporation was organized to market TBA items on a nation-wide scale.

Elliott came to Sohio with both business and engineering training. A native of Lawrence, Kansas, he earned his civil engineering degree at the University of Kansas in 1924, then spent three years designing and building bridges in Kansas and New Mexico for the highway departments of those states. In 1929 he completed a two-year course at the Harvard University Graduate School of Business Administration, receiving the degree of Master of Business Administration.

Following his work on service stations, Elliott was made purchasing agent of the company in 1934. In 1938 Sohio was actively expanding its pipe lines and he was made assistant manager of the newly organized Supply and Transportation Department. Shortly thereafter he became manager of the Pipe Line Department. In 1943 he was named manager of Transportation Operations, and in 1946 was elected vice president in charge of Transportation.

Mr. Elliott is president of the Sohio Pipe Line Company, which operates more than 3,000 miles of pipe lines. He is executive vice president of the new Mid-Valley Pipe Line Company, which will build a thousand-mile, 22-inch line, costing \$56 million, from Texas to Ohio. Mid-Valley is owned jointly by Sun Oil Company and Standard Oil of Ohio.

In his spare time Mr. Elliott is a hunter, golfer, gardener, and active churchman.

Handy with a shotgun since his youth in Kansas, he has tramped many a field and soggy marsh in search of quail, pheasant, and duck. Between seasons he satisfies his shooting urge and keeps in form by regular visits to a Cleveland skeet club.

In gardening, his specialty is roses. He currently is engrossed in the landscaping of the new home he bought in Beachwood Village two years ago, and has laid out a rose garden in the backyard. Golf, his movie camera, and an occasional evening at a bowling alley are his other hobbies. Aside from these, Elliott has always found great pleasure in children. His friends say that he is forever on the lookout for new and unusual toys to delight his own 11-year-old daughter and his nieces and nephews. He will spend hours romping with them and entertaining them with sleight-of-hand tricks.

A vestryman of St. Paul's Episcopal Church, he is currently chairman of the church's campaign to raise funds for an addition to its building.

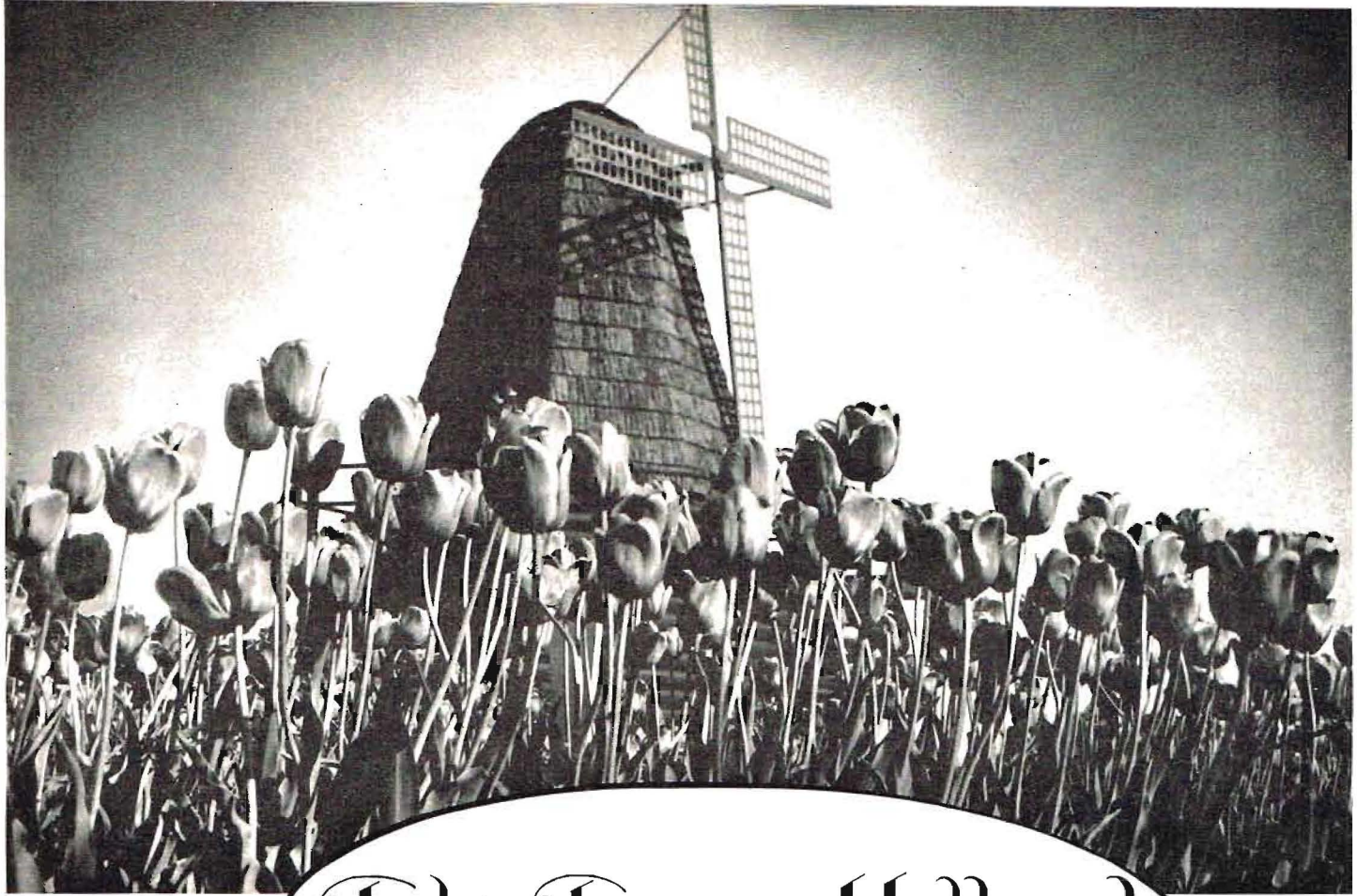
Mr. Elliott is a trustee of the Cleveland Mental Hygiene Association, an organization which works for the improvement of mental hospitals and other public facilities for the mentally ill.

In the oil industry, he has been elected to various organizations which study oil transportation requirements and developments and make recommendations to the industry and to government agencies. One of these is the Pipe Lines Task Group of the National Security Resources Board, which makes plans for the coordination of all the nation's pipe lines in the event of war.

Progress with Petroleum

Fog-foam fire-fighting systems have proved their effectiveness time and again in fighting fires in above-ground tanks where huge quantities of petroleum or its products are stored temporarily. In a test in Ohio a 93-foot tank of crude was set afire deliberately. Fog-foam, poured onto the flames through 6 fixed lines at the rate of 15,000 gallons a minute, extinguished the fire in 4 minutes.

Commercial oil operations have been resumed in New Guinea, long considered one of the most inaccessible and difficult areas ever explored and developed. Commercial production was made possible by the completion of a 30-mile pipe line through the dense jungle in the Vogelkop section. It required two years to cut a road through the jungles and lay the pipe line. Oil was discovered in the Klomono area before the war, but 90 percent of the plant and equipment was lost when the Japanese moved in. The Klomono Field is now producing at the rate of 4,000 bbl. a day.



Tulip Time in Holland (Michigan)



Spring is a busy season everywhere, but in Holland, Michigan, it has a greater significance than in most other places, for in this enterprising little city along the shores of Lake Michigan the people every year at this time prepare for their annual Tulip Time Festival.

The city of Holland sets aside four days each May to celebrate the blooming of the thousands of tulips planted along its streets, in its parks, in private gardens, and in the mass plantings of its near-by nurseries. At this time thousands of its citizens don the picturesque costumes of their ancestors from The Netherlands. During the Festival days they busily stage a program of pageantry, parades, and exhibits which revives the traditions of the old country.

Tulips are the principal attraction of the Festival, which was started as a project to beautify the city. Originally tulips were planted in the



Traditional opening day event of Tulip Time is the scrubbing of the main street by hundreds of costumed citizens. Merchants daily scrub sidewalks in front of their stores.

parks and along some of the city's streets and in many private gardens as a civic project. The response was so great that the Festival was made a yearly project and the whole town enthusiastically joined in. The city's plantings were increased and the miles of tulip-bordered streets became the famous tulip lanes.

Mass Plantings In City Parks

City parks feature tulips en masse, and the largest single planting—50,000 tulips—may be seen on the spacious hospital grounds. These tulips were given to the city by an association of bulb growers in The Netherlands as a token of appreciation for the vast number of relief shipments received from this area in recent years.

Tulips are grown commercially in the vicinity of Holland from Netherlands-imported bulbs, and horticulturists have cordially invited the public to inspect their beautiful and expansive plantings.

At the first Festival, tulips were the only attraction, and outsiders were asked to visit Holland to share with the local residents the beauty of the flowers. The wearing of the costumes of The Netherlands was one of the first special features

added to Tulip Time. This was a natural development, since many of the residents of Holland, Michigan, are of Dutch descent and some of them had been born in The Netherlands. These people brought with them the costumes of the old country and the memories of how these costumes were worn on special occasions. Soon the colorful costumes were competing with the tulips for interest. Today thousands of Dutch costumes may be seen on the streets during the Festival, and most of the stores and other places of business have costumed clerks and attendants. The children and older folks too are willing to pose for photographers.

Mayor Calls for Volunteer Street Cleaners

The first day of Festival pageantry, based upon the traditional cleanliness of the Dutch housewife, finds hundreds of the citizens scrubbing the streets so that they will be spotlessly clean for the visitors. On the afternoon of opening day the mayor and the members of the Common Council, dressed in the traditional robes of their office, inspect the streets to see if the city is ready to receive its guests. The streets are declared dirty and the mayor calls for volunteers to scrub them. Scores of costumed people appear armed with brooms and brushes. Each scrubbing unit is headed by water carriers using the wooden yoke to carry the pails of water which is sloshed upon the streets. The mayor and councilmen again inspect the streets and declare themselves satisfied. The Town Crier then announces the beginning of another Festival and bids the visitors welcome.

A mammoth folk parade follows the street-scrubbing ceremony. This parade includes bands, floats, and various civic groups dressed in Dutch costumes. Of special interest are the farm wagons and carts, the dog-drawn milk cart, and many other unusual things commonly seen in The Netherlands.

One of the most popular features of the Festival is the nationally famous *klompen* (wooden shoe) dancers. Hundreds of girls from Holland High School are taught the traditional folk dances of The Netherlands. Their costumes are all copies of authentic designs. Routines and steps in the

The Sohioan

dance are a combination of those used in the folk dances in The Netherlands, and special arrangements based on Dutch folk music are developed annually. The entire group of more than 200 dancers takes part in the opening day ceremonies and also performs at least once daily on the streets, and special groups appear in the course of other events.

Holland school children play an important part in the Festival and one day is set aside for their activities. Among other events on this day is a parade featuring thousands of costumed youngsters, led by their school bands. Each unit represents some typical Dutch group, such as fishermen, farmers, cheese carriers, and others. Elementary school children take part in a special Children's Festival featuring the games of old Holland.

A fitting climax to the Festival's pageantry is the three-hour Band Review. High school bands comprising more than 1,200 bandsmen from all parts of the state participate, each band performing maneuvers based on some aspect of the Tulip Time theme. As a finale the massed bands, directed by a distinguished guest conductor, play several numbers. Following this review the bands parade through the city streets.

Colorful Added Attractions

Another attraction is The Netherlands Museum, opened in 1937 to perpetuate the memory of the Dutch pioneers who settled in this area and to act as a center of Dutch culture. The museum has grown until its collection is internationally known. Many of the articles on display were brought to this country by the Dutch settlers and are unique. Displays based on Dutch folklore and customs form another large section of the museum.

The Parade of Provinces is a dramatic program of music and pageantry based on the music and folklore of The Netherlands. The old country has no national costume but each province, and very often each town, city, island, or other subdivision, has a

costume peculiar to its own locale. Some of these very beautiful and rare costumes are modeled in the Parade of the Provinces, along with those typical of Volendam, Friesland, Maarken, and Zeeland which are usually associated with the Dutch. This program offers an opportunity to observe Dutch folklore and costumes at their best.

"The Little Netherlands" is a miniature reproduction of quaint and colorful sections of the old country which have made it a mecca for the artistically inclined tourist. It is authentic in detail, spirit, and atmosphere of old Holland. Local artists and artisans construct the hundreds of figures, houses, windmills, canals, boats, and bridges which serve to make this village a true cross section of The Netherlands in miniature.

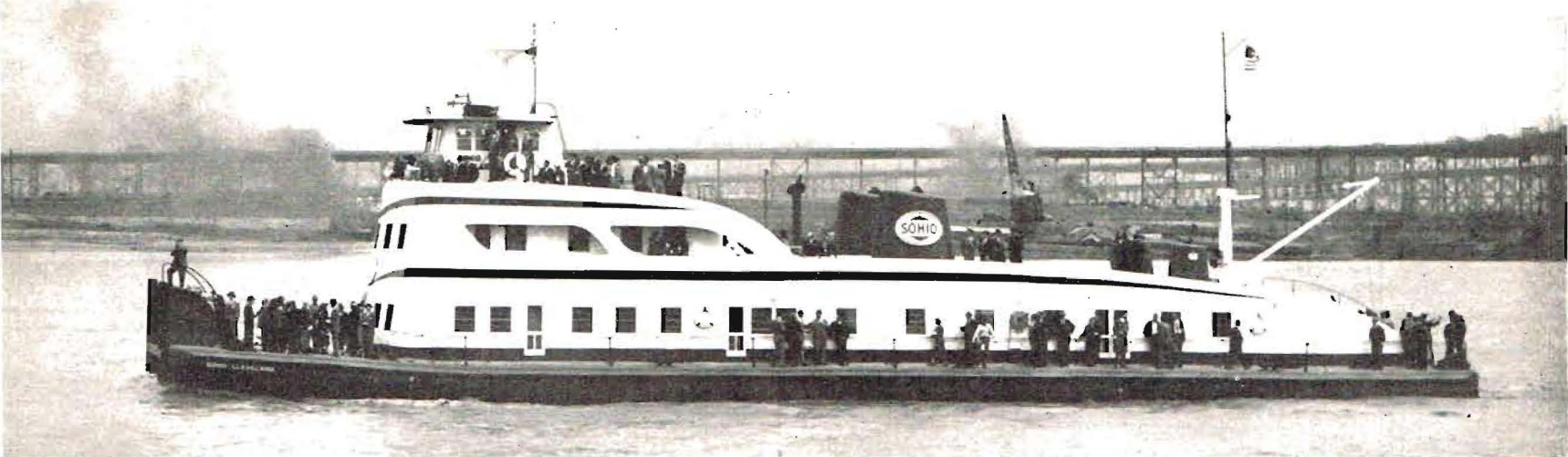
An animated miniature exhibit, "Dutch Fight the Sea," shows how the Dutch people keep the sea from repossessing the land which was won from it. Water circulates through a system of canals, and electrically operated windmills and pumps are so realistically arranged that they seem to perform this task the same as their originals do in The Netherlands.

The ever-popular free color movies this year included highlights of last year's Tulip Time and the coronation of Queen Juliana last fall.

Now in its seventeenth year, the Holland Tulip Time Festival held annually in May (May 18 to 21 this year) is known throughout the United States and is rated as one of the three leading flower festivals in the country.

Using the technique early settlers brought from The Netherlands, skilled artisans carve wooden shoes which visitors buy as souvenirs.





Sohio's newest towboat, the Sohio Cleveland, went on a trial run in the Mississippi following her christening.

THOUSANDS INSPECT OUR NEW TOWBOAT

When the rakish Sohio Cleveland tied up at Evansville, hordes of curious citizens headed for the dock and an employee open house became public

By F. M. Paulson

The waterfront at Evansville, Indiana, was almost obscured by morning mists still rising from the Ohio River when Penson D. Redmon, cook aboard the Sohio Cleveland, heard the first clatter of feminine heels on the steel decks of the towboat. Parting the venetian blinds at the window of his cabin, he caught a quick glimpse of red shoes as their owner passed on to the starboard passage-

way and the gangplank which was secured to Evansville's Dress Plaza.

It was May 1. Open house aboard Sohio's newest towboat, the Sohio Cleveland, had begun.

Redmon awakened his wife, Kathryn, who is assigned to the boat as waitress. Forty-five minutes later both were busy entertaining visitors. Municipal police and fire department personnel

Registration of visitors in the crew's lounge was handled by volunteers Dorothy Perry and Marie M. Drennan of River Operations, Mt. Vernon, Indiana. Signing up are Mr. and Mrs. Francis C. Clark and daughter Kathy, age 2½. Clark is landman for the Illinois District.

Two soldiers from near-by Kentucky camps decided they were in the wrong outfit after seeing the crew's air conditioned quarters and comfortable bunks. Tucking in the blankets is Joseph E. Thomas, oiler on the Cleveland. Two men share each well-equipped cabin.



The Sohioan

had followed each other up the gangplank. After "testing" the coffee they toured the vessel and began a series of queries that Captain Francis W. Walters and his crew were to hear repeated many times that day.

When 10 a.m. (official opening time) was struck on the vessel's bell, several hundred visitors had already toured the boat. This was but a small segment of the crowd to come. Local newspapermen later reported that 5,000 people viewed the Cleveland.

Don Murry, superintendent of River Operations, Mt. Vernon, Indiana, stated that he had sent out only 500 invitations—to employees and their friends. Neither he nor any of his staff anticipated that the Cleveland would break attendance records for all Sohio open houses. Their original plans were to confine the "boarding party" to Sohioans and friends. But the tip-off came early when peanut vendors, popcorn salesmen, and souvenir hawkers, whose livelihood depends on their ability to take the public's pulse, lined up along the river banks in front of the Cleveland long before official opening time. Murry quickly removed all restrictions and opened the boat to the Evansville public.

Christened on April 21 at St. Louis, where she had been built by the St. Louis Shipbuilding and Steel Company, the Sohio Cleveland had made headlines in weekly and daily newspapers up and down the lengths of the Mississippi and Ohio rivers.

Scattered showers and wind-blown spray off



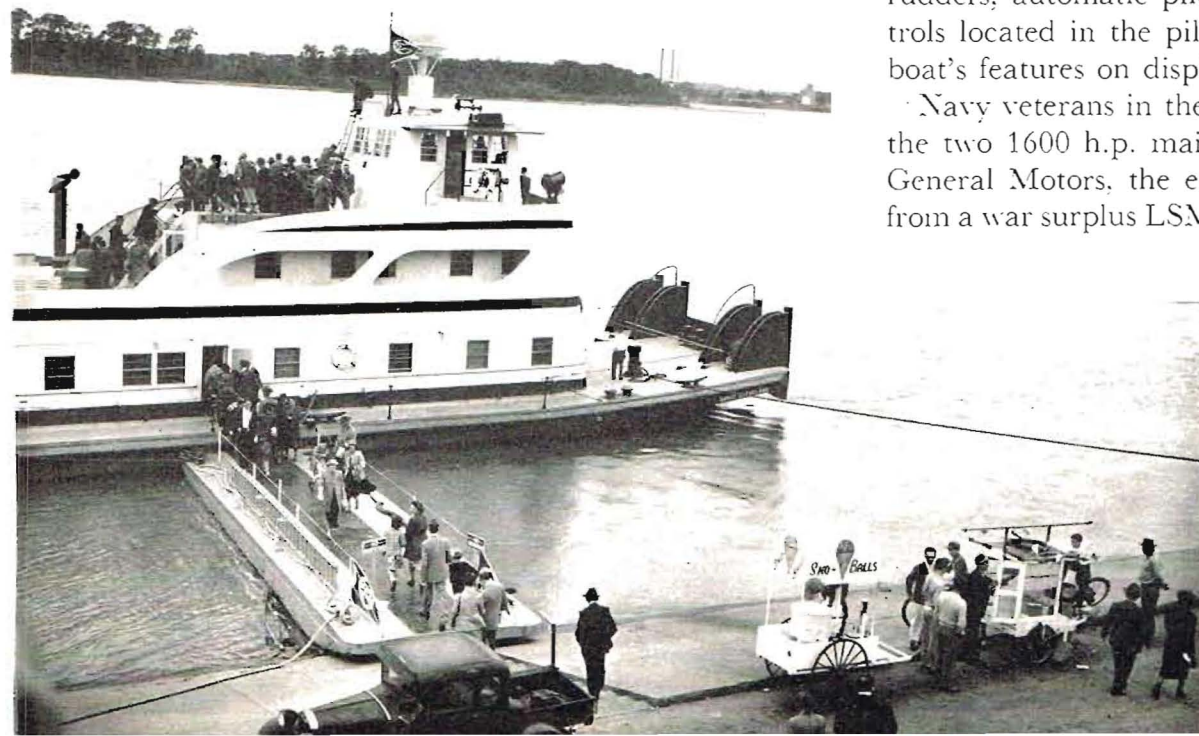
Mrs. E. B. McConnell, matron of honor, left, and Miss Margaret Holliday, sponsor, just before the christening of the Sohio Cleveland at St. Louis.

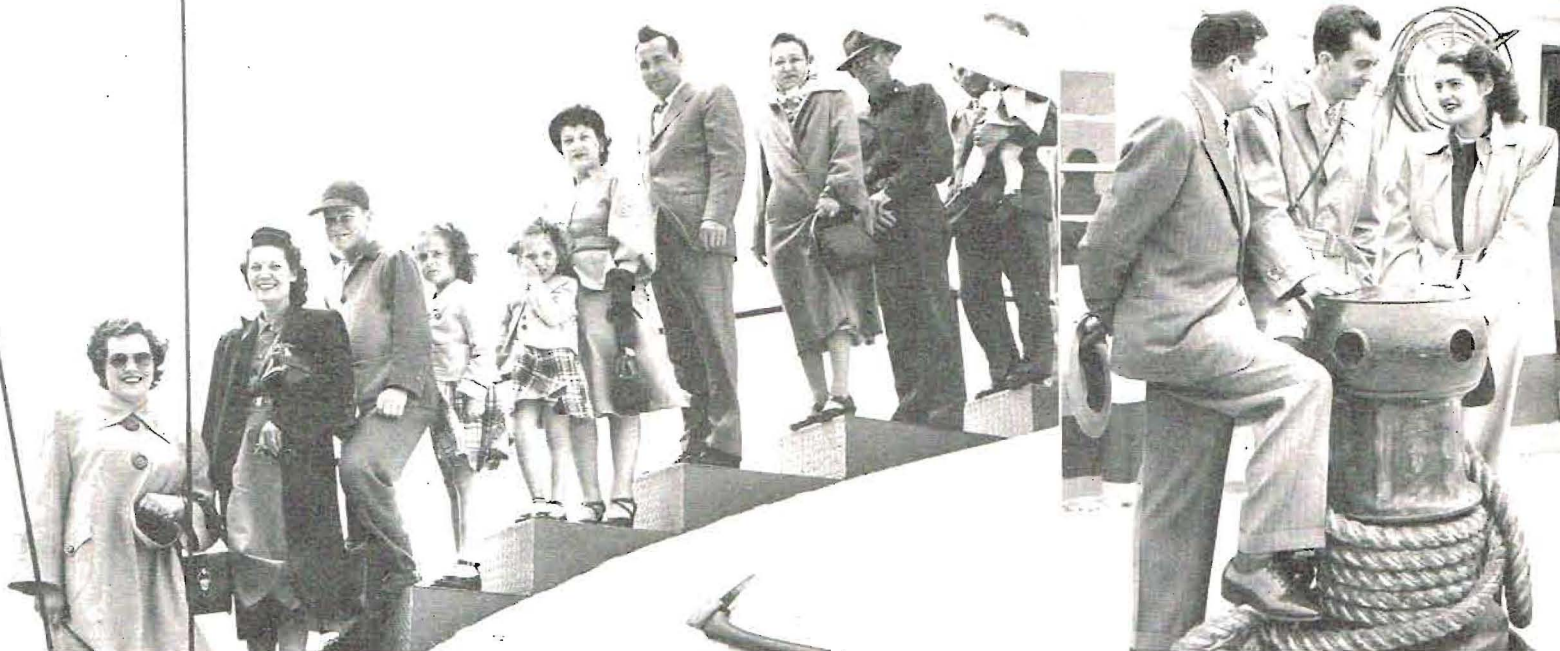
the river failed to dampen Evansville's curiosity. Housewives who watched towboats plying up and down the Ohio River while hanging out the family wash came down to have a first-hand look at Sohio's newest. Clerks, school children, soldiers on weekend leave, businessmen, and merchants stood in line to get aboard.

Of modern design throughout, ship-to-shore radio, radar, air conditioned quarters, contra-rudders, automatic pilot, and engine room controls located in the pilot house were among the boat's features on display.

Navy veterans in the crowd were interested in the two 1600 h.p. main diesel engines. Built by General Motors, the engines had been removed from a war surplus LSM (Landing Ship Medium)

Evansville townsfolk toured the boat from early morning until late afternoon while she was moored to Dress Plaza. Capitalizing on the crowd's interest in the Cleveland, vendors and hawkers also came to sell their wares.





The streamlined stern of the Cleveland is bisected by these steel stairs on which Evansville visitors who came down to see Sohio's \$750,000 towboat stopped long enough to have their pictures taken.

Visiting around the capstan at open house time were, left to right, Ben Relf, chief engineer, John Winship, Home Office General Engineering, and his fiancée, Priscilla Cobb, of Evansville.

to be placed in service on the Cleveland.

Sohio Pipe Line visitors discussed the three barges which make up the Cleveland's tow. These, each with a length of 290 feet, beam of 50 feet, and depth of 12 feet, are fully integrated, that is, the bow and stern barges are squared on one end and the center section squared on both ends. When the tow is made up, the three barges have the same underwater shape and continuity as if they were one barge 870 feet long. They are able to carry approximately 60,000 barrels of oil.

The towboat is 150 feet long, 35 feet wide, and

10 $\frac{1}{2}$ feet deep. The barges and towboat together cost \$750,000. Design of both the barges and the towboat, with an over-all length of 1,020 feet, was partially determined by a series of tank tests on different models.

Its great power and unusual rudder design give the Cleveland a still-water speed of approximately 12 miles per hour.

Following its christening at St. Louis, the Cleveland opened its gangway to employees of Sohio's St. Louis offices, and so her crew smilingly anticipated many of the landlubbers' questions

Crew members of the Cleveland just before departing from Evansville. Front row, left to right, Morris D. Mason, watchman; Walter O. Carroll, deckhand; Penson D. Redmon, cook; Mrs. Kathryn E. Redmon, cook-helper; Charles N. Brindley, chief engineer; James F. Hughes,

oiler; William C. Dausman, assistant engineer; back row, Arthur E. Baltzell, mate; John C. Jenkins, clerk-deckhand; Elroy B. Stewart, deckhand; Joseph A. Riley, deckhand; Stanley W. Roll, pilot; Francis W. Walters, master, and Joseph E. Thomas, oiler, all left to right.





After a tour of the boat these Evansville Sohio-ans were among the 500 employees and friends who met at the Hotel Vendome for a buffet luncheon: left to right, John Hall, Purchasing; Mrs. John Hall; J. Al Brown, district geologist; Mrs. A. B. Carlisle; A. B. Carlisle, division geologist; Mrs. Lloyd Carlisle; Mrs. J. Al Brown.



Mrs. A. J. Alexander, wife of Sohio's port engineer at Mt. Vernon, Indiana, and her friends found the guest's lounge a pleasant place in which to relax and chat after climbing up and down ladders to see all the sights aboard the Cleveland. From left to right, Mrs. A. J. Alexander, Mrs. W. E. Shrode, J. D. Crabtree, Jr., and Mrs. J. D. Crabtree, Jr.

at Evansville. But they were hardly prepared for the Evansville throng's eagerness to see the bunks they sleep in, the gleaming chrome and enamel galley where their food is prepared, their lounge, and the captain's stateroom. The public was delighted by the opportunity to come aboard, and the crew was delighted by the public's interest in its work.

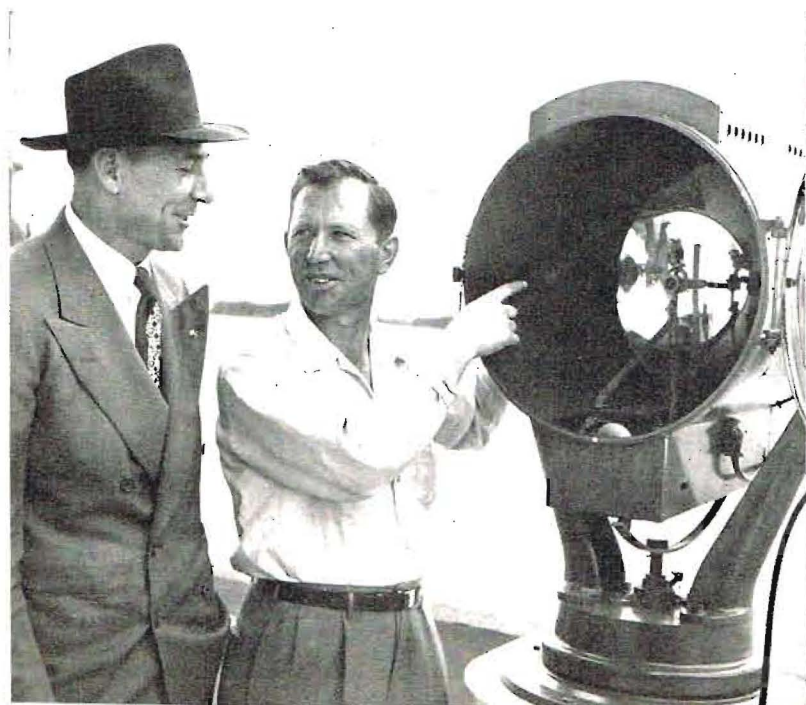
As one deckhand put it, "Evansville people will remember this boat for a long time, and we'll be proud to say that 'We're off the Sohio Cleveland'.

the next time we make a liberty in Evansville."

Several hundred of the towboat's visitors were Sohio employees who work in the tri-state area of Illinois, Kentucky, and Indiana. Following their inspection of the Cleveland, the Sohioans met to dine and chat together at the Hotel Vendome in Evansville, where a buffet luncheon was served continuously from 11 a.m. to 6:30 p.m.

At Dress Plaza, at 5:30 p.m., Captain Walters gave the orders to cast off the mooring lines and the Cleveland got underway on her first commercial

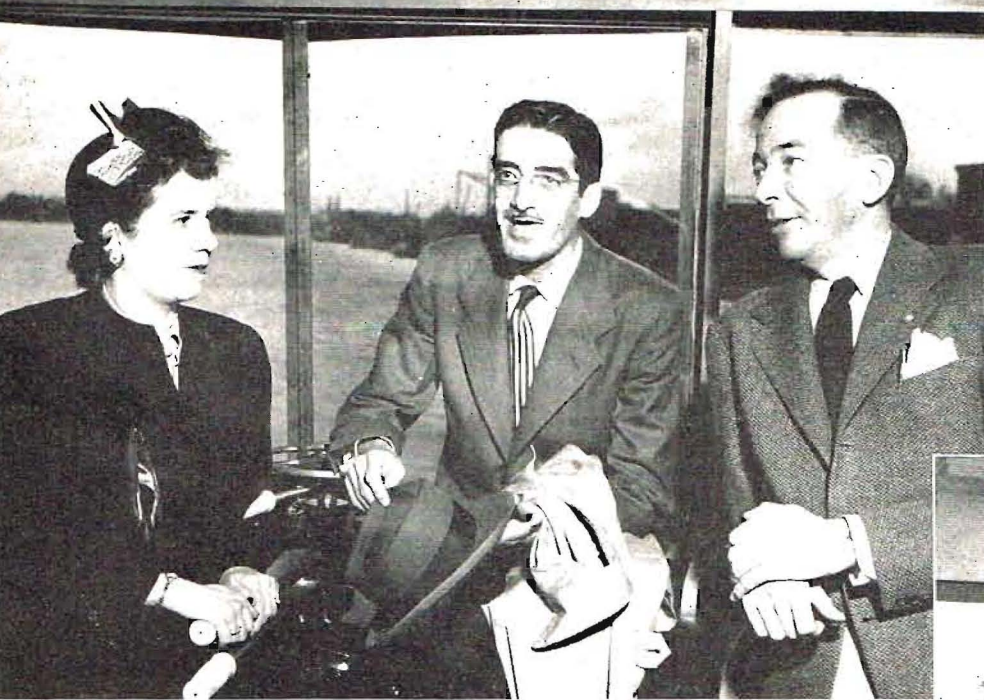
Don Murry, left, superintendent of River Operations, Mt. Vernon, Indiana, and A. E. Baltzell, the Cleveland's first mate, examined a towboat searchlight.



Looking forward from the Cleveland's pilot house open house visitors could view the three-barge tow which has an over-all length of 870 feet.



The Sohioan



Captain Mark E. Lucas (center) of the towboat Sohioan and Mrs. Lucas came to inspect the new Sohio Cleveland. In the pilot house they discussed the differences of the two boats with Francis W. Walters, captain of the Cleveland.

run. Downstream at a near-by river terminal she pushed her barges up alongside the bank to receive their cargo. Instead of oil, it was a deck load of 163 automobiles destined for Memphis, Tennessee. Carrying automobiles is one way the Cleveland will help pay for her return trips to the oil loading ports.

Floodlights were blazing all along the auto loading dock when she departed. It had been a full day, but thousands of best wishes went with the Sohio Cleveland as she began her useful life.



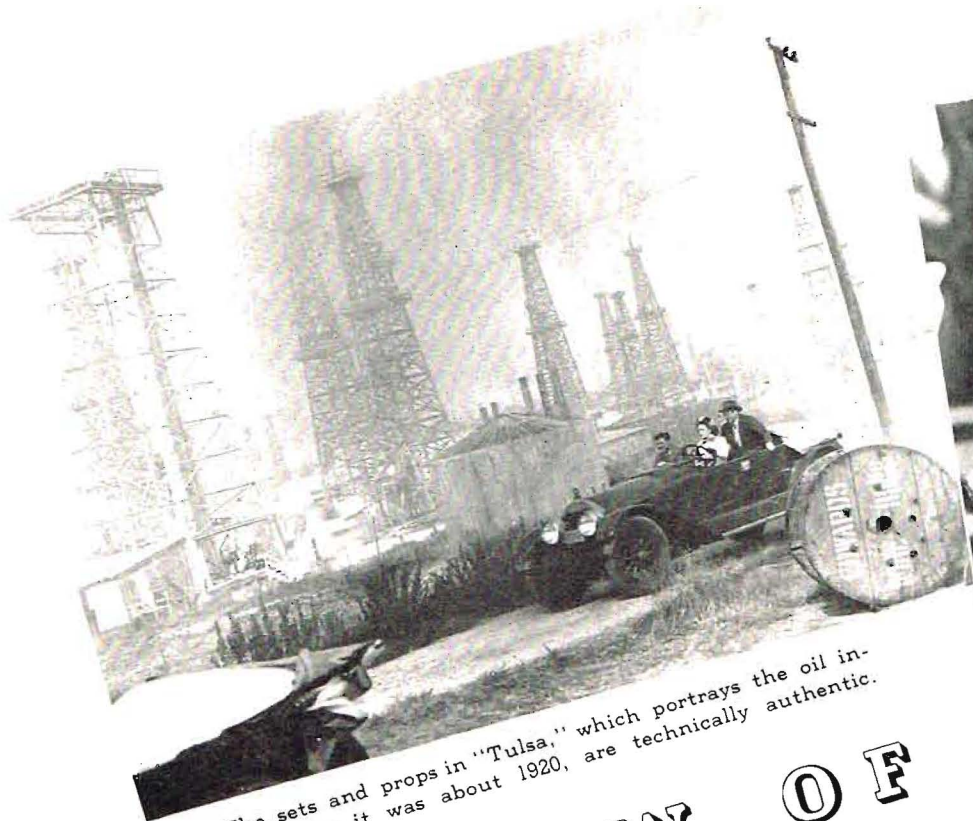
Sohio pipeliners from Mt. Vernon, Illinois, examined the engine room of the Cleveland. Left to right are John Kitch, mechanic; Mrs. John Kitch; William C. Dausman, assistant engineer aboard the Cleveland; Betty Lowery; and Howell Hancock, truck driver.



A stiff breeze was blowing when Mrs. Harry Foster, Mr. and Mrs. M. W. Faunce (he is Sohio Pipe Line supervisor at Uniontown, Kentucky), Gerald Wayne Foster, and Mr. Foster, district gager at Uniontown, all left to right, paused on the after deck.



Mrs. Edward F. Morrill, whose husband is Sohio's assistant manager of transportation operations, and Mrs. Herman Pott, wife of the president of St. Louis Shipbuilding and Steel Co., which constructed the new towboat, admired furniture in the guest cabin.



The sets and props in "Tulsa," which portrays the oil industry as it was about 1920, are technically authentic.



Susan Hayward plays Cherokee Lansing, a spirited quarter-Indian girl of the plains, and Robert Preston is Brad Bradley, a geologist.

PREVIEW OF

"TULSA"

Movie depicts early oil boom days in Oklahoma, fight for conservation

Oil people should find the new Technicolor movie "Tulsa" doubly entertaining, for it mixes plenty of rough-and-tumble action and romance into a story of early oil boom days in Oklahoma.

Portraying the industry as it was about 1920, the film is based on the fight to establish conservation methods in the oil fields. The hero, a young geologist (Robert Preston), battles the promoters whose reckless operations are wasting oil, destroying cattle lands, and polluting streams. This brings him into conflict with Susan Hayward, a peppery quarter-Indian girl bent on making a "killing" when oil is discovered on her land. Preston finally wins the argument—and the girl—after a whole field of wooden derricks and tanks burns up spectacularly.

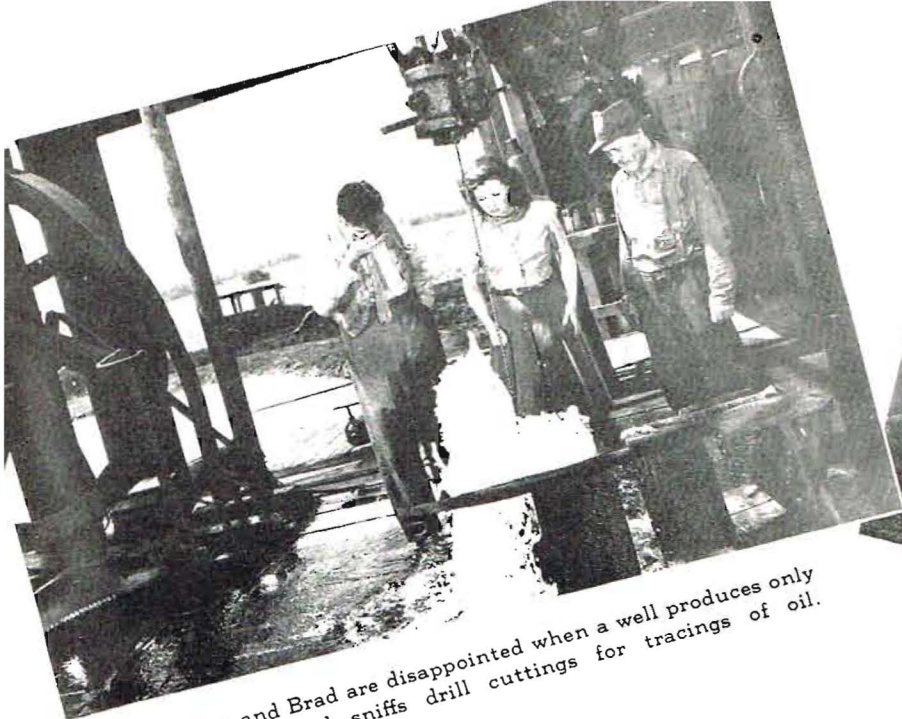
When he planned the film, producer Walter Wanger was worried about offending the people of Oklahoma City, which has a long-standing rivalry with Tulsa. But civic leaders of both towns generously offered assistance. To the consternation of Tulsans, Wanger found that the most picturesque pasturelands in Oklahoma were near Oklahoma City rather than Tulsa. As a result, practically all the cattle ranch scenes in the film were shot on the outskirts of Oklahoma City.



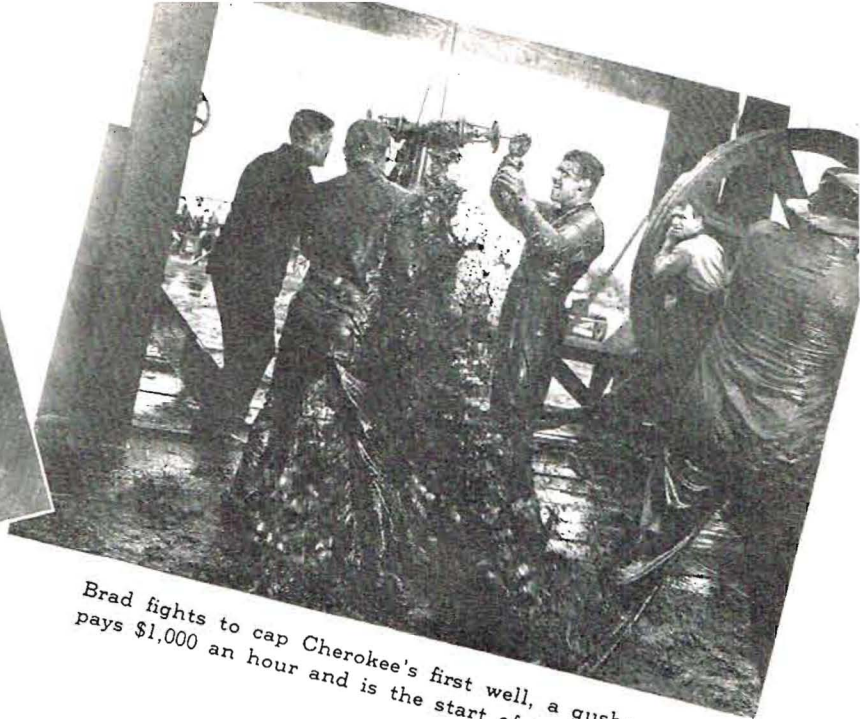
When Indians demand more wells on their lands, Brad tries to sell them the advantages of conservation.



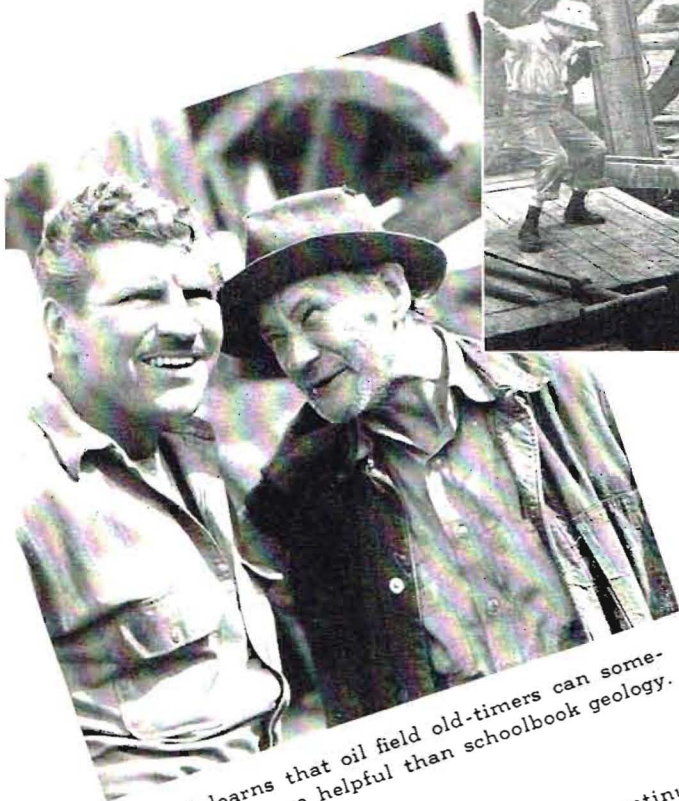
Driving a tractor through crashing derricks and searing flames, Brad rescues Cherokee and Jim Redbird (Pedro Armendariz) from an oil field disaster.



Cherokee and Brad are disappointed when a well produces only salt water. Brad sniffs drill cuttings for tracings of oil.



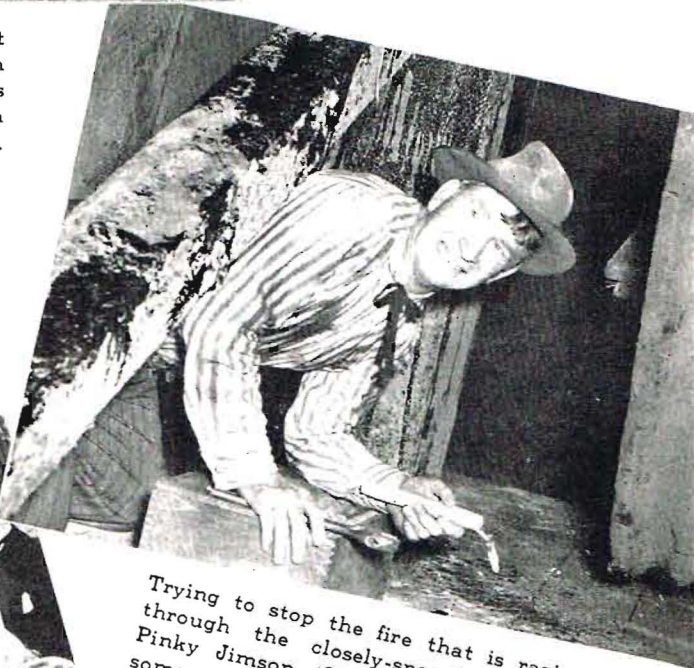
Brad fights to cap Cherokee's first well, a gusher that pays \$1,000 an hour and is the start of her oil empire.



Brad learns that oil field old-timers can sometimes be more helpful than schoolbook geology.



The college-trained geologist gets kicked into the slush pit when he tries to sell his new-fangled conservation ideas to veteran oil men.



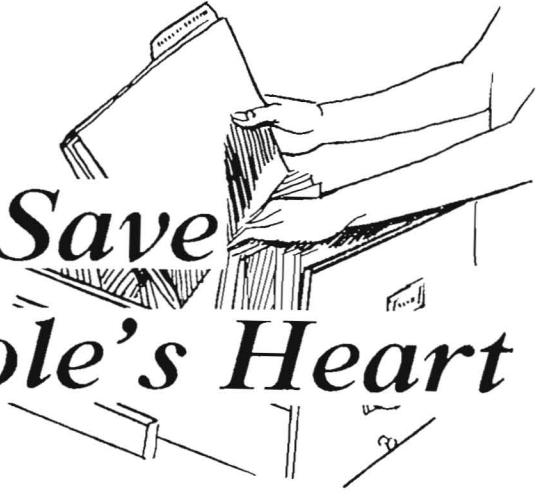
Trying to stop the fire that is raging through the closely-spaced derricks, Pinky Jimson (Chill Wills) blows up some of the derricks with dynamite.



Desperately in need of money to continue drilling for oil, Cherokee and Brad gamble their last hundred dollars, lose every cent.

From the case files of Sohio Hospital Insurance

The Fight to Save Johnny Cole's Heart



Johnny's temperature is checked regularly at Children's Convalescent Home to make sure the rheumatic fever bug isn't staging a comeback.



The big snow that fell in Cincinnati, Ohio, late last January enticed 7-year-old Johnny Cole outdoors for a romp in his new boots. When he came in for supper he complained, "My toes hurt."

"Maybe his boots are too tight," was the comment Johnny's daddy, Sohio Servicenter Manager John E. Cole, 35, made to Margaret, his wife. As Johnny undressed for bed they examined boots and socks but both seemed plenty roomy.

Next morning the pain had subsided, so Johnny went to school, but by evening the toes were hurting again and his ankles had become swollen. The following morning Johnny couldn't get out of bed. When he tried to move his right leg, excruciating pain shot out from the swollen knee and toes. His left toes hurt, too.

The Coles put in a hurry-up call for the doctor, who needed only a quick examination to say the fearful words, "Rheumatic fever—rush him to

the hospital!" Rush him they did, for only that day Mr. and Mrs. Cole had read in the newspaper about the mysterious disease that kills more school boys and girls than any other. Time is precious in fighting rheumatic fever; if it doesn't kill, it often leaves the child with a permanently damaged heart—an invalid for life.

At Children's Hospital they went speedily to work to diagnose how far the germ had pursued its destructive course inside Johnny's body. Blood pressure, blood analysis, and an electro-cardiogram record of his heart beat were taken. These revealed that he was dangerously anemic, that his heart was palpitating erratically. Already much of life's energy had drained away.

They started giving him shots of liver extract to build up the red corpuscle count in his blood, and sulfa to fight the rheumatic fever germ. They put him to bed for complete rest and quiet.

Long Hospitalization Necessary

Soon the doctors were able to answer the Coles' frantic questions. Although Johnny had an acute case, they were fortunate to have caught it quickly. Barring complications, he would live. How much permanent damage had been inflicted on the heart remained to be seen. A long period of hospitalization and special care would be necessary. Fortunately Cole had Sohio Hospital Insurance to lighten the financial burden.

John and Margaret Cole soon found out all that is known about rheumatic fever. It is one

"How's your boy?" Bill Leonard right asks Servicer Manager John E. Cole. Cole is cheerful because Johnny is getting better and Sohio hospital insurance has lightened cost of the illness.



Johnny Cole remained on his back in Children's Hospital for twenty days. The swelling and pain gradually left his joints, the fever waned. Frequent tests showed his heartbeat growing stronger, his blood count improving. Finally the doctors announced that the disease had been arrested. Johnny was now ready for a long period of convalescence, during

which he would get out of bed and cautiously increase his activity in an attempt to train his heart to carry a normal load again.

of the diseases that perplex medical science, its cause, preventive measures, and an efficient cure being still undiscovered. The name itself is misleading, emphasizing the rheumatism rather than the heart disease that so frequently follows. Tragically, many a child's pains are mild and are ignored by a busy mother—or dismissed as "growing pains"—while the germ goes about its insidious work of attacking the heart. Fortunately the Coles did not make this mistake. Johnny's pains were too severe for that.

Rheumatic fever afflicts fifty times more children than does infantile paralysis, yet strangely enough it has not attracted much public attention. Perhaps this is because rheumatic fever is constantly present in every community and does not swoop down in dramatic epidemics.

Fundamentally a disease of children, rheumatic fever also finds victims among adults occasionally. Although its cause is unknown, some doctors believe it can result from an attack of scarlet fever. The Coles' doctor believes this to be true in Johnny's case, since the Cole children had scarlet fever last winter.

As yet there is no miracle medicine for treating rheumatic fever. Long drawn-out bed rest is the main treatment. The patient must be inactive for weeks or months, depending on the amount of damage to the heart, while nature tries to make repairs.

Convalescent Home Has Happy Atmosphere

On February 23 Johnny was transferred from Children's Hospital to the Children's Convalescent Home (the two institutions are not affiliated). The people of Cincinnati are fortunate in having a convalescent home where children can recuperate from serious illnesses under careful supervision in an environment that is more like a home and school than a hospital. Supported mainly by endowments and the Community Chest, the Children's Convalescent Home is open to all, regardless of ability to pay. For Johnny, the home fixed the charge at an amount that Mr. Cole is able to pay out of his income as a servicer manager.

Since Sohio Hospital Insurance pays \$5 a day for dependents, for as long as 31 days, and since Johnny's hospitalization has exceeded 31 days, his father has received the maximum benefit, \$155. Mr. Cole also received the full \$50 allowance for additional hospital charges on dependents, to help pay for laboratory service, X-rays, and electro-cardiograms. This made a total of \$205 paid to Mr. Cole by the Sohio Group Hospital Expense Plan.

The Sohioan

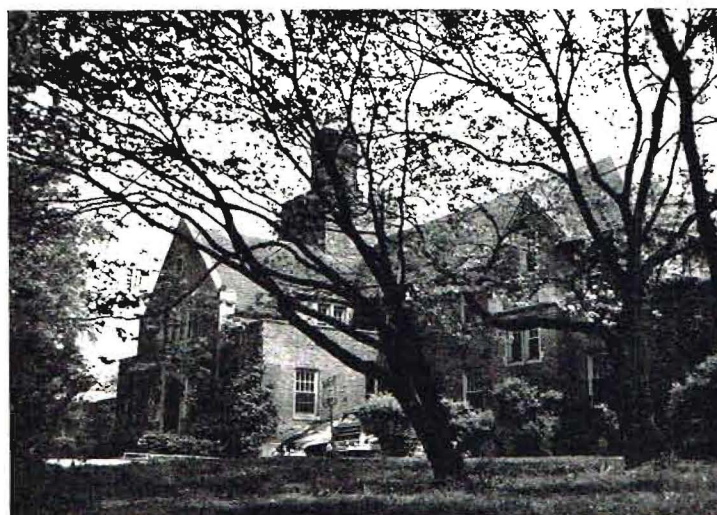
"I don't know what I would have done without the Sohio plan," he commented. "It paid all but \$49 of the bill at Children's Hospital. That leaves me a \$70 doctor's bill to pay, and the small charge the Convalescent Home is making. These are upsetting our budget, but I can handle them—and I certainly would have been sunk if I hadn't had Sohio Hospital Insurance."

Johnny has made remarkable progress in the convalescent hospital. He started out in the "high bed" ward, where the children cannot leave bed for any reason and must lie quietly all day. Like all bed patients, he did not wear pajamas in the daytime but was dressed in his regular clothes in the morning. This is done to foster the psychological atmosphere of convalescence, make the children eager to get well. When tests showed that his heart could stand some activity, Johnny was transferred to a "low bed" ward. Here he was allowed to get out of bed and walk to the bathroom and dining room. After several weeks of developing strength and coordination in his legs, he became semi-active—he was allowed to walk across the room, and to go to the playroom for brief periods. He took frequent naps and rest periods and the effect of the limited exercise was carefully observed.

Graduating to "full activity," Johnny now plays with other children in the playroom and outdoors on the home's spacious grounds. Their recreation

is closely supervised to insure that they don't over-exert themselves. Johnny also spends several hours a day in school; classes are taught in the home by teachers from the public schools, and all children attend as soon as they are able.

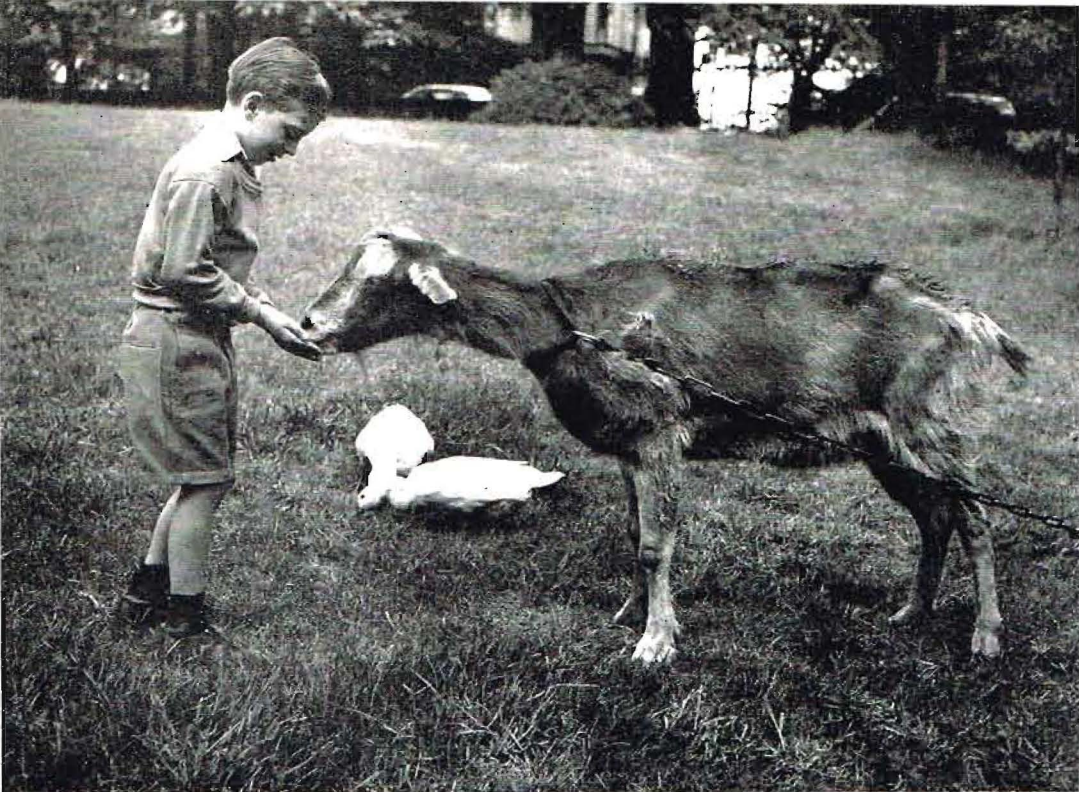
As soon as doctors are satisfied that Johnny's



Top—Children's Convalescent Home, where Johnny Cole was transferred February 23. He spent the first 20 days of his illness in another hospital.

Middle—On their regular visit Johnny's parents are pleased to find he has become semi-active. The fever has been arrested, his heart is on the mend.

Left—Johnny (at left) attends third grade reading class in the convalescent hospital. The teacher, Miss Lorene Weatherby, is from the public schools.



The Sohioan

"Graduating" to full activity, Johnny is allowed to feed the goat and ducks on the home's four and one-half acres.

\$100 for the surgeon's bill and \$85 for the hospital's charges.

Illnesses like these are bound to occur in almost every family. John Cole has been a Sohioan since 1937 and a member of the Sohio Group Hospital Expense Plan since it started in 1940. He's seen how it greatly alleviates the cost of even major illnesses, yet the benefits paid to him are typical of those received by many Sohio families. No wonder he considers the Sohio plan pretty cheap insurance—"the least you

can do to protect yourself and your family."

strength and resistance are up to par, he will be released from the convalescent hospital. He is making a full recovery from rheumatic fever, except that he may retain a slight heart murmur. There's danger, however, of a recurrence of the disease. Unlike most ills of childhood, one experience with rheumatic fever does not give the victim immunity. Second and third attacks will occur if the child is not kept in the best of health, and permanent heart disease is likely to result from a second or third attack. Johnny and his parents will have to be constantly on guard that he does not over-exert and run himself down. Particularly he must avoid colds and sore throats and must be ruthlessly kept away from all persons suffering from them, for a cold can lead to another attack.

Sohio Plan Helped in Other Illnesses

Before Johnny came down sick there were other times when the Coles were glad that Mr. Cole had signed up for Sohio group hospital insurance. In 1946, when Mrs. Cole went to the hospital for the birth of their youngest child, Thomas, her husband received \$50. Maternity benefits had just been added to the Sohio plan and were not yet in effect, so Cole had to meet the doctor bill on his own.

A year ago Mrs. Cole again went to the hospital, this time for an abdominal operation, and Cole was glad that the Sohio plan included surgical benefits. He received checks totaling \$185—

Texas oil men produced more than 2,400,000 bbl. of crude oil daily in 1948. This represented more than 44 percent of the nation's total output. It also was an increase of 9 percent over the 1947 production. The oil and gas industry, in 1948, paid for more than 56 percent of the state's business and property taxes.

Where Credit Is Due . . .

Staff Artist Earl J. Neff's front cover design is based on an old sketch from The Bettman Archive. Bettman also furnished the two illustrations of Greek fire on the inside front cover and the Oracle of Delphi on page 1. Photograph of modern flame thrower, inside front cover, is by the U. S. Army Signal Corps, furnished by The Armored Center, Fort Knox, Kentucky.

Sketch of Clyde T. Foster on page 7 is by Noel Holmes, art director of the Cleveland Plain Dealer, and is reproduced with the permission of Mr. Holmes and that newspaper.

Tulip Time photos, pages 11-13, were furnished by Holland Tulip Time Festival, Inc., Holland, Michigan.

"Tulsa" scenes, pages 19-20, courtesy Eagle-Lion Films.

THE Sohioan

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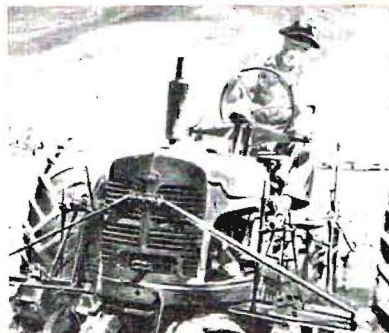
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Well, What D'ya Know!

(about the industry that gives you a living)



1. The oil industry currently is engaged in an unparalleled program of expansion on a global scale. In the five-year period 1947-1951 new facilities alone will cost an estimated:
\$½ billion \$13 billion \$2 billion

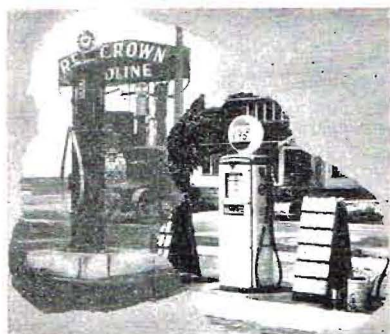


2. As an example of how petroleum products help the farmer, the number of oil-powered tractors in use today on American farms exceeds:

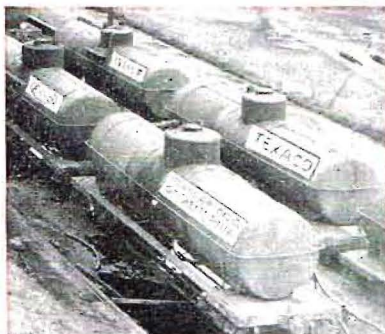
700,000 1,800,000 3,000,000



3. Dr. Robert Milliken, whose research with the electron was a forerunner of the atom bomb, referred to what group when he said, "They have done more to teach the American people courtesy than all the professors in colleges"?

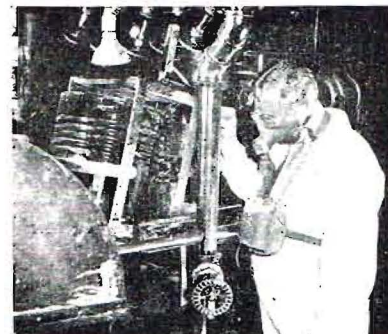


4. Our industry has steadily improved its products. Compared with a gallon of gasoline manufactured in 1930, a gallon of today's vastly improved product drives a motor car what percent farther?



5. Some people think the oil industry is monopolistic. To refute this notion, how much of the total crude oil supply would you say is produced by the four largest oil companies:

25%? 35%? 42%?



6. The practice of adding concentrated chemical agents, or "additives," to improve lubricating oils began in which of the following years:

1920? 1931? 1944?

Here Are the Correct Answers — What's Your Score?

1. \$13 billion is right. No other industry is believed ever to have embarked on an expansion program of such magnitude to meet the increasing demand for its products.
2. Three million. This is double the number of tractors in use in 1941, the last pre-war year.
3. Dr. Milliken was talking of the more than 500,000 men who operate U. S. service stations.
4. At least 25 percent farther. Motorists now save an estimated BILLION dollars a year because of the better gasoline compounded for today's improved engines.
5. Only 25 percent. Comparison shows that the four largest motor car companies provide 90 percent of all automobiles. In cigarettes four companies supply 88 percent; soap, 80 percent; sugar, 80 percent; electric refrigerators, 77 percent; tires, 75 percent.
6. The second date—1931—is right. Approximately 1,500 barrels of additives are now produced per day, with an annual value of about \$35 million.

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MEMO TO EMPLOYEES:

Sohio annually sells 47 million gallons of gasoline, kerosine, and diesel fuel to Ohio farmers. Steady advertising in farm publications helps to keep Sohio the leader in this important market.

To fit your **POWER** needs...

**SOHIO
X-70**

is changed 4 times a year!

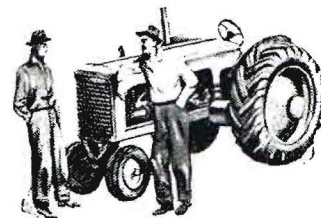


To meet the special seasonal needs of you and other Ohio farmers, Sohio X-70 is changed four times a year. Spring-grade X-70, for example, is refined especially to give you maximum power through the long-run spring plowing and planting days. It operates *best* at spring temperatures. Then later, when weather gets hotter, X-70 will change to summer-grade formula . . . again to give you most power for your tractor fuel dollar.

With refineries in Ohio, and 275 friendly farm distributors covering the state, Sohio can refine and deliver Sohio X-70 . . . "tailor-made" . . . right to your door. No wonder X-70 is the favorite power fuel of Ohio farmers!



The **STANDARD OIL Co.** (OHIO)



Another
Sohio Farm Service . . .

SOHIO POWER FUEL

One Fuel for All Distillate
Type Tractors

Sohio Power Fuel is the distillate power twin of X-70. It's specially refined to meet the operating requirements of all distillate tractors under Ohio's individual weather conditions.