

Dow Corning World

May/June 1983



Special Anniversary Issue —
40 years of photographs
and personal memories

TABLE OF CONTENTS

Comments from the President	p. 2
The 1940s	pp. 3-9
The 1950s	pp. 10-15
The 1960s	pp. 16-21
The 1970s	pp. 22-25
The 1980s	pp. 26-27
Newsclips	pp. 28-29
Milestones	pp. 30-31

Cindy Winslow
Editor
Scott Seeburger
Contributing Editor
Jim Dion, Bob Wise
Photo research assistance
Sharon Cochran
Staff Assistant
Jim Dion, Tom Gulvas
Photographers
Cathy Gulvas, Nancy Fritz
Word processing
Robert Doring
Art Director, McKay Press

Published bimonthly for
employees of Dow Corning
Corporation. Address all
communications to Editor,
CO1132, Dow Corning
Corporation, Midland,
Michigan 48640



Member International
Association of Business Communicators

On the cover

Three of Dow Corning's few employees
who have been with the company since
its formation reminisce about old times
while looking at some historical DC
photographs. From left to right: Harry
Dingman, Pete Larsen and Dr. John
Speier. (Photo by Tom Gulvas)

Dear Fellow Employees:

This issue of the *Dow Corning World* commemorates our 40 years as a corporation. For many of us, the photographs in this issue will evoke memories of times past and reminders of treasured friendships.

We have a proud and successful history which was built and nurtured by thousands of Dow Corning people over these four decades. Today, many of us know and have contact with a number of the people who were this company's true pioneers. In that sense, we are a young company.

As you review this pictorial history, you will be aware of the vast amount of change that has taken place through the years. Buildings, laboratories, equipment — the many tangible things we work with daily — have undergone tremendous change and improvement. We are also far more diversified today — geographically, technology-wise and in our sensitivity to the marketplace, as well.

As we forge ahead to build Dow Corning's future success, let's remember the excellent foundation that was put in place during the first 40 years.

Sincerely,

John S. Ludington
President

DOW CORNING

40th

Anniversary

A History of Achievement A Future of Success

1940s



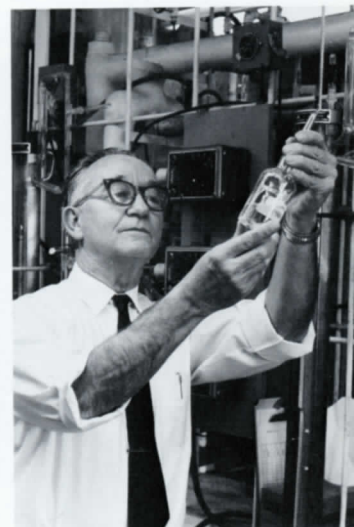
Frederic Stanley Kipping was a professor of chemistry at Nottingham University in England whose organosilicon research from 1898 to 1939 made it possible for Hyde and others to develop commercial silicones. Incidentally, Kipping coined the word "silicone."



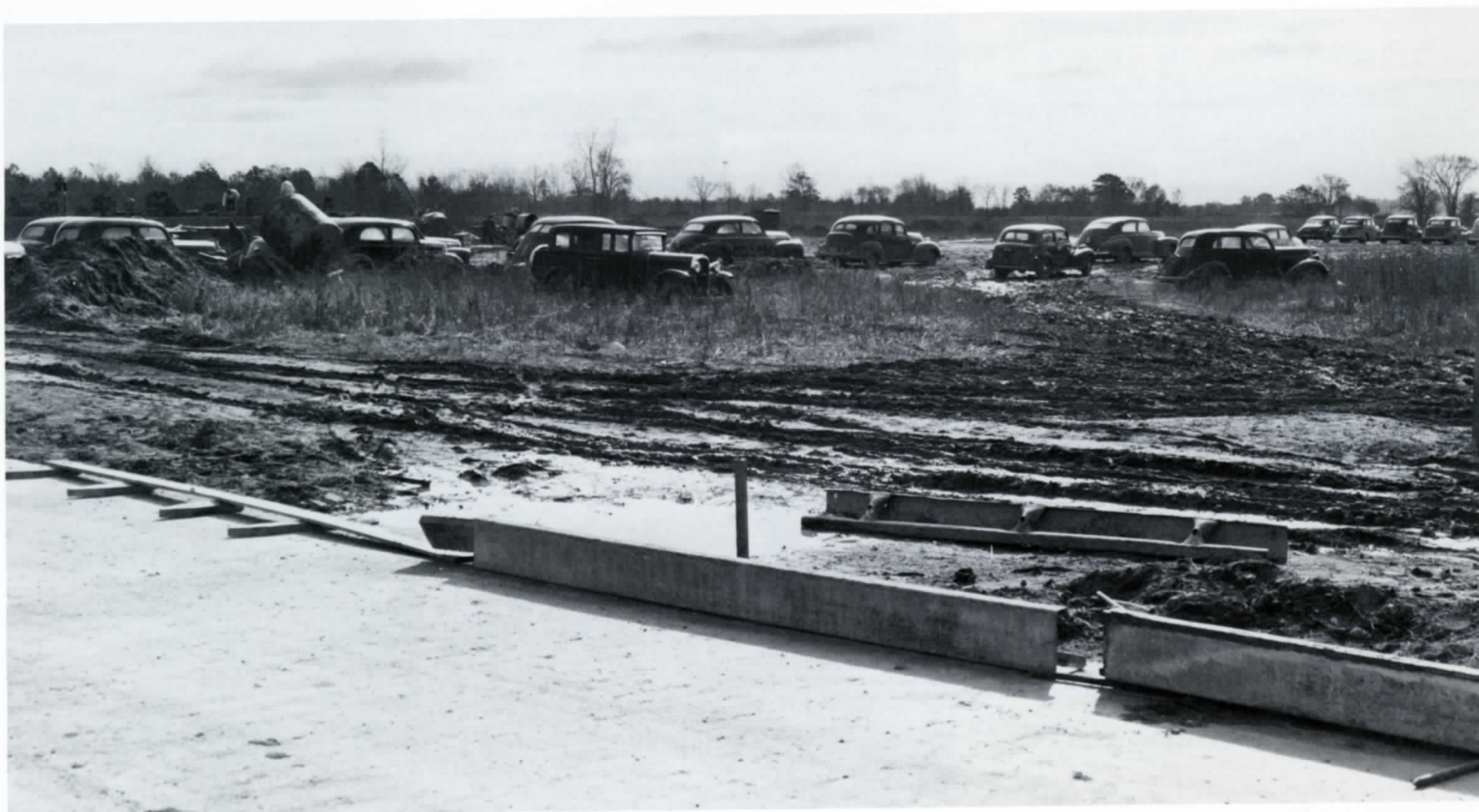
Dr. William R. Veazey from The Dow Chemical Company was instrumental in the cooperative work between our parent companies.



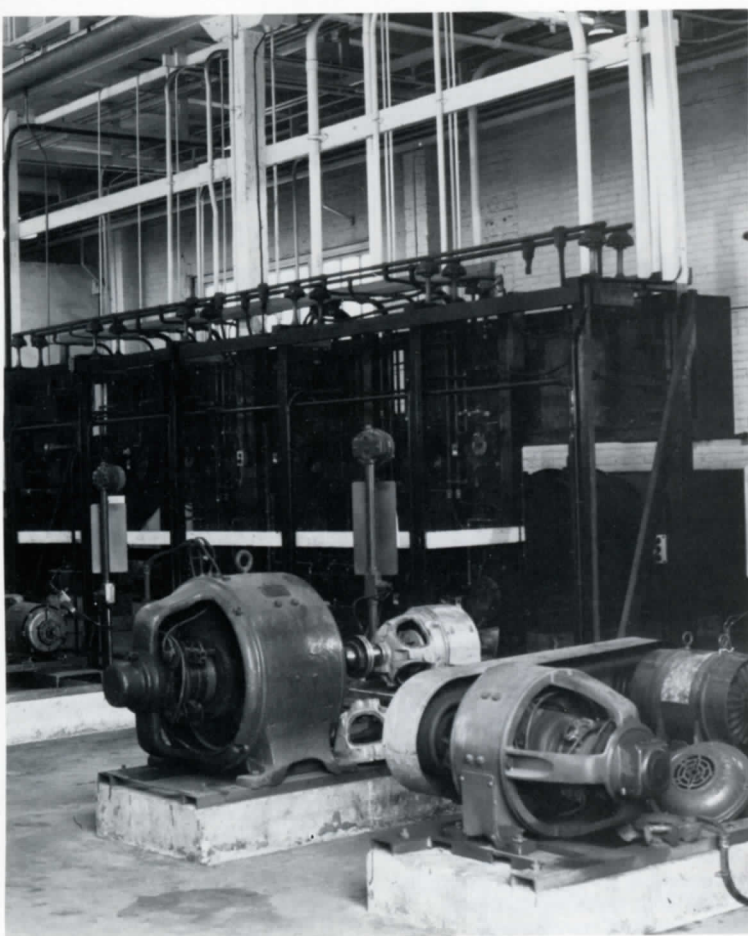
Amory "Amo" Houghton, President of Corning Glass Works in the 40s, was the one most responsible for the rapid formation of the joint venture, including establishing a gentlemenly, trusting relationship.



Dr. J. Franklin Hyde, called the Father of Commercial Silicones, has more patents than any other scientist in the silicone industry. (1968)



In October 1943, plant construction on South Saginaw Road in Midland, Michigan was just beginning. Dow Corning hired Austin Construction Company for the project. Austin was Dow Chemical's contractor at the time.



The service life of silicone insulated motors was tested in Dow Chemical's motor test lab. (1945)



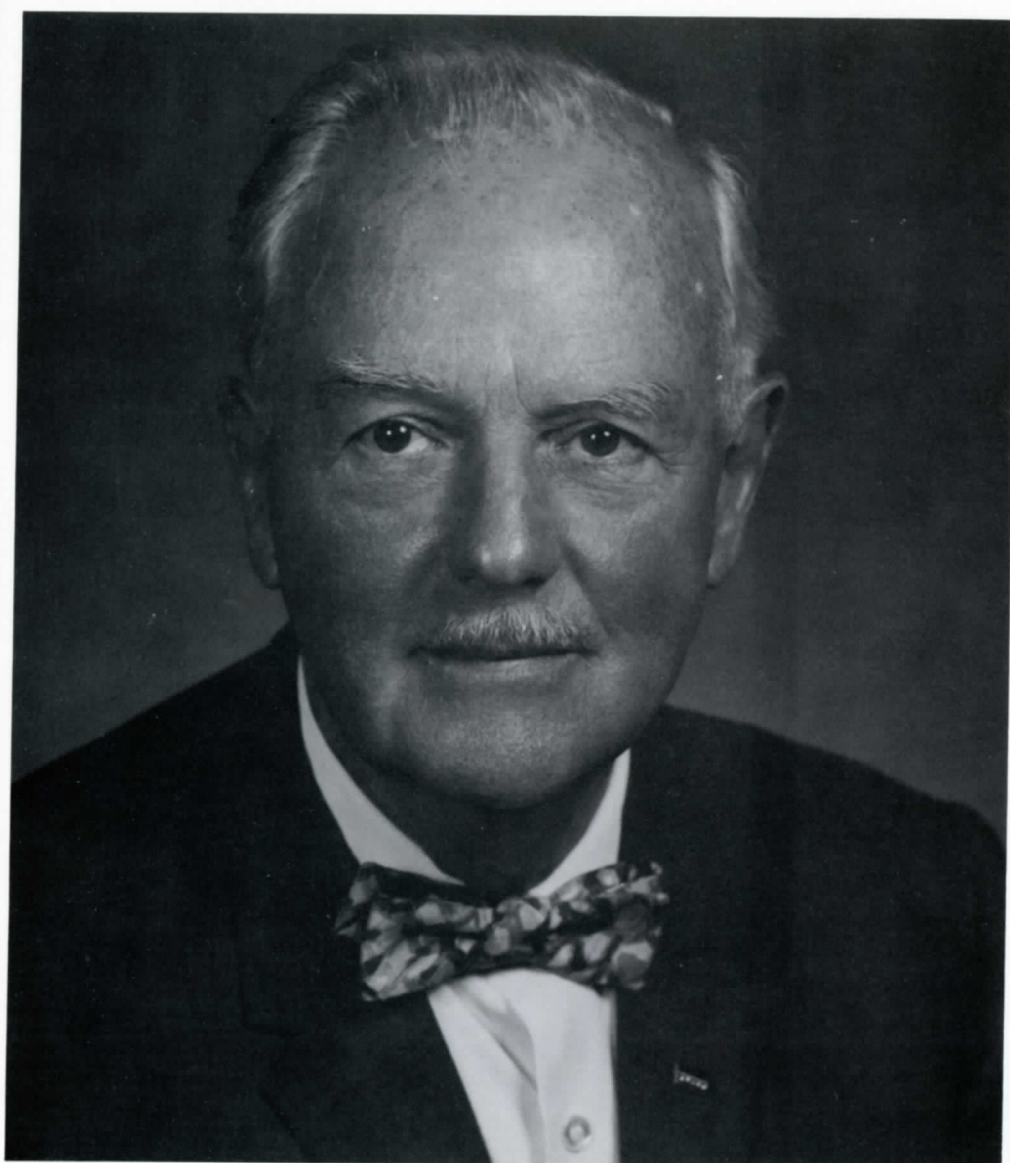
Jim McHard, Manager of Dow Corning's analytical lab, in 103 Building. (1944)



The Midland Plant 101 Building, our first office area, in June 1944.



Dow Corning's first plant protection group (1944). Back row, left to right: Otto Tohm, Clare Birdsall, Merle Bigelow, Alex Malpass, Eldon Cuddie. Front row: Frances "Smitty" Smith, Art Columbus, Ray Harris.



Dr. Bill Collings was a pioneering leader of Dow Corning from 1943 to 1962. He developed the cellulose business at The Dow Chemical Company, then was named Vice President and General Manager at Dow Corning when the company was formed. He was named President in 1954 and will always be remembered for his affection for employees and great motivation.

According to Dr. J. Franklin Hyde, Father of Commercial Silicones:

On graduating with a Ph.D. in 1928, fortune smiled on me again, when I received a two-year post-doctoral fellowship to work with Professor J. B. Conant at Harvard University on the chlorophyll project which he was just starting.

These are the events which brought me to the right place at the right time, when Corning Glass Works came looking for an organic chemist.

In the spring of 1930, with the fellowship soon ending, it was necessary for me to think of a new direction. On returning from an interview, I met Professor Conant, who inquired how I made out. He indicated that Dr. W. C. Taylor from Corning Glass Works had been there looking for an organic chemist. My first reaction was, "What in the world do they want with an organic chemist in a glass factory?" He replied, in his usual brisk manner, "I don't know, why not go to Corning and find out?"

This I did, but it occurred to me, "Could they possibly be interested in organosilicon chemistry?" So, before going, in order not to be completely ignorant on the subject, I examined some of Kipping's publications. After writing to Dr. Taylor and expressing an interest, he invited me to Corning for an interview.

... To me this was an opportunity to bring organic chemistry and its philosophy to a new area of industry, so I accepted and suggested the area of organosilicon chemistry might be the place to start a research program, along with a closer examination of the new plastic materials that were beginning to emerge as industrial products.



Dow Corning's first Board of Directors. Left to right: Bill Collings, Edgar Britton, Amory Houghton, Eugene Sullivan, Glen Cole, Eugene Ritter and William Veazey. Not Shown: Willard Dow. (1945)



Dr. Mel Hunter — one of Dow Chemical's Cellulose Researchers assigned to the silicone field. He later became Vice President and Director of Research at Dow Corning where his optimism for the future of silicones never faded.

Rob Roy McGregor was in charge of a group working on adhesives for glass block at Mellon Institute in 1937. McGregor also supervised original silicone research projects at Mellon and was our first Director for the Aid to Medical Research.

Dr. Eugene Sullivan was Director of Research for Corning Glass Works when he became Dow Corning's first President. Sullivan served as President through 1954.

Working with Dr. Rob Roy McGregor at Mellon Institute, Dr. Earl Warrick helped to develop the industrial fluid processes that became the basis for Dow Corning's original operation. With 42 patents, Dr. Warrick may be best known for inventing silicone rubber.



Taken in the fall of 1942 at a meeting between Corning Glass Works and The Dow Chemical Company at Dow 47 Building. Front row (left to right): Art Barry, Frank Hyde, Rob Roy McGregor, Pauline Hopfer, Mary Thayer, John Goodwin, Earl Warrick, Fred Knight. Second row: Paul Samsel, John Gilkey, Mel Hunter, Bill Daudt, Shailer Bass, Leigh Fowler, Olie Blessing. Third row: Jim McHard, Toyvo "Andy" Kauppi, Hal White, Ken Bacon, Dick Clark, Richard Freeman, Bill Collings. Fourth row: Phil Servais, Earl Kropscot, Bill Pedersen, George Greminger, Chet Currie, Bill Kuhlman, Avery Stearns, Jim Fletcher. Back row: Luther Berhenke, Zeke Dennett.



Dow Corning's first product was DC-4 Compound, a grease-like material that sealed aircraft ignitions, preventing arcing—a common problem in high-altitude flying. The end of World War II signaled the end of government contracts for this vital silicone compound.

Dow Corning beginnings as remembered by Dr. Earl Warrick, former Assistant Director of Research and Manager of Semiconductor Products Business:

Prior to the formation of Dow Corning, two groups of researchers, one under Dr. J. Franklin Hyde at Corning Glass Works, and one under Dr. Rob Roy McGregor at Mellon Institute in Pittsburgh, were actively studying silicones. As one of the Pittsburgh group, I remember a few historical incidents.

As early as 1938, the two groups had agreed to follow their original research fields. Hyde's group was studying aromatic substituents on silicon and was principally interested in resins. McGregor's group was studying aliphatic substituents and was principally interested in fluids.

A fluid manufacturing process had been developed and piloted at Mellon. When Dow Corning was formed in 1943, this process became the first commercial synthesis of DC 200 fluid and was carried out in ethylators in the ethyl cellulose plant within The Dow Chemical Company.

Even before the formal papers were signed, meetings of these two groups were held in Midland with the group of Dr. Collings' people in the auditorium of 47 Building at Dow.

The Mellon group continued to work on fluid polymers and later discovered rubber and the means for vulcanizing the product. Of course, one product always mentioned was Silly Putty which arose from attempts at making high polymers.

Late in the 40s, the Mellon group showed that many organic functional groups could be placed on silicon substituents.

The early Mellon days were exciting and rewarding. It is a great privilege for many of us to be a part of the early history.



Among others, Fisher Bros. Bakery in Cleveland used our pan glaze to keep bread from sticking to the pan. (1948)



Picking up hot dishes was a snap with heat-resistant and scorch-proof Grip Mitts (1947) — one of Dow Corning's earliest consumer products.



Harry Dingman grabs a SIGHT SAVERS® tissue from the first designed dispenser for the product. The dispenser was made of wood and manufactured by Normal Wood Products in Midland.



Dow Corning was growing so rapidly by the end of the 1940s that office space was at a premium. One salesman reportedly had to set up his desk in a janitor's closet. In the foreground, pounding on the adding machine, is Roy Bliss. Behind the windows is a meeting with Shailer Bass, Howard Christensen and Hal Clark. (1947)

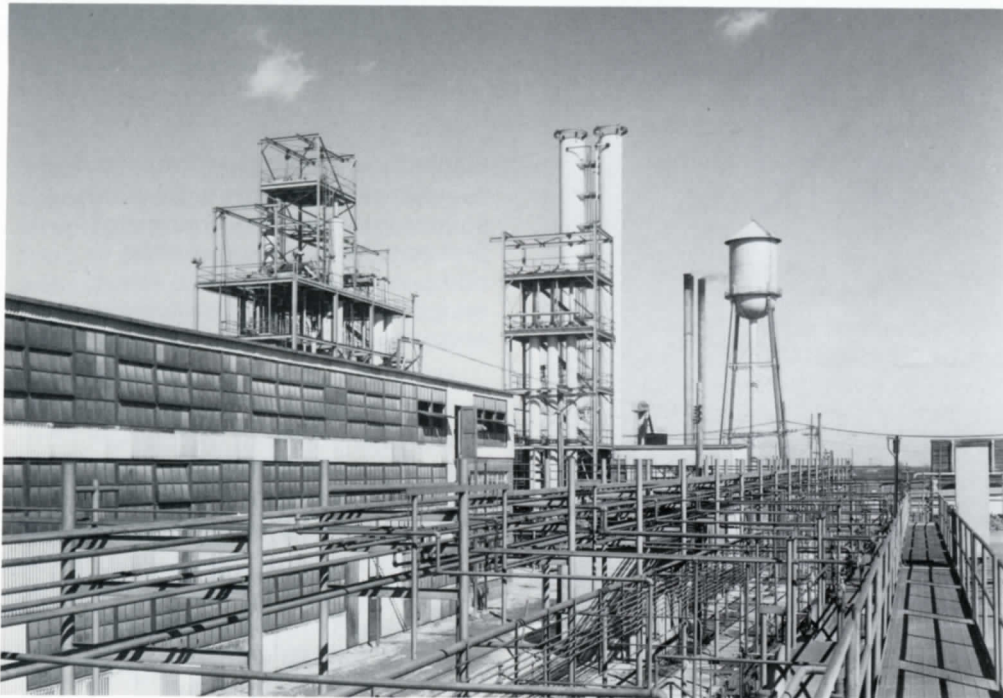
John Thomas looks back:

John Thomas, Senior Account Manager, has worked in the Chicago sales office since 1947 — longer than anyone. This is the longest stint for any Dow Corning salesperson at one location.

In the 1940s, a salesperson operated quite a bit differently than today. Thomas didn't have his own car, so he shared. He traveled long distances by train, not by air. He got around in large cities by bus and streetcar, not taxicabs.

"We were selling the concept of silicones more than anything else," he explains. To do this, he and other salesmen called mostly on technical people in the labs before going to the Purchasing Department.

In remembering his early sales calls, Thomas says the day his office got its first 10-drum order was an occasion for celebrating. "It was big business and made the month. Later it got to be a truckload order and that made the month. Today, if you get a truckload order in the morning they ask, 'What did you do in the afternoon?'" he laughs.



The size of the manufacturing operations expanded rapidly in the 1940s. To the right is the Dow Corning water tower, a distinguishing plant landmark that was removed in the early 70s. (1949)



John Thomas had two years' experience in the Chicago Sales Office when this portrait was taken. He started with The Dow Chemical Company in 1942. After finishing college, he joined Dow Corning in 1943 to work on resin coatings for magnet wire. He is now recognized as one of Dow Corning's most successful salesmen. (1949)

1950s



In the early 1950s, Dow Corning had a traveling exhibit that toured the U.S. Featuring the many applications of silicones, it was manned by Wayne Sanderson, George Webster and Bud Smith. (1952)

From Dr. Bill Collings' keynote address, "How Research Built A New Industry," from the 1950 scientific meeting for Dow Chemical and Dow Corning:

... One day in the early spring of 1942, Dr. Willard Dow told me he was going to Detroit with Dr. Veazey to meet Corning Glass Works people. He asked me to go along.

It appeared that research relating to silicon chemicals had been going on for several years between Dr. Britton's laboratory here in Midland and the people at Corning. At the meeting, I met Mr. Cole, the president of Corning Glass Works, and Mr. Boeschstein, the president of

Owens-Corning Fiberglas Corporation.

... Owens-Corning Fiberglas wanted a temperature-resistant varnish for use with glass cloth to make electrical insulation for the Navy. Corning Glass Works offered to throw in their research if Dow would join with them in making an equally owned company. Dow would contribute chemical manufacturing know-how and both companies would invest equal amounts of money.

For all intents and purposes, after that day Dow Corning was in existence without a formal contract. Dow Corning products were being made and sold in September, only five months after the first meeting took place.

... Although our company was formed to make electrical

insulating varnishes, we received very little dollar income from this source for years. Our income at first was derived from sealing compound. But when the war ended, our source of income ended too...

... We had tried one of our fluids for mold release in plastics here in the Dow plant but the market was very small. But some of our people found that it would work well in rubber molding too...

In a short time, our laboratory people learned to make emulsions of our material that could be diluted with water for use in rubber factories...

... The jobs we people at Dow Corning hold came into existence first because people



Dr. Collins crowns Jane Gerulski, then a secretary in Personnel, the Dow Corning Queen. (1954)



Participating in the annual skeet shoot in 1955 were (front left, clockwise): Fred Lockhart, Del Youngs, Bob Hedlund, Don VanWinkle, Pete Larsen (standing), Gordon Marine and Arnie Kolb.

tried things: Hyde tried to put organic groups into the sand from which glass is made; McGregor tried to make a better glass block adhesive; Johansson tried to make a silicone gum that was like a rubber gum; Warrick tried to make inorganic fillers do for silicone rubber what carbon black does for organic rubbers; Midland people tried to keep our customers happy.

Not all these people succeeded in doing exactly what they started out to do but all of them tried things and did things. Their efforts made it possible for Dow Corning and our jobs in Dow Corning to exist.



Bob Greenhalgh (left) and Jan Abel (right), wife of Burdette Abel of Market Research, provide safety award dinner entertainment in 1954.



Pete Martin in action at the annual Dow Corning bowling tournament at Circle Lanes in Midland. (1954)

**According to Mel Hunter
as Director of Research:**

... Basic research is like capital investment. It continues to give dividends over long periods of time when properly handled.

All of the Dow Corning products and processes depend on basic chemical knowledge of atomic and molecular reactions. In order to convert this knowledge into a profitable business, the imagination and skills of many individuals in the fields of engineering, economics and sales are required.

We cannot be content with our current successes, however, if we wish to grow. We must continue to strive for new and better products. To be competitive requires a continual flow of materials that fit the ever-changing needs of our customers. While working on products for today, we must be developing ideas that will lead to products for tomorrow's market.



Dr. Frank Hyde (right) in 110 Building with Floyd Bergstrom and his wife at the 10th anniversary open house.



Children watched movies while their parents toured Dow Corning's facilities during the 10th anniversary open house.



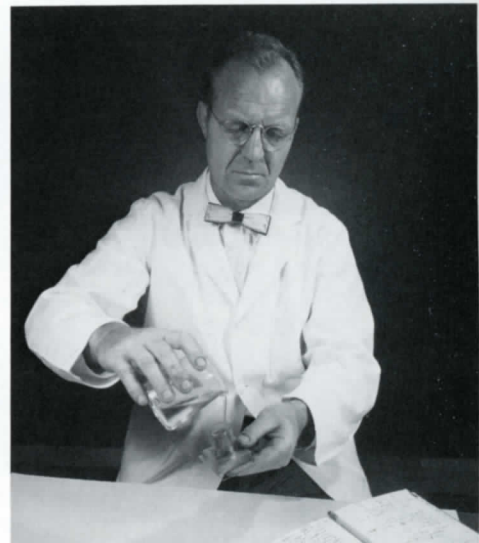
Bus tours helped get employees from location to location during a plant-wide open house as Dow Corning celebrated its 10th anniversary. Energy was important in 1953, too!



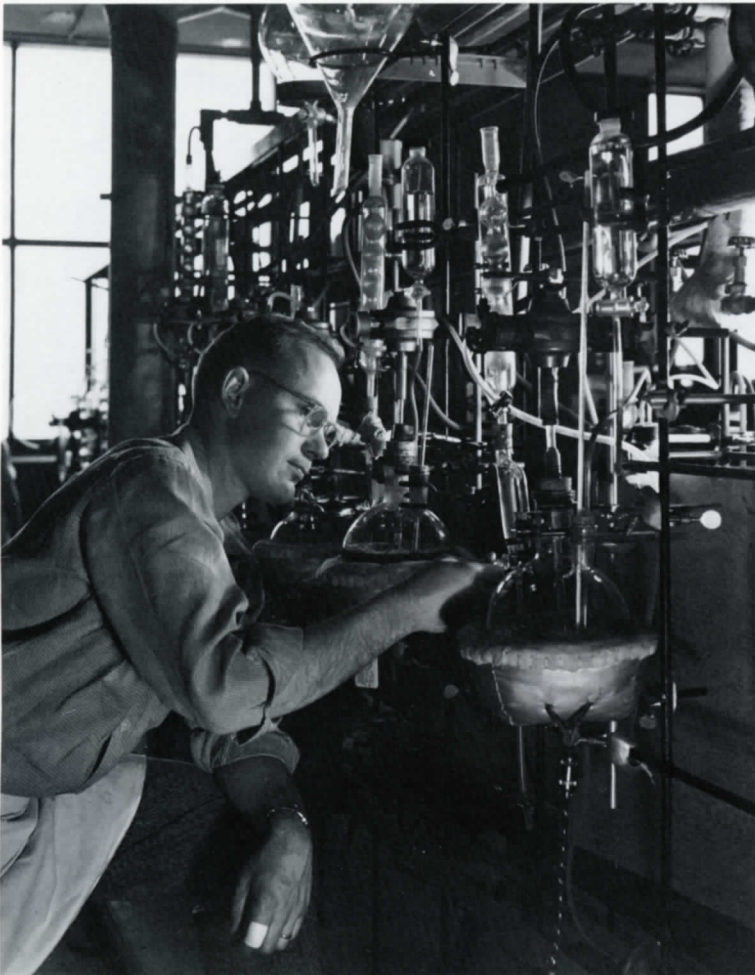
Dr. Shailer Bass demonstrates the water repellent qualities of Sylmer for the ABC Network. The product is still sold today but the Sylmer name isn't used. (1954)



Inspecting the optical qualities of silicone are (right to left) Dr. Collings, Dwayne Burdick, Amory Houghton Jr., Mel Hunter and a Corning executive. (1958)



Dr. Ed. Plueddemann, one of Dow Corning's most innovative scientists, is a world class expert in adhesives. With over 60 U.S. patents, he recently authored the book, "Silicone Coupling Agents." One of his colleagues, a Ph.D. chemist, claims that "Ed can tell you how to bond anything to anything." (1958)



Cecil Frye in a 1953 laboratory setting. Cec is now a scientist with Dow Corning and is recognized worldwide for his contributions to organosilicon chemistry. Lately his research interests have focused on the impact of silicones in the environment.



Silicones have been successfully used in car polishes for years. This famous publicity shot was taken in 1956.

Dow Corning in the 50s as remembered by Howard Fenn, our first Production Manager:

The decade of the 50s was a period of considerable expansion for Dow Corning. When the original Dow Corning plant was built on South Saginaw Road, only modest provision was made for the production of dimethyl silicone fluids and related materials since it was felt that the required selling prices for these products would be too high to create any substantial demand.

This assumption was soon proven to be erroneous. Demand for dimethyl silicone fluids and associated chemicals developed relatively quickly to the extent that it was necessary to build a new production facility. This was 501 Building, designed for the production of dimethyl silicone fluids, fluid emulsions, DC-1107 and dimethyl cyclics.

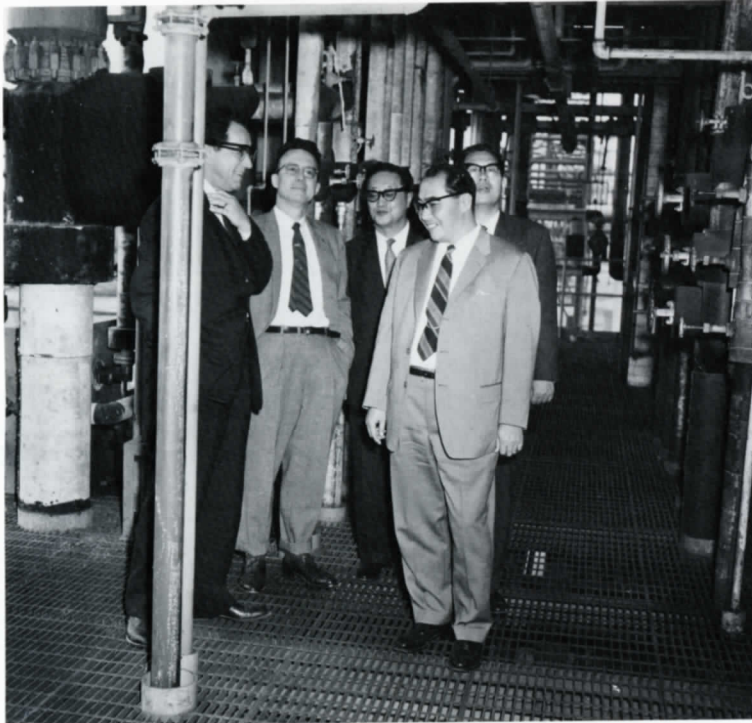
Concurrently, expansion of the capacity to produce various base chlorosilanes also went forward.

In Europe, our two joint ventures in England and France also developed manufacturing facilities. The joint venture in England with Albright and Wilson, namely Midland Silicones, established a plant at what is now our Barry, Wales site. Previously this site had been the location of a plant for extracting chemicals from seawater. In France, the plant of our joint venture with St. Gobain, called SISS for short, was established at the St. Gobain manufacturing plant in St. Fon's, a suburb of Lyon.

Near the end of the decade, Dow Corning ventured into the field of hyper-pure silicon through a license from Siemens, A.G. and the establishment of a plant in Thomas Township, Saginaw, Michigan.



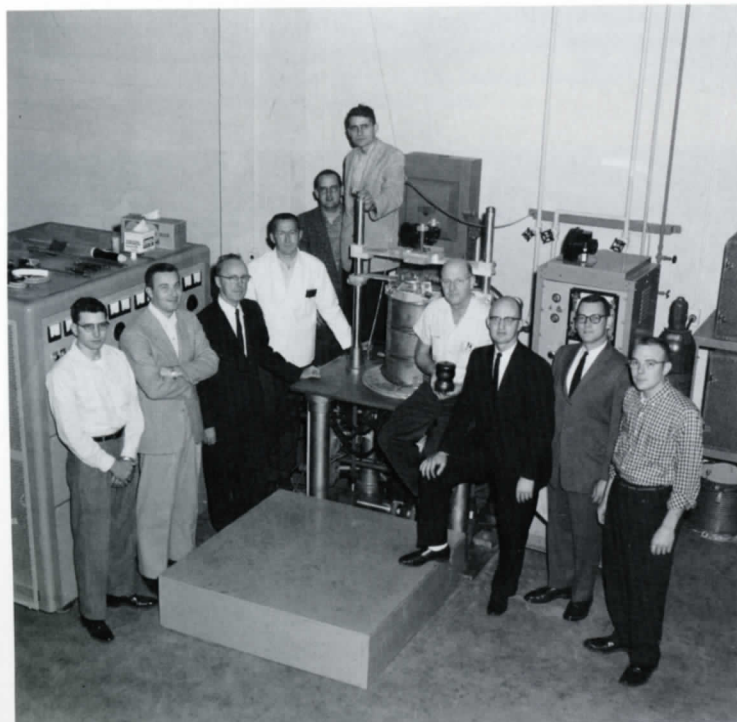
Ira Hutchison (far right) observes an early shipment to England in 1954.



Dr. Shailer Bass (left) and Ira Hutchison did much to build Dow Corning's international business. In 1958, they met with the first Japanese visitors at Dow Corning, shown here touring a production building.



Silas Braley (left), Dr. Bill Collings (center) and Dr. Rob Roy McGregor examine a hydrocephalic shunt—the first application for silicones in the medical industry. McGregor, then Director for Dow Corning Center for Aid to Medical Research, was instrumental in the development of our medical business. Braley later advanced to McGregor's role and was an effective spokesperson on behalf of these products. (1959)



Selected in 1959 to operate the newly announced silicon plant at Hemlock were (left to right): Vern Flegel, Dave Fischer, Earl Warrick, Don Gilson, Al Smith, Ced Currin, George Grant, Bob Rownd, Don Kauppi and Herb Stewart. Earl Warrick managed the new division.



Silicones in personal care products have become an important opportunity for Dow Corning. One of the first applications was suntan lotions. (1959)

1960s



Leonard Bergstein (left), the original owner/president of Community Drug Store; Jane Sutton, a Midland educator; and Dr. Collings were the first trustees of Delta College and were instrumental in its formation. Collings had a strong personal interest in providing educational opportunities for young people. (1957)

From Shailer Bass' first message to employees, in the Dow Corning News August/September 1962 issue, after he became President:

To our first president, Dr. E. C. Sullivan, we owe our scientific heritage, silicones as a new family of high polymers...

To our second president, Dr. W. R. Collings, who of us can say how much we owe? He built Dow Corning and its family of silicone engineering materials in just over 19 short years to a multimillion-dollar enterprise. But more important, he built and led the team of people that is Dow Corning today.

... I know of no better way to express our gratitude to Bill Collings than to show him, through our continued growth and development, working as a team with a common goal, how much we appreciate what he has done for us. I know that working with Dow Corning means opportunity for economic advancement and personal development for each of us, and I hope, with your help, to continue to build on what he has founded.

Today, in our 40th year, the building continues and the team spirit prevails.



Originally called Tri-County College, this is how Delta College looked in 1961. Collings had a great interest in gardening and was personally involved with much of the landscaping of Delta's courtyard.



A Design Engineering Show at Cobo Hall in Detroit, Michigan in 1961. Second from the right is Don Badamo, with Bob Dean to his left. Second from the left is Paul Schruber, then Bob Stahl.



The construction of this space nosecone reminds us that silicone products were used in many ways on early spacecrafts in the 60s. Even today, tough silicones are used on the Columbia spacecraft. (1963)

**According to Dr. John Speier,
1978 Industrial Scientist of
the Year:**

“The pursuit of research”

Any organization must plan and manage its resources as well as possible to even survive. It must manage resources as they are known to be real at the time.

But research is well conceived and well executed only by an optimist, confident in his ability to prove things he only imagined — things that are not real at the time that he imagined them. The potential value of these things are very likely apparent only to that optimist and to very few kindred spirits, whose support he needs.

Good research can only be done in an atmosphere that is congenial to the pursuit of knowledge. A first-rate research laboratory is not a tidy place where people are assigned to well-defined tasks. A first-rate research laboratory is a serendipitous arena where important things have a chance of happening because they are not ordered into being...

... The most successful results often come from on-the-spot responses to unexpected situations, taking a company to places it never imagined.

We are proud that Dr. Speier continues to inspire and carry on some of Dow Corning's most valuable basic research.



Tom Metcalf (left), Dave Batdorf (center) and world famous heart surgeon Dr. Michael DeBakey examine properties of silicones. DeBakey worked with Dow Corning in the 1960s on developing an artificial heart. The perfection of this artificial organ is considered one of the great medical challenges yet to overcome. (1963)



When Shailer Bass was named President of the company in 1962, Jack Hanigan was named Executive Vice President. Previously, Hanigan was a vice president at Corning Glass Works. Here, Hanigan talks to a sales group in Midland in 1962. He was known for his decisiveness.



Jack Crosby — as a co-op student in engineering (1962). Dow Corning has a strong commitment to students "earning while they're learning" and has several different programs aimed at this effort today. Jack Crosby currently works as an Elastomers Planner in Planning & Materials Logistics Control.



John Meyer, Pete Clerc and Mel Parling, then three pipefitter apprentices, discuss a common steam trap in a class with trainer Don Trotter in 1962. Training programs of this type were instituted in 1948 because of the important role maintenance plays in keeping our plant operating and quality standards high.



The filing of Dow Corning's 1000th U.S. patent application occurred during the corporation's 20th anniversary year. Left to right: Joe Cekada and Don Weyenberg, the inventors, and Bob Fleming and Eric Brown, then members of the Patent Department.

In 1964, Dow Corning changed from the "kidney" logo to the present "flag." In addition to being easier to reproduce, the new look fit our changing product mix.

A word from Bud Lankton, who was Manager of Dow Corning's four largest manufacturing operations:

Bud Lankton, named Manager of the Elizabethtown Plant in 1963, was assigned to start up the Carrollton Plant in the mid-1960s.

"One of Dow Corning's single biggest expansions occurred when we built Carrollton in 1966. That was an 18-19 million dollar project, which was quite a fair amount of money years ago . . .," Lankton stated.

"Carrollton was a classic example of how you should build, start up and smoothly run a plant."

According to Lankton, this was achieved because there was adequate time to build the plant and train personnel.

Lankton managed the Barry, Wales site in 1971 and in 1973 returned to Dow Corning's largest manufacturing site, the Midland Plant.

"I think you'll find that the biggest part of being a plant manager is talking with people. Hopefully, if I listen long enough, they'll solve their own problems while they talk. My theory has been the guy closest to the problems is probably going to make the best decision. There are times, though, when he gets so close to the problem that outside counsel will help," he said.



Dow Corning's safety performance is one of the best in the chemical industry. The Safety Department quickly foamed a spill in 1963 at 308 Building, caused by broken sight glass. Today, many reflex sight guages have been installed to alleviate the problem.



Bud Lankton (center), with Dr. Shailer Bass on the left, receives congratulations from Kentucky Governor Edward Breathitt for completion of the new Carrollton Plant. (1967)



Participating in the groundbreaking for the E'town Plant in 1963 were (left to right): E'town Mayor Leonard Bean, Bill Ragborg and Cliff Diecks, a member of the Industrial Development Group and then owner of a concrete block company in E'town.



Dr. Shailer Bass (left) and Dr. William Goggin meet in 1967 — the year that Goggin became President of Dow Corning.



Construction begins on the Hemlock Medical Plant in 1963.



Four hundred scientific and industrial leaders attended the presentation of the Perkin Medal to Dr. J. Franklin Hyde at the Plaza Hotel in New York in 1971. The award is the highest honor given for outstanding work in applied chemistry in the U.S.

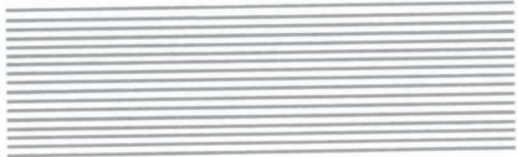


In July 1970, the Seneffe Plant, south of Brussels, Belgium, began operations. Dr. Shailer Bass (left), former Chairman of the Board, meets Seneffe's first hourly employee, Emil Deschuyteneer. Clayt Davidson, then Site Manager, is in the center.



When receiving the coveted Perkin Medal, Hyde commented, "This is indeed the high point of my career as a Research Chemist... I feel I am representing all of my colleagues over all these years."

1970s



According to Dr. William C. Goggin, Chairman of the Board, September 1976:

These past 10 years have been exciting... filled with challenges, some frustrations, a few disappointments—but overall with great satisfaction.

When I made the short trip south in 1967, I really had no idea what the future would hold. One thing I



Dow Corning has always been on the forefront of the use of computers. The computer room, then at the Midland Plant, has Dave Rogers in the foreground. Jim Varnum and Accounting Department member Lois Earls are in the background. (1973)



Jack Ludington, President of Dow Corning, listens intently to a student member of Junior Achievement. Ludington served Junior Achievement as both its president and executive director. (1973)



In 1974, Dow Corning unveiled its new museum exhibit at the Chicago Museum of Science & Industry. Called "Materials For Man... by Man", it shows many ways silicones impact the everyday living of man. Here, a family works out a math problem on a gigantic electronic calculator. Silicon devices packaged in silicone resins make sure you get the right answer.

learned quickly was that 31 years at Dow Chemical didn't help me understand silicone chemistry...

A pleasant surprise was the enthusiasm of the Chairman of the Board. Dr. Bass proved to be a great supporter and helped move us toward a more streamlined organization.

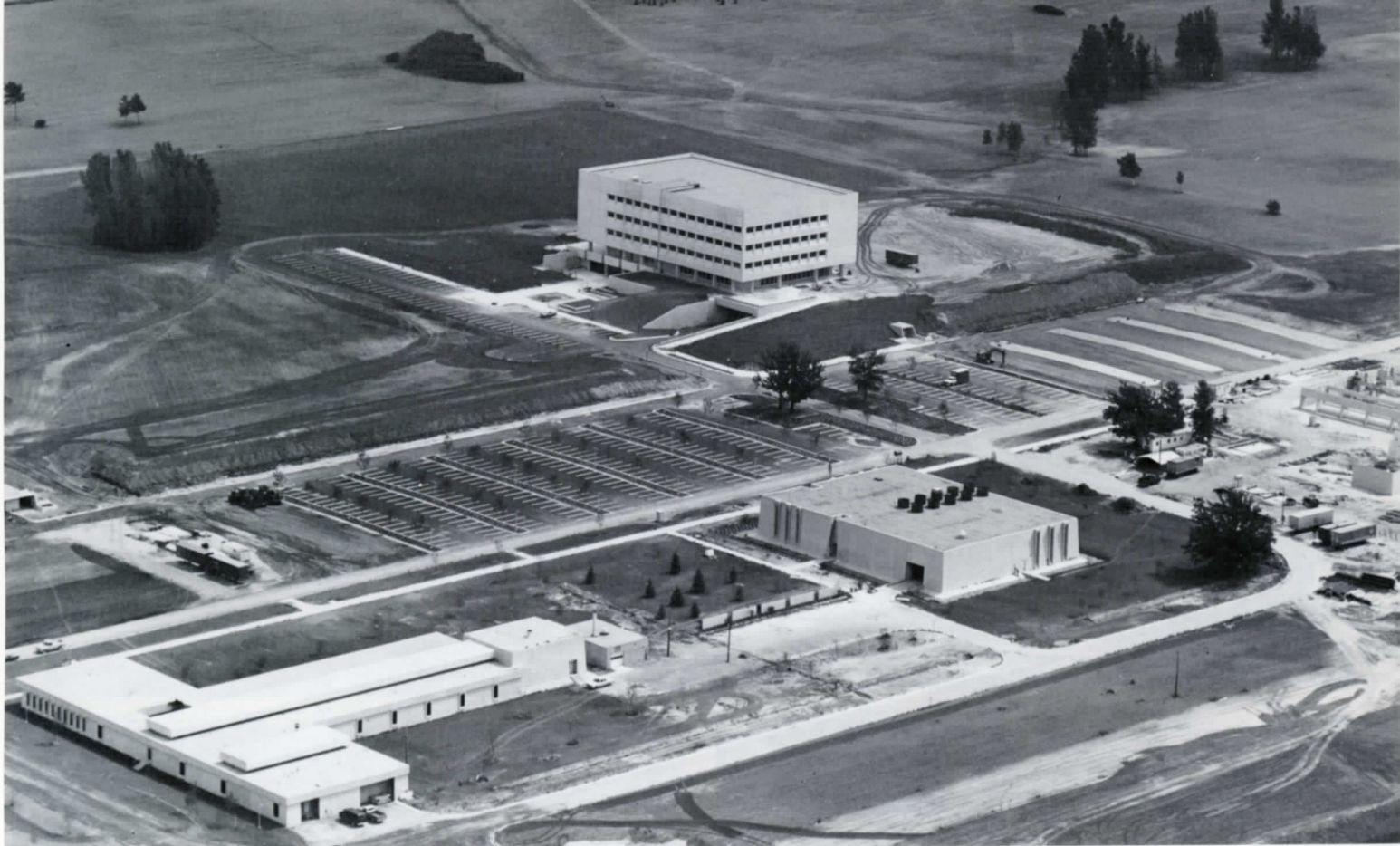
Together we've been through a perplexing period. We've come

through a period of massive social and economic change since the mid-1960s, including three recessions, the shaking down of our system of government and a permanent change in the cost and distribution of worldwide energy supplies.

Despite all this, our growth rates have been excellent. I'm

convinced this corporation has moved forward so outstandingly because we have a great team. I'm very proud to have been a part of that team...

The real future of silicones has not yet even begun. Dow Corning's materials and their future applications will grow by leaps and bounds in the coming generation.



The Dow Corning Center, our new 1200-acre world headquarters site, began operations in 1974.

Comments from Ed Steinhoff on succeeding in foreign countries:

"The best way to judge someone's reaction to Latin America is to look at facial expressions when they fly into Sao Paulo's midtown airport for the first time," says Ed Steinhoff, Latin American Area Manager in the 1970s.

"People who usually think of Brazil as a sleepy old agricultural part of the world are shocked at seeing factories, apartments, houses and 13 million people all over the place."

"Sao Paulo is very metropolitan and highly industrialized. The Latin American Area is filled with those kinds of cities, but most people don't know them very well," he adds. Steinhoff believes that for U.S.-based corporations to have an impact in a foreign country, they're going to have to understand its people, cultures and economies.



In 1978, Dow Corning opened its first Brazilian plant — the Campinas Plant, located near Sao Paulo.



In 1977, the Barry, Wales Plant, originally known as Midland Silicones (Midsil), celebrated 25 years of silicone production. Iain Ross was then Site Manager. 1977 was also the culmination of a six-year major capital expansion program at Barry, including a new manufacturing facility and waste water treatment facility.



Energy conservation was a much-talked-about issue in the 1970s. Maynard Chaussee, then Instrument Section Supervisor in Design Engineering, located a Condensate Receiver System that required better insulation on lines and tanks to contain heat. His idea saved the Midland Plant \$25,000 annually.



Dr. John Speier was named 1978 Scientist of the Year by Industrial Research & Development Magazine. His development of "Speier's catalyst" has resulted in basic improvements in the production of silicone polymers and in the curing of silicone resins and elastomers. This has resulted in liquid rubbers suitable for high speed injection molding of the wide range of silicone rubber parts. Dr. Speier is celebrating his 40th year at Dow Corning.

1980s



All of the 18 Frederic Stanley Kipping Award winners were brought together for the first time to highlight the 14th American Chemical Society Central Regional Meeting held in Midland, Michigan in 1982.



Bernie Bartos, SECO Project Manager (left) and Phil Sworden, Manager of the Natural Resources Team, were instrumental in making SECO a success.



An overall view of the Midland Plant's Steam and Electric Cogeneration Power Plant that started up in December 1982. The 4½-acre woodchip pile is to the left of the SECO Plant. The tubes house the belt conveyors that bring wood to the power plant.



SYLGARD® Antimicrobial Treatment became popular in 1982 for controlling odor caused by microorganisms on carpet.



The RetroSil™ System, introduced in 1982, is a complete process to remove PCB fluids from electrical transformers. Doug Layne (left) and Bruce Shook look over a RetroSil System control station. (1982)



Dow Corning Ophthalmic's new SILSIGHT™ Contact Lenses were approved by the Food and Drug Administration in April 1983. These lenses can be worn up to 30 days continuously before removal, which is twice as long as any other cosmetic extended-wear contact lens on the market today.

What does the future hold for Dow Corning?

From Dow Corning's point of view, much depends on the future of research.

Dr. Don Weyenberg, Vice President for Research and Development, predicts, "The technology that research develops will determine the Dow Corning of tomorrow. We can't afford not to do research; it's our future."

... Don Weyenberg sees research and development becoming more global. "While Midland will still be the base, I can see Japan and Europe emerging as very active centers of R&D. And ..., one of our key Process Groups has already moved out of Midland to Carrollton, Kentucky."

New processes for silicon and silicones are foreseen by Don Weyenberg. "Today it sounds like science fiction but someday we may be using enzyme-like or mutant microbial systems to synthesize silicones. That is, we may learn enough from living systems, say a leaf or a plant, to be able to mimic that synthesis in a lab. Just like plants, we could use sunlight as the energy source for chemical reactions," says Weyenberg.

"Whether we're doing that or not, I do know we'll be using completely different routes than we do today. And the way we're making silicones today will look very inefficient to the researcher of the future," he adds.

The environment will continue to be of concern. But, "silicones are among the least toxic materials ever synthesized," Weyenberg says.

And energy in all forms will dominate the picture. It will determine our transportation, how we build houses and offices, our manufacturing processes, and more. Weyenberg says this is where silicones really shine.

Onward into the '90s!

DOW CORNING

Dow Corning Corporation
Midland, Michigan 48640

Bulk Rate
Postage Paid
Permit 16
Midland, MI



This photo of products in a production building was taken in 1955.