

CHEMICAL HERITAGE FOUNDATION

VINCENT A. CALARCO

Transcript of an Interview  
Conducted by

Arnold Thackray

at

Greenwich, Connecticut

on

29 November 2000

(With Subsequent Corrections and Additions)

## ACKNOWLEDGEMENT

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## VINCENT A. CALARCO

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

### Education

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

### Professional Experience

1966-1968 U.S. Army

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

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

Crompton & Knowles [Crompton Corporation]  
1985-present President and Chief Executive Officer  
1986-present Chairman of the Board

### Honors

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

## ABSTRACT

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

## INTERVIEWER

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

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