Great Northern Newsletter for Management Employees, 1968

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Great Northern Gives Land In Allagash. . . . Peter S. Paine, Chairman and Chief Executive Officer, announced Friday, November 22, that the Company will give to the people of Maine 700 acres of lake and river frontage in the Allagash River Valley to be included in the Allagash Wilderness Waterway.  (Cont. pg. 2, col. 1)

Great Northern Closes Some Roads to Snow Sleds. . . . Management concerned for the safety of operators and passengers of snow-travelling vehicles has prompted the Company to close some of its roads to the motorized sleds.

Effective December 16, the following roads will be closed Monday through Saturday: (Cont. pg. 2, col. 2)
The land gift will include 207 acres in Township 15, Range 14 near the northern extremity of the waterway park, including Allagash Falls and 563 acres along the south shore of Allagash Lake in Township 7, Range 14. The two tracts are more than 60 miles apart and approximately at the opposite ends of the newly created riverway park.

John T. Maines, Vice President - Woodlands, said the gifts of the two land tracts had been under consideration by Company officers since the Allagash Park was created by the Maine Legislature in 1966, and was not involved in a separate decision to sell 20,000 acres in another section of the proposed riverway area announced by the State Parks and Recreation Commission.

Mr. Maines said giving the land to the people was entirely in accord with the Company's policy of making its forested holdings available to the public for their highest type of use whenever feasible. He added that in the case of the two key spots along the Allagash waterway, the highest type of public use was unquestionably recreation.

The northern section donated includes the famed Allagash Falls and a 400-foot-wide strip along both banks of the river for about two miles. It is part of a 640-acre timberland block owned entirely by Great Northern.

The second section, about 60 miles upstream, lies along the southern edge of Allagash Lake and includes some acreage in the lake itself. It represents Great Northern's 41 percent holdings in an area owned jointly by the Company and heirs of Daivd Pingree.

The land gift by Great Northern is the first voluntary transfer announced in connection with the acquisition of more than 55,000 acres of lakeshore and riverfront property by the State Parks and Recreation Commission in compliance with a directive from the 102nd Legislature.

Ripogenus Dam Road to Sourdnahunk Lake, New Harrington Lake Road to Telos Lake, Pittston to Seboomook and Caucangomoc Roads, the North Branch Road, the Johnson Pond and Church Pond Roads west of Jo-Mary Lake Compound in Piscataquis and Somerset Counties and the American Realty Road and Fish Lake Road in Aroostook County.

The Company announcement explains that heavy logging and pulp trucks using the roads weekdays pose a constant threat of danger to the snow vehicles because the snow deadens the sound of the on-coming trucks, and also because the snow vehicles are unable to climb quickly over the high-banked shoulders.

Great Northern points out that there are several hundred miles of unplowed roads available for use by snow-travelling enthusiasts, and that there are no restrictions on the road from Sourdnahunk Lake to Telos Lake and Chamberlain Lake. Cars and trailers may be parked in a plowed area at Sourdnahunk Field. Also unplowed and open to the snow sleds is the Ragged Lake Road to Lobster Lake and Chesuncook Lake.

Cars and trailers may be parked near the state campsite at Ragged Lake Dam. Jo-Mary Lake Campground is also available for use, but the Company urges motorists to park their cars and trailers off main roads so as not to interfere with main road traffic.

In Aroostook County, the Red River Road is available with parking facilities at St. Froid and sections of the American Realty Road after reaching Middle Elbow Ponds in Township 10, Range 10 where parking is available.

The Company also points out that all persons using Great Northern Paper Company roads do so at their own risk.

<table>
<thead>
<tr>
<th>Production:</th>
<th>1969</th>
<th>1968</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Tons</td>
<td>Daily Avg.</td>
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<tr>
<td>Cedar Springs</td>
<td>147,594</td>
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<td>East Millinocket</td>
<td>83,900</td>
<td>1,090</td>
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<tr>
<td>Millinocket</td>
<td>70,511</td>
<td>916</td>
</tr>
<tr>
<td></td>
<td>302,005</td>
<td>4,270</td>
</tr>
</tbody>
</table>

CEDAR SPRINGS MILL

A maintenance shutdown is scheduled to follow the Christmas Holiday shutdown.

No. 1 paper machine will start up on December 27.
No. 2 paper machine will start up on December 31.
No. 3 paper machine will start up on December 30.
During the shutdown, No. 2 paper machine secondary headbox will be modified to give a cleaner and more uniform sheet.
All necessary tie-ins for the new NSSC secondary refiners will be made.

Erection of the 210,000-gallon weak-wash storage tank is complete, and tie-ins will be made during the Christmas shutdown.

Work is continuing on the new No. 2 truck-purchased chip system after a short delay with underground water problems.

No. 2 chipper foundation failed on December 2. A new foundation was installed in record time, and the chipper was running again on Tuesday, December 17.

Preliminary engineering is underway on several approved 1969 budget projects.

Air Force Officers visited the plant to talk to witnesses of an Air Force jet plane crash that occurred Monday, December 2, across the river a short distance from the plant. Complete cooperation was extended to their efforts.

EAST MILLINOCKET MILL

A front wall tube in No. 1 boiler burst at about 7:15 a.m. on December 9. All paper machines had to be shut down until boiler loads could be stabilized. A new section of tube was installed, and the boiler was returned to service at 2:15 p.m. on December 10. Although five of the six paper machines were started up during the morning of December 9, one of the small machines remained down throughout the entire boiler outage.

A shipment of core paper has been received from Appleton Manufacturing Company to be used in conjunction with our paper in an attempt to produce a stronger tube stock for nonreturnable usage. A trial will be scheduled after the Christmas shutdown using a combination of GN and Appleton produced papers. Investigation is to be made on the next scheduled run of core paper by our wrapper machine in an attempt to determine if recent changes in stock preparation are producing a stronger core paper which should result in greater crush strengths.

The Wood Room was shut down on November 28, and we started reclaiming wood from the piles.

MILLINOCKET MILL

An automatic valve in the sulphite thickening system at the East Millinocket mill suddenly failed and closed, Friday night, December 6. The resulting shock caused an expansion joint on the inter-
Millinocket Mill Cont.

mill sulphite pipeline at the Rice Farm to burst. Although the leak was detected and repairs were made in approximately four hours, it created a situation in the Sulphite Mill at Millinocket which caused a temperature decline in the sulphite washing system. Before the problem could be determined, the sulphite inventory was completely exhausted, and No. 1 through No. 6 paper machines at the Millinocket mill were shut down for lack of sulphite. Combined total downtime for all six machines amounted to 13.2 hours.

Project 09 - MgO Recovery System. . . The major portion of engineering and design work for the MgO recovery system project has been completed, leaving only the miscellaneous details that develop during the contractual phase of a job. The termination of engineering was highlighted by the delivery of a scale model of the entire MgO recovery system. The scale model was set up in the Multi-Purpose Room, and a detailed three-day review of system flow sheets was conducted, using the model for a physical check of equipment layout. Sirrine, Babcock & Wilcox, and Unitech participated in three meetings along with Great Northern Research, Engineering, and Manufacturing personnel. The model was constructed by the J. E. Sirrine Company, Greenville, S. C.

The construction of the MgO recovery boiler and evaporator building is nearly completed. The erection of equipment has just started with four of the six evaporator heating elements and the two boiler drums presently in place. The project is on schedule for startup during the Fall of 1969.

FROM WOODLANDS - NORTH

More heavy snow mixed with rain over the weekend of December 14 - 15 just about curtailed all cutting in the Pittston area where horses are still used for yarding. About fifteen inches of the white stuff fell on top of approximately twenty-four inches already on the ground. Embedded in the accumulation are two heavy crusts that are hard on horses' legs and difficult for men to wade through. The storm was all rain in the Bangor area, while Millinocket received around three to four inches of snow.

Lionel Long, cook at the Pittston Farm, sustained a serious heart attack on October 5 while on vacation at Fort Kent. Many Company employees and guests have enjoyed his terrific meals while staying at Pittston and hope he will soon be back on the job with his many talents and ready smile. He is recuperating at his home in Greenville.

An intensified effort is underway in the field of total road planning. The objective of this project is to coordinate more closely the road planning activities of purchase wood with those of Company operations. Renewed emphasis will be placed on recreation and aesthetic considerations for all roads--main truck hauls and operational. This will be helpful to our public relations endeavors, as well as for our own personal satisfaction.

Frank Morris, Pulpwood Buyer in the Ashland District, has moved his office from a rented building in Ashland to our Company storehouse in Sheridan. This move was made possible by the expansion of office space in the storehouse that began last Spring. Moving supplies directly from the wholesaler to our woods camps cut down on the space needed for storage.

The Portage Chip Plant is now high-grading logs full time and selling them to T. S. Pinkham Lumber Yard. Results and profits will be analyzed within three months to determine just how profitable this venture is.
The Sixth Annual Wood Dealers Meeting was held December 4 at the Houston Hotel in Dothan, Alabama. Seventy wood dealers attended the meeting which included a formal program, social hour, and dinner. Guests included Company President, Robert A. Haak, who spoke briefly to the group, and Vice President, Bruce P. Ellen, who discussed the outlook for paper sales in 1969. Other guest speakers included Traffic Manager, E. Reid Smith, and Mr. Jim Aultman of the American Pulpwood Association.

Considerable interest was shown in the panel discussion of pulpwood production problems, the panel being made up of six wood dealers. A lively question and answer session resulted in further participation by wood dealers in the audience.

Wood production at Cedar Springs has increased, and a gradual build up in inventory is expected, provided reasonable weather is experienced during the next few weeks.

Company tree planting crews began reforestation activities during the month of December. Planting activities will increase during January and February. Approximately five thousand acres are scheduled for planting during the 1968-69 planting season.

Foundation work has been completed on the long-log slasher system at Elba, Alabama, and several major pieces of equipment have been installed. Plans are to begin purchasing long logs early in January. This slasher will be capable of reclaiming the near quality logs for GN Plywood.

The first newspaper in the United States was the Present State of the New English Affairs, a broadside, published in 1689 by Samuel Green in Cambridge, Massachusetts.
When Great Northern purchased an Aero Commander turboprop aircraft, it was necessary to change from aviation gasoline to Jet A turbine fuel (kerosene).

Turbine fuels must be several times cleaner than aviation gasoline. Two of the stringent specifications that Jet A fuel must meet are the quantity of particulate matter present in the fuel (.001 grams/liter), and the quantity of water present in the fuel (less than 30 ppm). Either of these contaminants could lead to serious trouble for the aircraft if they are present in the fuel system. Because of the close tolerance mechanisms in modern turbine engines and fuel systems, considerable damage could result from particles as small as 1/20th the diameter of a human hair. Water present in Jet A fuel in fine droplets can meld together with violent agitation and form ice crystals in the fuel tank; this in turn can plug the fuel system and starve the engine. Even with built in heaters in the fuel line, an excessive quantity of water in the fuel could be more than the heaters could handle.

With the above facts in mind, Research assisted in the design and startup of a modern jet fuel loading and unloading station to service our aircraft. It became operational on May 29, 1968. The system consists of a 10,000 gallon tank, a Fram filter/seperator (to remove solid matter and water) and a Bendix go-no-go filter (used as a back-up filter for the main Fram filter. If the Fram filter should allow water to pass, the go-no-go filter will shut down the installation and allow no fuel to pass until all the filters are replaced.) A pump is used to transfer the fuel from the main tank to the aircraft or to unload the fuel from the jet fuel transport into the main tank.

Fuel is not unloaded from a fuel transport until it is checked and considered OK for unloading. The system is designed so that the fuel must pass through the filter system before it enters the main tank. If particulate material should break loose and be discharged from the tanker, the filters will not allow it to pass through and contaminate the main tank.

Our installation is the same as you would find at any modern commercial airport, only on a smaller scale.

Tibetan Family Joins Maine Woods Trainee. . . Mrs. Ngawang Jigmey and her thirteen-year old daughter, Dochen Choedon, were reunited with their husband and father November 29, following a twenty-four hour journey half way around the world.

The mother and daughter arrived in Bangor, November 28, in time for a New England Thanksgiving dinner as guests of the Leo L. Thibodeau family. The following day, Mr. and Mrs. Thibodeau drove Mrs. Jigmey and her daughter to Portage, Maine, for the reunion. Leo is Employment Manager and Director of Public Relations, reporting directly to J. T. Maines, Vice President - Woodlands.

Mr. Jigmey is one of six Tibetans to come to the United States nearly a year and a half ago to participate in an experimental work project arranged by the Company in trying to solve an acute labor shortage in the woods.

Mr. Jigmey is the first to bring his family to the United States.

Great Northern Participating In Southeast TAPPI Letter-Writing Contest. Contacts have been made at Blakely and Donalsonville High Schools for the purpose of encouraging Junior and Senior students to write essays relative to the paper industry. Reprint material from the American Paper Industry on "Challenging Careers In An Important Industry" was provided to high school students. The contest winner will receive a $50 savings bond and a chance to enter the winning essay in wide-area competition.
Social Security Taxes Go Up!

Starting with the first paycheck you receive in January, 1969, your social security contributions will be increased to 4.8 percent of the first $7,800 of salary. The new 4.8 percent rate applies to employees and employers alike; therefore, the Company shares with you this increased tax burden.

On December 15, 1967, Congress passed a law amending the Social Security Act. This new law provides a 13 percent across-the-board increase in security benefits for 24-million Americans, including retired and disabled workers, and widows and dependents.

Part of your social security taxes are for hospital insurance benefits, or Medicare, which will also experience an increase January 1, 1969.

In a speech at the 70th Annual Meeting of the American Hospital Association, the Secretary of Health, Education, and Welfare, Wilbur J. Cohen, announced a ten percent increase in the amount patients will pay for hospitalization under Medicare, effective January 1, 1969.

A department spokesman gave these details:

-- A patient now pays the first $40 of his hospital bill, Medicare covering the balance through the 60th day of hospitalization. Beginning January 1, the patient will pay the first $44.

-- The patient pays $20 daily for the next 60 days. This will be raised to $22.

-- Should the patient enter a nursing home after hospitalization, his first 20 days of care cost nothing. After that, he pays $5 a day from the 21st day to the 100th day, with Medicare taking care of the balance. The $5 rate increases to $5.50 a day.

Secretary Cohen attributed the rate rise to increasing hospitalization costs, which he blamed on "multiplicity of reasons." He said a hospital stay of an elderly Medicare beneficiary averages about $600.

The Score, a monthly newsletter to management describing developments in employer-employee communications, has awarded Great Northern two "certificates of recognition" for, in their words, "the planning, preparation, and production of an Annual Report to Stockholders of high quality and unusual distinction." The Reports of four other paper companies -- Consolidated, Mead, Oxford, and St. Regis -- were also judged. Great Northern's efforts were second to The Mead Corporation by 4/10ths of one percent.

One out of every seven employees in Maine's logging industry sustained a lost-time accident in 1968. Ten employees were killed. Seven have sustained permanent injuries with either total or partial impairment. According to figures released by the State Industrial Accident Commission, with 251 firms reporting, the industry has 13 percent of the state's lost-time accidents, while employing only 3.9 percent of the labor force.

Spurred by these facts, the Cooperative Extension Service and Extension Agents of Maine, in cooperation with the State Department of Forestry, met with representatives of forest-based wood industries and their suppliers on December 5 at the University of Maine. Representing Great Northern were John T. Maines, Vice President - Woodlands; Henry J. Deabay, Personnel Supervisor; and Louis H. Colgan, Safety Supervisor.

The discussions were centered around ways to reduce the number of preventable accidents, and the feasibility of establishing a Forest Industries Safety Association within the state. The purpose of this would be to assist all companies in the field with their safety problems, especially those who do not or cannot afford a formal safety program. It was reported that the smaller industries, with the fewer number of employees, had the greater incidences of lost-time accidents. The industry as a whole had a frequency of 70.4 per million manhours and a severity of 7403. By comparison, GN's frequency is 16.6, and severity is 6716.
Flameproofing trees and greenery can be part of your Christmas safety program. Mix 9 ounces of borax, 4 ounces of boric acid, and 1 gallon of water (to aid penetrating qualities of solution, add 1/4 tablespoon of low sudsing detergent). Spray tree. Saturate it. Let dry, then decorate. There is no change in color or texture of the tree.

Gulf Coast TAPPI Meeting Held Friday and Saturday, November 22 and 23. Dinner and program were held at the Elks Club in Dothan, Alabama. A plant tour of the Cedar Springs' operation was given on Saturday, November 23. Approximately seventy-five TAPPI visitors toured the plant. Great Northern acted as host company for the TAPPI Meeting.

"PERSONALITIES"

NEW EMPLOYEES

PETER HAAREN, newly appointed Corporate Officer, will join the Company as Treasurer early next month when he leaves his present position of Assistant Treasurer at Pan American World Airways, Inc.

Mr. Haaren is a graduate of Hotchkiss School, Princeton University, and New York University. His degrees are BA - Economics, and MBA - Finance. He was associated with the Chemical Bank New York Trust Company for eight years as Assistant Treasurer and later as a loan officer with the title of Assistant Vice President. He joined Pan American in 1961.

STEPHEN F. SCOFIELD has joined Great Northern as a Sales Trainee. Mr. Scofield is a 1968 graduate of Syracuse University where he attained a BA degree in Economics.

JOSEPH E. TINKHAM joined the Company as a Rate Analyst in the Millinocket Transportation Department, reporting to P. P. Paul, Acting Traffic Manager. A native of Millinocket, Mr. Tinkham comes to us with 18 years experience with the Bangor and Aroostook Railroad where he was employed as Chief Clerk.

RICHARD A. VENDITTI has joined the Company as Applied Math Group Leader in the Research & Development Department. He graduated from the University of Massachusetts with a Masters degree in Applied Statistics. Prior to joining GN, he worked for the Boeing Company in Huntsville Alabama, on the Apollo Project.

PERSONNEL CHANGES AND TERMINATIONS AT CEDAR SPRINGS

DONALD E. BLACK has been promoted to Data Processing Supervisor at Cedar Springs, reporting to Charles Chandler, Manager of Accounting. WINSTON D. SPIVEY resigned from this position after being with the Company since August, 1963.

STEPHEN T. DUNNING, JR. has been promoted at GN Plywood to fill the position of Finishing and Shipping Supervisor due to the resignation of WILLIAM L. MOSELEY, reporting to Bill Gardner, General Superintendent. Bill had been with the Company since December, 1965; and Steve started with the Company when plywood operations began in March, 1968.

CHARLES G. SPOONER resigned from his position as Mechanical Supervisor, Southern Division Woodlands. Charles had been with the Company since July, 1967.

Enclosed with this month's Newsletter is an interesting article entitled "Levesque Has Changed to Tree Lengths" taken from the October issue of Pulpwood Production Magazine. Mr. Levesque is an independent contractor supplying pulpwood to our two Northern mills.
A slasher designed and built by Levesque personnel processes tree lengths into four-foot pulpwood at a rail yard. Short wood is handled from slasher directly to rack car by a Prentice HOBC loader. Four crewmen process an average of 500 cords weekly.

Levesque Has Changed To Tree Lengths

Visits to same job in 1964 and again in 1968 gave Pulpwood Production's reporter excellent example of how methods are changing in Maine's woods.

- Techniques employed by Antonio Levesque & Sons on timber harvesting operations in Aroostook County, Maine, are among the most highly mechanized to be found anywhere in America.

In 1968, in addition to three to five million board feet of saw timber for its own mills located near Ashland, the Levesque job will deliver approximately 20,000 cords of four-foot spruce and fir pulpwood to Great Northern Paper Company's mills at Millinocket. And it is conceivable that not a single piece may have been touched by human hands!

The broad concept of Levesque's operations is to harvest pulpwood in tree lengths and process it into four-foot lengths for shipment by rail to the mill. Tree lengths are processed into short wood by a slasher located at a rail siding and loaded directly onto pulpwood rack cars.

To be specific, Levesque has a total of fourteen cutting crews working in the woods. A crew's mission is to fell, limb, and top trees and to yard them out in tree lengths to a point where they can be loaded onto haul trucks for delivery to the slasher location.

Each crew is equipped with a rubber-tired skidder. Some crews are made up of only two workmen while others have three; and individual crews may vary as to the number of workmen from time to time, there being a total of 30 to 40 cutters on the job at any one time. Workmen own their chain saws and are paid a piece-rate for tree lengths put down on woods yards.

Of the fourteen skidders working on the Levesque job, nine are owned by the company (five Timberjacks and four Tree Farmers) and five are hired units belonging to owner-operators. Owners are paid a piece-rate for the hired skidders in addition to rates received for chain saws and labor.

Hauling is accomplished by five Levesque-owned truck tractors (a mix of Macks, AutoCar and GMC's) pulling pole-type tandem-axle trailers rigged to carry payloads of 12 to 14 cords. Additional trucks are hired as needed. Loading in the woods is with
a Prentice D-600 and unloading at the railroad is with a second machine identical to the first. Hauling distance is from five to eight miles.

The tree lengths are piled down in a yard laid out parallel to the railroad siding so that there is an open way about 40 feet wide between the wood and the cars on which short wood is loaded. A self-propelled slasher moves along the way, recovers the tree lengths with its integral loader, and processes them into four-foot lengths.

As the short wood collects in a box-like frame that is part of the slasher, a Prentice HOBC mounted on the rear of a truck tractor removes it and deposits it directly onto railroad rack cars.

The slasher was designed and built by Levesque personnel. It utilizes a 671 GMC Diesel engine to generate electric power, which in turn drives the saw and an assortment of hydraulic pumps by which various components are powered. Principal components include a Prentice D-100 hydraulic loader; an infeed conveyer designed to handle lengths up to 50 feet; a stop-plate to index the stems at four-foot lengths; a circular cut-off saw; and a system by which short wood is discharged from the slasher and collected in the box-like receiver.

Four workmen compose the crew of the slasher operation: One to operate the Prentice loader mounted on the slasher, used to recover tree lengths from storage and to place them into the infeed system; one to operate the cut-off saw; one on the Prentice HOBC used to transfer short wood from the slasher to the railroad car; and one man to smooth out the wood as it is placed on the car.

Slasher crews are paid an hourly rate plus an incentive bonus of 25 cents a cord for all production in excess of 480 cords a week. Production has averaged about 500 cords weekly over the two years the machine has been in use.

• As its name indicates, Antonio Levesque & Sons is a family enterprise. The principals are the father, Antonio, and two sons, Frank and Paul. Antonio oversees the general woods operation, including a camp and road construction. Frank is an equipment specialist and functions as superintendent of mechanical operations. Paul manages the saw mill and serves as administrator.

The Levesques' woods operations are located in southeast Aroostook County, about 25 miles northwest of Monticello and 25 miles southeast of Ashland. Pulwood moves on the Bangor and Aroostook Railroad and saw logs are trucked directly into the Levesque mill eight miles south of Ashland.

The area is a rugged timberland faced with eskers and creeks. The timberstand is a mixture of spruce, fir and hardwoods and is considered to be quite good as pertaining to tree size and volume per acre.

• This reporter visited the Levesque job four years ago while it was cutting at a site about ten miles southeast of its present location. ("Mechanization Is Theme On Levesque Show," Pulwood Production, November 1964.) A brief comparison of the operation then and now should illustrate the rapidity with which change is occurring in Maine's woodland.

In 1964 the Levesque operation was in its first year as a completely mechanized job; that is, 1964 was the first year there were no horses used on the show. It had been all horses in 1962 and a combination of horses and machine skidding in 1963. (Production in 1963 was 21,000 cords as compared to only 12,500 in 1964, but the smaller output in '64 was not due to changes in methods.)

The job, in 1964, was a hodgepodge of equipment and methods. Of ten yarding tractors, only two were rubber-tired skidders. There was no homogeneity as to make or model (two Case 310's, two John Deere 1010's, four J-5 Bombardiers, a C-4 Tree Farmer, and a model 205 Timberjack).

The Bombardiers were used to yard out four-foot wood for loading into pallets set down on a road. All other skidders were used to yard tree lengths, which were bucked and piled in the traditional manner of the Northeast. The entire production moved out of the cutting area in four-foot lengths.

As pointed out already, today there are fourteen rubber-tired skidders on the Levesque job—all Tree Farmers or Timberjacks. Everything is skidded and hauled in tree lengths. There is no handling in short wood form until it goes onto the rail car.

The change from short wood to tree lengths necessitated complete renovation of loading and hauling systems. Two Prentice D-600 hydraulic loaders have replaced two cranes rigged with clam-grapples and formerly used to handle short wood. Ten-wheeler trucks which carried payloads of 6.5 to 7.5 cords in pallets or on stake bodies have been replaced by semi-tractor/trailer rigs carrying payloads of 12 to 14 cords each.

Regarding manpower, about fifty workmen were involved in the 12,500-cord year of 1964; whereas approxi-
Retired Executive Vice President, Roy V. Weldon, died Monday morning, November 18, following a long illness. Mr. Weldon, an active executive in the paper industry for over 38 years, began his career with Great Northern in Millinocket after graduating from Tufts College in 1922. Over the years, he served as Assistant Chief Engineer, Construction Engineer, Superintendent Cont. on page 8, col. 2

Great Northern honored by visit of Miss Priscilla Schenck. Priscilla arrived at Millinocket on October 22, unannounced and unexpected, accompanied by her chauffeur, Mr. Joe Marris; her companion, Miss Florence Carlson; and Mrs. Elizabeth McLaughlin, a former resident of Millinocket.

Priscilla is the granddaughter of Garret Schenck, Sr., the founder of Great Northern Paper Company. Although confined to a wheelchair all her life, she showed the same determination as her granddad who carved an industry out of a wilderness. She toured the Millinocket mill and the Engineering & Research Center, and then spent the evening at the Guest House - where she was born fifty-two years ago. It had been twenty-eight years since she last visited Millinocket. On her departure, she joyfully accepted an invitation from Mr. and Mrs. Shinners to make a return visit in the very near future.

Board of Directors Authorize at Their October Meeting an Eight Percent Contribution Under the Incentive Profit Sharing Plan --

This announcement was reported to all eligible participants of the Incentive Profit Sharing Plan by Company President, Robert A. Haak, in his letter of October 30.

GREAT NORTHERN PAPER COMPANY ANNOUNCES RECORD SALES, EARNINGS FOR FISCAL YEAR ENDING SEPTEMBER 29. . . New York, N.Y.

Great Northern Paper Company announced October 30 record sales and earnings for the fiscal year ended September 29, 1968.

Peter S. Paine, Chairman and Chief Executive Officer, said net income after taxes, including the new 10 percent Federal income surtax, rose 9 percent to $14,976,000 or $4.83 a Common share, up from $13,745,000, or $4.83 a Common share in fiscal 1967.

Assuming the conversion into Common stock of all outstanding convertible securities, pro forma net income becomes $4.43 per Common share, as compared with $4.09 for the previous year. The investment tax credit resulting from the Company's expansion program totalled $3,350,000 in 1968, up $986,000 or 34 cents per share from 1967. The new Federal income surtax effective January 1, 1968, lowered per share earnings by 26 cents.

Cont. next page.
Earnings for the last quarter of 1968 were adversely affected by reduced operations in the Company's Southern mill, Mr. Paine said, because of a maintenance shutdown of one turbine for ten days. The mill is currently operating near capacity, however, and has a good order backlog.

Sales in 1968 increased 15.6 percent to $154,557,000, and shipments reached an all-time high of 1,308,000 tons. However, profit from operations totalled $24,627,000, an increase of only 6.6 percent.

Reviewing the results of the year, Mr. Paine said that one of the principal factors for operating profit not keeping pace with sales was the lower price this year of linerboard and corrugating medium. He pointed out, however, that recent announcements of price increases on newsprint and printing papers and a firming of the linerboard price would have a favorable effect on 1969 operations.

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<td>Net Income Per Common Share *</td>
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<td>Pro forma net income per Common</td>
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<td>Share assuming conversion of all outstanding convertible securities</td>
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*Based upon average number of shares outstanding during the year.

GREAT NORTHERN EMPLOYEES ACTIVE IN POLITICAL AFFAIRS.

Overshadowed by the importance and the closeness of the results of the National elections, nonetheless, the increased activity and success of Company employees in politics reflects the policy of encouragement by Great Northern in this direction.

Roderick E. Farnham, Administrative Assistant to J. T. Maines, Vice President, Woodlands, won his bid for the office of State Representative.

Walter A. Birt, Station Operator at the East Millinocket mill, won reelection as State Representative over Paul J. Baker, Turbine Operator at East Millinocket.

Philip H. Bartram, Public Relations Supervisor, Woodlands, was elected County Commissioner for Piscataquis County, Maine.

In the South, Lenward M. Eubanks, Repairman at Great Northern Plywood, was elected County Commissioner for Seminole County, Georgia.

This type of activity is not limited to active employees. Retirees have been increasingly active in political affairs as evidenced by the following result:

Leon J. Crommett, retired Wood Handler in the Groundwood Department at the Millinocket mill, won his second term as State Representative over Thomas R. Simpson, Paper Service Engineer in the Millinocket Control Department, retired.

In addition, many Company employees are serving as elected or appointed officers on the local level.

* * * * * * * * * * * * * * *

Bruce P. Ellen, Vice President - Southern Division and Edward L. Cowan, President of the Chattahoochee Industrial Railroad, were elected directors of the Georgia Business & Industry Association at the annual meeting of that group held October 25. Mr. Ellen will represent the pulp and paper mills in the state; Mr. Cowan, the railroads.
Paper production for seven weeks ended 11/17/68...

<table>
<thead>
<tr>
<th>Production:</th>
<th>1969 Tons</th>
<th>1968 Tons</th>
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</thead>
<tbody>
<tr>
<td>Cedar Springs</td>
<td>93,016</td>
<td>73,819</td>
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<tr>
<td>East Millinocket</td>
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<td>54,217</td>
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<tr>
<td>Millinocket</td>
<td>44,857</td>
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<td>191,738</td>
<td>169,340</td>
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</table>

CEDAR SPRINGS MILL

The 12,000 gallon spent-acid surge tank and pump installation at the Tall Oil Plant is approximately eighty-five percent complete. When complete, the Tall Oil Plant will have the capacity to hold spent acid when the recovery boilers are down.

Installation of two Sprout-Waldron 42" twin-flow refiners for secondary refining in the NSSC pulp mill began the week of November 11. The new refiners are scheduled to be shipped the week of December 30 and will be installed in the system between the existing refined stock chest and the NSSC washers.

Long-range painting of No. 1 power and recovery boiler and equipment is approximately sixty percent complete.

A scheduled shutdown in the NSSC pulp mill is planned for Wednesday, November 20. No. 1 Bauer refiner, which was rebuilt at the Bauer shop, will be installed along with the rebuilt chip feed valve on the Esco continuous digester and a new digester blow cyclone.

Foundation work has begun for the installation of a long-log slasher operation at Elba, Alabama. This operation will supply the plywood plant as well as the paper mill at a combined rate of 750 cords per week.

Installation work has begun on No. 2 truck-purchased chip unloading system. When complete, this system will handle thirty cords of pine or hardwood chips per hour.

Erection of the 200,000 gallon weak-wash storage tank in the recaustizing tank farm is fifty percent complete.

EAST MILLINOCKET MILL

An electrical transmission line outage due to heavy, wet snow caused all six paper machines to go down on Saturday, November 9. Total downtime for all machines due to the power failure was nearly twenty-three hours.

Construction has started on the new conveyor system at the Wood Room. This new conveyor system will make it possible to eventually debark wood on a year-round basis.

No. 4 waterwheel overhaul at Dolby power station is progressing slowly. A new shaft has been manufactured and mounted, and the draft tubes and wheels have been thoroughly cleaned and painted. Reassembly will take about two more weeks.

No. 1 paper machine second press was converted to a Venta-nip operation on November 13. This completes the conversion of all second presses to Venta-nips on Nos. 1-4 paper machines.

Nos. 1, 2, and 3 grinder motors recently went on Great Northern 60-cycle power. This now completes the conversion of all grinder motors in the Old Grinder Room to 60-cycle power.
MILLINOCKET MILL

The chip unloading system which started up October 25 is expected to increase the chip unloading capacity at the mill from the present 75,000 cords of purchased chips per year to 200,000 cords per year. This system will also include a 5,000 cord chip storage pile, reclaim system, and truck dump.

A new and heavier rider roll for No. 6 machine winder was put in operation on November 8. This roll has improved quality by giving tighter starts and by reducing the incidences of "dished" rolls and offset winding.

Due to an electrical disturbance caused by heavy, wet snow on November 9, all paper machines went down at approximately 9:52 a.m. Combined total downtime for all ten machines amounted to sixty-six hours.

A new record coating production of 6,271 tons was made in the first accounting period. This breaks the old record of 6,025 tons set in the fifth period of 1967.

NORTHERN WOODLANDS

The Dover-Foxcroft pulpwood district has been added to the Mattawamkeag area under the supervision of Vernon Robichaud, Pulpwood Buyer. Vernon has successfully held this buying position for several years.

Approximately sixty-seven acres of land were recently purchased by Woodlands to serve as a concentration yard for pulpwood at Glendale Siding, about four miles west of Fort Kent. This should reduce the cost of rehandling by the contractors and make wood available for loading during seasons when trucking is impossible.

Two storms within a period of four days—with an accumulation of about eighteen inches of snow—have slowed down operations in all camps. Especially hard hit were the Marcoux, Gosselin, and Paquet camps where horses are still used for skidding. Slippery footing and trees loaded with snow have made cutting much more hazardous. "Widowmakers" and stubs are more difficult to detect.

A second shift was put on Wednesday, November 13, at the Portage Chip Plant. Hours are from 5:30 p.m. to 3:00 a.m., five days a week, with one-half hour for lunch. It is anticipated the plant will have rotating shifts as soon as details are worked out.

Ralph Clifford, Manager of Woodlands, Lester Hazelton, Superintendent of Operated Wood, and L. Paul Bossie, Wood Room Foreman, hosted nine supervisors from the Millinocket and East Millinocket mills, Friday and Saturday, November 15 and 16, at the Portage Chip Plant and Kenneth Bartlett's woods operation near Fish Lake. They were joined in Ashland by O. K. Tripp, Area Superintendent, and Assistant Superintendent, Edward Chase.

Attending from the Millinocket mill were: Win Brooks, Jack Nicholson, Charlie Bears, Waldo Preble, Harry Packard, and Fred York; and from the East Millinocket mill were: Dick Goodridge, George MacDonald, and Jack Neal. A little hunting was enjoyed Saturday in the Fish Lake area, and it seems the East Millinocket mill group came out the winner, with Dick Goodridge getting the only deer.

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According to an article by Frank Sleeper in the Maine Sunday Telegram dated October 27, 1968, the Town of Millinocket topped the list of Maine communities with an average annual gross wage of $8,090 in manufacturing in 1967. By way of comparison, other paper industry towns, Bucksport and Madawaska, reported $6,759 and $6,369 respectively. The city of Portland averaged $8,168.
FROM RESEARCH AND DEVELOPMENT

The large, grey structure on the east end of the Millinocket Boiler House is now closed in and the equipment erection phase has already begun. The evaporator heat exchangers are already in place. The recovery boiler erection will start with lifting of the steam drum during the week of November 25.

Less visible, but important, portions of this project are underway in the sulphite mill. Trials were run in late October and early November to confirm the dissolved solids recovery and concentration we expect with our washers.

A 16-hour absorption tower trial on November 7 proved that we could make magnesium base bisulphite cooking liquor in our present tower. This is necessary to minimize the affect of temporary problems during startup of the recovery boiler on the sulphite pulp production. It is also necessary to supply the first magnesium base spent sulphite liquor to the recovery boiler. All sodium base liquor must be purged from the pulp mill system before firing liquor in the boiler to avoid pluggage of the superheater section with sodium sulfate slag.

Making magnesium bisulphite cooking liquor in our present absorption tower is required for a one week pulping trial starting on November 20. This trial will be used to confirm the time - temperature - liquor concentration conditions that were developed in a year of research work in the pilot plant.

The startup of this recovery system in the Fall of 1969 will be the biggest single step in pollution abatement by the Northern Division mills. It will also be considerably ahead of the October 1976 deadline set by the State and Federal governments. In addition to pollution abatement, the system will recover cooking chemicals. It will also produce steam and electrical power over and above its needs.

FROM TRANSPORTATION - SOUTHERN DIVISION

The Chattahoochee Industrial Railroad has recently purchased and placed in service six "jumbo" chip-hopper cars each capable of transporting 4,800 cubic feet of chips from the plywood plant to the paper mill. This equipment is a pleasing addition to the present CIRR freight equipment consisting of four diesel switch engines and one hundred and ninety-eight DF 50', high-cube boxcars.

A bulkhead flatcar with an inside length of sixty-one feet was shipped to Indianapolis, Indiana, containing sixty bundles or units of plywood weighing 183,000 pounds. Since we have incentive freight rates on plywood for the excess over 60,000 pounds, the freight savings on this car amounted to approximately $130. According to Tom Lockett, Sales Manager, GN Plywood Corporation, there is a trend towards shipping more sheathing grade plywood on bulkhead flatcars.

Reid Smith, Traffic Manager, recently spoke to the Railway Traffic Clerks Club of Atlanta at their Annual Bosses' Day Luncheon. The topic of the talk was "Great Northern - growing greater North and South." He also spoke on the functions and responsibilities of the Traffic Department at Cedar Springs.

The following letter, which is self-explanatory, was received recently from Dorothy E. Allen, Women's Activities Specialist, United States Department of Agriculture, Forest Service, Eastern Region:

"Thanks for the copies of the booklet 'Trees' that we recently received from Great Northern Paper Company. Women who are conservation leaders in their organizations always seem pleased to receive this beautiful publication."
All Great Northern linerboard sold abroad is handled by the Export Sales Department in New York and accounts for approximately twelve percent of the total output of linerboard produced on Nos. 1 and 2 paper-machines at Cedar Springs. Domestic sales are handled through Great Northern Board Sales Corporation.

At one time or another, paper produced at Millinocket and East Millinocket has found its way into every continent of the world. Because of the steady increase in domestic sales in recent years, paper produced at our Northern mills now represents a very small part of our export product. At some future date when we have additional production capacity in the North, we expect to redevelop our overseas sales, particularly in lightweight grades where world-wide demand is rapidly growing for this type of paper.

In the meantime, the Export Department devotes virtually all of its efforts to the sale of linerboard. Great Northern Paper Company is now an important factor in the international trade of this product; and aside from the main consuming areas of Europe, Great Northern linerboard is shipped regularly to other markets, which include such far away places as the Ivory Coast in West Africa, Hong Kong, Singapore, and the Philippine Islands to mention a few.

A contract for the shipment of linerboard to the Cameroons becomes effective in January, and negotiations are currently going on for the eventual shipment of board to Somalia. The steady development of this type of business brought about the decision to station one of our own men in Europe.

Great Northern Paper Company is today a highly-regarded supplier to the world markets.

Judging by the number of letters and phone calls received by the Salary and Benefits Department, the new Group Life Insurance certificates recently mailed to all monthly salaried supervisors have created some confusion by the deliberate omission of the total amount of group life insurance for a particular individual.

The formula to remember is spelled out in your group insurance plan booklet. The amount of life insurance to which an employee is entitled is:

(a) The total amount of life insurance the employee had on September 1, 1967; or

(b) one and one half times his current annual salary, whichever is greater. The minimum amount is $10,000 and the maximum, $50,000.

Those to whom provision (a) applies should have received certificates stating the actual amount of insurance to which the individual is entitled.

For many years the Shipbuilding, Aerospace, and Automobile Industries have used scale models to test products prior to actual manufacture. These scaled-down physical models are tested in wind tunnels and tanks to predict performance of the finished product. This is a relatively simple and inexpensive method of forecasting results prior to commitment of resources. Businessmen face a bewildering variety of other problems about which they would also like to know the results of a decision before commitment of resources. Some of these are concerned with plant sizes and location, equipment procurement, product mix, production scheduling and marketing strategy. Computer technology has made model building feasible for application to these business problems. As with an airplane or a ship, a business model is a scaled-down replica of a real problem. However, since it is not a physical thing,
the business model must be constructed in mathematical terms.

Building the business model requires that the problem to be solved be unquestionably defined (not always easy). Then it must be analyzed and data that affect the solution collected and put into the model, e.g., capabilities of a paper machine in tons per hour by grade, stock formulas, cost of furnish, prices, etc. Once defined and operating, a business model can then answer 'what if' questions -- 'What if' we made Jet Printing on No. 1 paper machine instead of Directory?; or 'What if' we increased machine speed on No. 5 paper machine?; or 'What if' for any question that comes to mind concerning mill capabilities or grade structure that affects profitability. It is true that simple models can be constructed and a computer is not always required to arrive at a solution. However, in a complex problem with hundreds of variables to be analyzed (ten paper machines, 35 grades, ten basis weights, various stock formulas, varying machine speeds, etc.) solutions to problems that take weeks by hand can be solved in seconds on a computer. This speed allows many more of the aspects of a problem to be investigated in a very short time span. Hopefully, better decisions for business problems are the result. The validity of decisions is completely dependent on how well the model represents the real-life situation. If the model is constructed with faulty or incomplete data, it will give faulty or incomplete answers. Depending on the complexity of the problem, it is possible to build some models in minutes, or it may take many months; but once constructed, it can be used over and over by varying the data and provide results in seconds that would otherwise be impossible to calculate.

The above approach to problem solving goes by many names, the most common of which are Management Science and Operations Research. This approach is being used in the PACE project which will help solve our marketing strategy, production scheduling and plant expansion questions.

"PERSONALITIES"

NEW EMPLOYEES

JAMES A. GloAG joined the Millinocket Plant Engineering Department as a Mechanical Engineer, reporting to J. M. Giffune, Senior Area Engineer. A native of Scotland, Mr. Gloag received a diploma in Engineering Design through an engineering apprenticeship program with a paper machine manufacturer in Edinburgh, and has held various project and plant engineering assignments in England. He came to the United States in 1965 and has been employed as a Senior Project Engineer of paper machine and auxiliary design in Massachusetts.

BARRY RUMAC has joined GN as a Market Research Analyst, reporting to Wayne L. Mangels, Director of Market Research. In this position, Mr. Rumac will be performing statistical analyses of our markets and conducting market studies for opportunities related to our current business. He is currently attending Pace College and will earn his degree in marketing next year. His previous employment was Supervisor, Statistics Department with Renfield Importers, Ltd.

SAMUEL J. SIEGEL has joined the Company as an Assistant Manager, Rates and Research, reporting to J. D. Perkins, Director of Transportation. Mr. Siegel is a graduate of City College of New York with a BA degree in Business Management, and is a Registered I.C.C. Practioner. Prior to joining the Company, he was Pricing Staff Assistant in the Marketing Department of the Penn Central Railroad. In his new position, he will be responsible for handling rate adjustments and negotiations with carriers.

JOHN B. WALLS has been reemployed, after an absence of two years, as an Area Foreman in the Millinocket mill, reporting to O. B. Pound, Assistant Maintenance Superintendent. Ben was
employed by Great Northern for 17 years as a machinist before being promoted to Area Foreman in April, 1958.

NORMAN J. RICHARDS joined the Research and Development Department as a Research Associate, reporting to W. A. Richardson, Pulp Research Group Leader. Mr. Richards is a graduate of Yale University and holds a PhD degree from Lawrence University, Institute of Paper Chemistry. He will be working initially on the problem of groundwood quality measurement and on MgO recovery.

PERSONNEL CHANGES

PHILIP BARTRAM, Pulpwood Buyer in the Dover-Foxcroft area, transferred to the Bangor office where he will assume the duties of Public Relations Supervisor. Phil joined the Company as a Test Assistant in the Research Department in March, 1947, and in 1948 transferred to the Woodlands Department as a Pulpwood Buyer. In his new position, Phil will work with Leo Thibodeau, who retires next August. Phil will be working on plans to further develop the recreational possibilities on Great Northern lands.

ERNEST B. HARVEY returned to the Department of Forest Engineering as a Forester after completing two years of military service. 'Bart' served in Viet Nam as a Captain in an engineering company. He holds a Master's degree in Forest Economics from the University of Maine.

E. HARRIS MERCER has been promoted to Assistant Traffic Supervisor, reporting to Reid Smith, Traffic Manager - Southern Division. Harris has been with the Company since December, 1965.

CHARLES F. GARRETT, JR. has been promoted to Yard Master, reporting to Harris Mercer, Assistant Traffic Supervisor. Charles has been with the Company since December, 1965.

TERMINATIONS:

NORMAN F. COOK resigned from his position of Area Foreman at the East Millinocket mill. Norm had been with the Company since February, 1946.

JEROME L. BLANKENSISH resigned from his position with the Southern Division Transportation Department. Jerome's employment dates back to October, 1963.

DEATHS:

ROY V. WELDON (Cont. from page 1.) of the Technical Department, and Assistant Manager of Woodlands.

In 1950, he was made Vice President of Engineering and Research. It was in this capacity that he directed the design and construction of Great Northern's major expansion program at East Millinocket. Concurrent with the completion of the first phase of that project in 1953, Mr. Weldon was elected to the Great Northern Board of Directors. In December, 1954, he was named Executive Vice President, the position he held until his retirement in 1960.

During his years with the Great Northern Paper Company as Assistant Chief Engineer, many of the companies hydro-electric and water storage projects were developed. One of the larger such developments, completed in 1939, was 24,000 KVA generation station and dam on the Penobscot River at Mattaceunk.

In 1951, one year after illness forced him to retire, Great Northern Management honored Mr. Weldon at ceremonies held at Mattaceunk where the generating installation was renamed the Roy V. Weldon Hydro-Electric Station.

GEORGE E. ('Pat') WALLS, 56, Day Foreman-Paper at the Millinocket mill, died after a long illness. Pat was first hired with GN on October 1, 1927. He was promoted to a supervisory position in the paper mill in April, 1958.
DIRECTORS OF GREAT NORTHERN PAPER COMPANY HAVE DECLARED:


PRICE INCREASES ANNOUNCED BY GREAT NORTHERN PAPER - New York, N. Y., October 15 -- Great Northern Paper Company announced that it will increase the sales price of selected groundwood publication grades an average of 4 percent, as of January 1, 1969.

John H. Staples, Vice President - Sales, said the increase was due to continued rising costs of labor, pulpwood, transportation, chemicals and other mill supplies.

Historically one of the world's largest newsprint producers, Great Northern in recent years has broadened its operations into coated and uncoated printing paper for magazines, catalogs, directories and specialty uses, as well as linerboard and corrugating medium shipping containers and plywood for home construction.

The move follows the increase announced September 17 by the International Paper Company. All the other Canadian producers also increased their prices.

The increase will bring the price of newsprint up to $147 a ton east of the Rockies. It will be the third boost in 31 months. A $5 a ton increase was levelled in June, 1966; and in July, 1967, it was increased by $3 a ton.

OUTSTANDING PROMOTION

"The most successful promotion we have ever done." -- that was how Business Week described the joint BW-Great Northern promotion last April in which some 18,000 live spruce seedlings were mailed (at Business Week's expense) to a special list of government officials, business and labor leaders, advertising agency presidents, and company executives.

The purpose, to promote more advertising in Business Week, is SOP in the publication field -- as every magazine does it in some form or another -- but BW tries to make their sales pitch more memorable and different.

The results of this "tree mailing" were so outstanding the publisher of Business Week, Mr. C. C. Randolph, decided to commemorate the event and invited Mr. Paine, Mr. Haak, Mr. Staples, and Mr. Vivian to a special get-together luncheon at the McGraw-Hill Building in New York, October 9. Mr. Paine was presented with a leather binder containing some of the more interesting letters Business Week received from such people as Eddie Rickenbacher and Margaret Chase Smith as a result of the mailing. Mr. Vivian received a plaque especially prepared for the occasion.
Paper production for fifty-two weeks ended 9/29/68...

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<tr>
<th></th>
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**EAST MILLINOCKET MILL**

On October 1, a trash boom broke down above Weldon Dam at Mattawamkeag and became lodged under the roll gate. Water loss was severe. The boom had to be cut upstream. Then the gate was opened wide and the boom floated free. It will be replaced later.

Nos. 5 and 6 grinder motors in the old grinder room started operation on October 8 off the recently installed high line from the new 60-cycle generator at Millinocket. These motors had been run previously on Bangor Hydro-Electric Company-supplied power. No. 4 motor was switched over on October 15. Present plans call for converting Nos. 1, 2, and 3 grinder motors to 60-cycle operation in the near future.

On October 9, piling out wood to the outside softwood piles was completed. Between 85,000 and 90,000 cords have been stored for winter use. It is expected this will last until April 1, 1969.

A new type monofilament plastic woven forming fabric, made by Eastwood-Nealley, was installed on No. 1 paper machine on October 2. This is the first one supplied by this manufacturer. Preliminary reports indicate that performance is very satisfactory.

**MILLINOCKET MILL**

Steam was introduced to the turbine generator on Friday, September 27. The AEC turbine generator was started up and connected in parallel with the local public utility electrical system on September 29. At 7:45 p.m. the public utility was disconnected and the AEC turbine generator assumed the 60-Hertz load of Nos. 5 and 6 grinder motors at East Millinocket. Because of excessive steam leakage by the eight main throttling valves, the unit was shut down and the valves reconditioned. The turbine generator went back on the line permanently Tuesday, October 8, at 6:30 p.m., supplying approximately 3,000 kw of 60 CPS power to the East Millinocket grinder room.

This unit has a capability of 25,000 kw which will be used to supply future installations with 60 CPS power. The new recovery system for the Millinocket mill will be powered from this unit.

The long log slushing operation is in full swing at the Millinocket woodyard. New access roads are now usable, and the truck scale installation is scheduled for completion for the week of October 21. When these jobs are completed, consumption of long logs is expected to reach 3,000 cords per day.

Total head controls have been installed on Nos. 7 and 8 paper machine.
Millinocket Mill Cont.

Basis weight control has improved with this modification.

The series screened groundwood system has been equipped with temporary bleaching equipment. This equipment will assist in attaining higher coater basestock brightness while also controlling the acidity on the machines. A more permanent system has been designed to relieve the manpower and material handling problems associated with the temporary setup.

On Sunday, October 6, a fire broke out in the Millinocket bark pile. Although this was the worst fire in recent years, it was contained and controlled in 20 hours. Much of the credit for this has been accorded to the cooperation of the Millinocket Fire Department and the coordination by portable radio communication of the efforts to extinguish the blaze. This could have been a serious threat to the surrounding woods, as well as the mountain of bark at the site.

WOODLANDS NEWS - NORTH

A test of the load capacity for tree-length wood on rail cars was conducted at McDonald Siding at Portage on Wednesday of this week. Results of this test will be known in two or three days. Capacity potential appears promising, particularly with these car improvements suggested by Bangor & Aroostook Railroad Engineers: bunks, fewer stakes, additional width to eleven and one half feet, and increase in car heights.

A severe tie-up of long wood trucking occurred Thursday morning at Ferguson Pond in Millinocket due to three principal causes -- more down time on the slasher, lack of sufficient storage, and an increase in long wood deliveries.

Negotiations for cutting the right-of-way and construction of the last six miles of road on the Big Eddy-Telos Road were completed this week. Work will begin next week.

The safety tag-out procedure was made effective as planned at the Portage Chip Plant on October 1. A unique feature of the plan, developed by A. C. Michaud, Personnel Assistant at the East Millinocket mill; C. H. Sheehan, Engineer with Central Engineering; in cooperation with O. K. Tripp, General Superintendent; and C. L. Sherman, Millwright at Portage, is the confining of the tag-out responsibility to two men on each shift, the supervisor and one other man delegated by him. Meetings were conducted with all plant personnel by C. Duperry, Safety Director - Woodlands, and L. H. Colgan, Safety Supervisor - Woodlands, to acquaint everyone with the procedure.

Hastings Bartley, General Superintendent from Millinocket, Orville Tripp, General Superintendent from Sheridan, John Colgan, Safety Supervisor, and Al Ingalls, District Forester at Millinocket, attended the Fall Meeting of the Northeastern Technical Division of American Pulpwood Association at Tupper Lake, New York, from October 14 through October 16. The following companies hosted field trips all day Tuesday, October 15: Finch, Frye and Company; Managed Woodlands; Elliott Hardwood Company's Tree Length Hardwood Operation; and Northern Hardwood Company's Chip 'N Say Installation.

WATER IN MAINE --

The Penobscot West Branch storage is now at 22.4 billion cubic feet. This is 39.4 percent of full storage and 6.9 billion cubic feet below average for this date.
Plywood log production at Cedar Springs has continually increased during the last thirty days. Mill inventory has picked up from a low of 500,000 Board Feet in August to the present level of 1,700,000 BF, with an additional 250,000 BF banked on outlying Company woodyards.

Several factors have influenced this production increase. Recently, four Company woodyards, each approximately 60 miles from Cedar Springs, have started purchasing plywood logs. These logs are held in inventory and later hauled to Cedar Springs by contract truckers with large double-deck trailers, each trailer having a capacity of 4,500 to 5,000 BF per load. Delivery of 800,000 BF weekly to Cedar Springs requires 18 such trailers. Of the trailers now in service, Great Northern is the principal owner; however, title to these trailers will pass to the shippers as rapidly as possible.

Plans for a Company logging crew are currently being investigated in an attempt to lower the cost of plywood logs F.O.B. Cedar Springs. Currently, 50 percent of the log receipts are from Great Northern timberlands. This figure is to be reduced as quickly as possible by the purchase of more privately-owned tracts of timber.

Great Northern Plywood anticipates consuming an average of 600,000 to 650,000 BF per week to fill the strong demand for its plywood. To maintain this rate of consumption, and to build a comfortable inventory of logs, the procurement system is being geared to produce 800,000 BF per week. This will require an average of 50 truckloads of logs per day. To date, the highest mill consumption has been 640,000 BF for the week ending September 16, and the highest production was 1,050,000 BF for the week ending September 29, including 200,000 BF purchased and banked at Company woodyards.

To continue plywood log procurement at its current high level of production, the Company finds it necessary to:

1. Acquire additional plywood stumpage as close as possible to the mill.
2. Modernize and mechanize both harvesting and transporting systems.
3. Provide additional aid to log suppliers.

The southern pine lumber market is currently enjoying its strongest sales position in a decade, competing strongly for high quality pine logs. This tremendous demand for quality logs has placed a heavy responsibility to the Southern Woodlands organization, but with the continued enthusiasm and hard work already displayed by each employee, the veneer log requirements will continue to be met.

GREAT NORTHERN PLYWOOD CORPORATION

After a successful startup, plywood plant production has increased steadily. Designed capacity was first attained in the twelfth period. The plant is currently producing at slightly above designed capacity six days per week.

The product has been well received in the market, and current demand is strong.

Core processing equipment is scheduled for delivery in late November. This machinery will bind core veneers together previous to panel layup to improve press production rate and panel quality.

NATIONAL FOREST PRODUCTS WEEK

Lyndon B. Johnson has proclaimed the week beginning October 20, 1968, National Forest Products Week. In his proclamation he called upon the people of the United States to observe the week "with activities and ceremonies designed to direct public attention to the essential role that our forest resource plays in stimulating the advancement of our rural economy and the continued growth and prosperity of our entire Nation."
FROM THE CONTROLLER’S DEPARTMENT

ALGOL, BAL, COBOL, FORTRAN, JOVIAL, and RPG. You have just read a partial list of the languages used to program computers. People who program computers are not trying to be secretive, it's just that these acronyms save them time in communicating with one another. Since it is not uncommon today to see these acronyms in print, it was felt that some of the mystery should be taken out of these terms.

Any language is a defined set of characters that is used to form symbols, words, etc., and the rules for combining these into meaningful communications; e.g., English, French, ALGOL, FORTRAN, COBOL, etc. Simply stated, English is used for human to human communications and COBOL is used for human to computer communications. Just as we use specific languages to communicate with specific nationalities, specific languages are also used to communicate with specific types of computers. Further, computers are now developed to the point where one computer can be instructed in various languages.

The computer system being installed by the Administrative Services Department is being programmed in the following languages:

COBOL (Common Business Oriented Language) is a standard computer language used for the programming of business applications. COBOL was developed at the insistence of the U. S. Department of Defense for a standard language that would be compatible with computers made by various manufacturers. COBOL comes closer to communicating with the computer in English than any of the existing languages.

FORTRAN (FORmula TRANslating) is used to write programs that are primarily mathematical in nature and is especially useful for scientific and engineering applications.

RPG (Report Program Generator) is designed for report writing and file maintenance applications. The RPG language does not require detailed knowledge of the computer's capabilities. This language was used to program the System 360, Model 20, at the Southern Division.

BAL (Basic Assembly Language) requires in depth knowledge of the computer's capabilities. A much more difficult language than COBOL or RPG, it is used in both business and scientific applications, particularly for communications programs.

In summary, Great Northern programmers will write programs for commercial applications in COBOL, on-line communications programs in BAL, and engineering and research programs in FORTRAN. In case you wondered, JOVIAL is Jules Schwartz' Own Version of the International Algebraic Language.

NEW AD AGENCY FOR GREAT NORTHERN

In a move to improve further our investment and communications, Turner and Feeney, Inc., New York, has replaced Gaynor and Ducas, Inc., as Great Northern's advertising agency. The changeover took place October 1.

While Gaynor and Ducas prepared excellent ads over the past four years and our corporate program in Business Week, The Wall Street Journal, FORBES, etc., has been well received, the agency was unable to provide the other services, particularly merchandising support, which we require.

In addition to advertising, Turner and Feeney will assist in sales promotion, product publicity, and public relations areas. As a result, Great Northern will be able to do more for the same money, and our communications program should become not only more comprehensive, but more effective.

MULTIPLE USE FOREST MANAGEMENT

How can people make the best use of land, forest, and water? Do these green acres offer people the greatest benefits when they grow, again and again, the tree harvest that feeds the nation's needs for lumber, pulp and paper? Or is their best use a
recreation area for people who love the outdoors, the beauty and the sports that only Maine's North Woods can offer.

Great Northern Paper Company has a policy of making the Maine woodlands it owns serve both these important needs in a completely harmonious way. One facet of our carefully planned forest management program keeps a steady flow of raw materials available to Maine's and the nation's vital forest products industries, in turn, providing jobs for people all over the state and country. At the same time, Great Northern's "open roads" attitude assures the constantly increasing number of campers, fishermen, hunters, hikers, boaters, and sightseers a welcome to large areas of the state's great outdoors.

The above was taken from a folder entitled "Recreation in Northern Maine." Copies of this folder featuring a recreation map of Northern Maine are available from Great Northern Paper Company, 6 State Street, Bangor, Maine.

**HUMBLE AND GNP SIGN AGREEMENT**

Great Northern Paper Company announced Tuesday, October 1, that it had entered into a minerals exploration agreement with Humble Oil and Refining Company of Houston, Texas. The pact covers three blocks of Great Northern timberland in Maine. One is near Jackman in the western part of the state; another at the Company mill at Millinocket, and the third is located in northeastern Maine.

Under the agreement, Humble will continue intensive exploration and evaluation of land. Arrangements for mining and mineral deposits found will depend on the results of this program. - Bangor Daily News, Wednesday, October 2, 1968.

**COMMENTS** - Mineral exploration agreements are not new to Great Northern Paper Company. Over the years, there have been literally dozens of mining companies and individual prospectors who have conducted mineral exploration work on Great Northern lands. It all began in 1938 when the Company authorized examination of certain lands by a geologist named Paul F. Eckstrom. Kennecott Copper, Canadian Johns-Manville, St. Joseph Lead, New Jersey Zinc, American Smelting & Refining, Bear Creek Mining, Mines, Inc., and Freeport Sulphur, are, just to name a few, some of the companies who have tramped, trenched, and drilled in the hopes of finding an ore body of commercial value. To date, it has all been in vain, but geologists are optimists and will keep looking until they satisfy themselves "there's no gold in them there hills."

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Great Northern has received some excellent comments on its election brochure. In the September 21 issue of "Editor and Publisher," George Wilt states,

"It's interesting to note that Great Northern Paper Company, a leading independent manufacturer of newsprint in the U. S., has produced a handsome, 16-page, two-color brochure, 'Newspapers and Presidential Elections,' as part of its continuing advertising and promotion program. And what's more, Great Northern is making copies available to newspapers for their own promotion.

According to Robert Vivian, Director of Public Relations and Advertising for Great Northern, it was decided that the brochure should cover the unique contribution newspapers make in the American electoral process. The booklet, with a specially-designed mailing envelope, is a 'portofolio of Presidential elections, and how they were reported.' Eight elections, from 1800 to 1960, are recalled with quotes taken from actual newspaper accounts of the time. Each election is illustrated with pictures of campaign scenes, election posters, buttons, and other memorabilia.

The booklet contains an extensive collation of general information on elections and their news coverage and some
quotes that newspapers would find useful in election coverage promotions. For instance, it recalls Jefferson's words: 'The press is the best instrument for enlightening the mind of man.'

YOU CONTROL COSTS TODAY, OR NOT AT ALL. . . . One reason why the financial reports of so many companies have made good reading, of late, is the fact that management has become exceedingly cost-conscious in its day-to-day decisions and actions, as well as in its annual budget decisions and plans. And, when management gets cost-conscious in its day-to-day decisions and actions . . . it expects supervision to assume its share of cost control responsibility.

Unless we miss our guess, many a supervisor is, today, under real pressure to help control costs in his department. And many more supervisors are likely to be under real cost control pressure tomorrow. So . . . let's do a little thinking about an important management art - effective cost control.

1. In order to control costs, you must control what happens today. Cost departments, cost systems, records and statistics do not really control costs. They deal with history; with what happened yesterday, last week, last month. On the other hand . . .

2. The supervisor deals with what happens today, and he deals with it when it happens, or -- at least he should. This gives the supervisor a key role in the task of controlling costs in his department. He must deal with idle manpower today . . . when it happens. He must deal with materials waste today . . . when it happens. He must deal with poor quality or rejects today . . . when it happens. He must deal with inventory shortages today . . . when it happens. He must deal with inefficiency of machines, manpower or planning, today . . . when they happen. 'Author Unknown'

"PERSONALITIES"

NEW EMPLOYEES

Cedar Springs Mill . . .

ROBERT L. GARDNER joined the Southern Division as Process Engineer, reporting to Dick O'Donnell, Technical Services Superintendent. Mr. Gardner is a 1961 graduate of North Carolina State University where he received a BS degree in Chemical Engineering. Prior to joining Great Northern, he was employed as Project Engineer at Georgia-Pacific Corp. in California.

Millinocket Mill . . .

PERLEY A. BOUCHER joined the Company as a Control Engineer in the Millinocket Control Department, reporting to Harry N. Packard, Control Superintendent. Mr. Boucher is a 1967 graduate of the University of Maine with a degree in Mechanical Engineering. His previous employment includes Charmin Paper Products in Pennsylvania and Oxford Paper Company in Maine.

New York - Sales . . .

GEORGE SCHNAUFFER joins Great Northern as a Service Representative, reporting to J. P. DeMarrais, Regional Manager - Commercial. Prior to joining the Company, Mr. Schnauffer was employed by Popular Merchandise Company as Printing Production Manager and brings with him eight years of experience in the graphic arts industry.

Cedar Springs - Woodlands . . .

W. JERRY PERKINS joined the Southern Division as Acting Unit Forester, reporting to Hoyt S. Crissom, Area Superintendent. Mr. Perkins received his AS degree in Forestry from Abraham Baldwin College and attended the University of Georgia for a year majoring in Forestry. Prior to joining Great Northern, he was employed by F&W Forestry Services, Inc., Albany, Georgia.
Personnelities Cont.

PERSONNEL CHANGES

Millinocket Mill . . .

GALEN M. LANDER has been promoted to the position of Process Engineer at the Plant Engineering Department in Millinocket, reporting to J. M. Giffune, Senior Engineer. This newly created position is part of the reorganization of the engineering section of Millinocket mill's Plant Engineering Department and will be responsible for process and mechanical trouble shooting, engineering and project work at the mill level, plus liaison with Central Engineering on new projects.

Cedar Springs - Woodlands Department

HENRY J. MALSSBERGER, JR. has been promoted to the position of Assistant Woodlands Manager,

CHARLES W. ANDERSON has been promoted to the position of Operations Superintendent, and

NOEL H. HASKINS has been promoted to the position of Timberlands Manager,

with all three reporting directly to James W. Richardson, Woodlands Manager.

NATHAN F. MULLIS has been promoted to Area Superintendent (Manchester),

JAMES R. BUSH has been promoted to Area Superintendent (Americus),

J. HARRELL TRICE, JR. has been promoted to Technical Supervisor.

Nathan, Jim, and Harrell report directly to Jim Malsberger, Assistant Woodlands Manager, in their new positions.

IDUS M. COOPER has been promoted to Acting Unit Forester, reporting to Wendon W. Warr, Area Superintendent.

JAMES C. ROGERS has been promoted to Assistant Head Scaler, reporting to Hoyle McLendon, Head Scaler.

Transportation Department . . .

PHILIP P. PAUL has been promoted to the position of Acting Traffic Manager - Northern Division, reporting to R. J. Shinnors, Vice President - Northern Division. Phil has been with the Company since October, 1959 and his most recent position was Traffic Supervisor.

TERMINATIONS

FREDERICK A. BLOMBERG has resigned from his position with the Controller's Department to accept employment with another paper company.

WARREN E. DENBOW resigned from the Company to accept a sales position with Portland Rubber Company.

CHARLES R. GRANTLAND has resigned from his position as Traffic Manager - Northern Division to accept employment with Carl F. Fischer & Associates.

JOHN B. ROGERS, Director of Personnel Administration, has accepted a position with the Bangor Daily News.

LARRY E. DYER, Unit Forester at the Southern Division, left recently for military service.

WHO'S NEWS

Howard Willets, Jr., Director of Marketing, has been appointed Chairman of the 1958 API Seminar to be held at the Hotel Pierre in New York on November 19 and 20. The main theme for this year's seminar is an intensive look at the next ten years and the changes which will affect the paper industry.
CONTROLLER NOW CHAIRMAN OF PACE REVIEW COMMITTEE

Robert A. Haak, President, announced the change of Chairmanship of the PACE Review Committee from Joseph V. Carena, General Sales Manager, to Peter P. Yacavone, Controller, effective September 5.

The program of Profit Analysis and Control Evaluation (PACE) is devoted to the development of a comprehensive system which will identify the profit impact of alternative methods for scheduling the Northern mills. Included in the scope is demand sales forecasting, identifying the factors affecting manufacturing costs, reporting systems to collect production performance data, exception reporting, and the institution of profit maximization procedures.

In making the announcement, Mr. Haak stated that "The results to date have been dramatic, thanks to the efforts put into the program by Frank Dunne and his group, other personnel of the Company involved in this work, and the periodic review of the Committee. Since the PACE Project, when fully operational two or three years hence, should be the responsibility of a non-operating division, the natural reporting line in the present organization should be the Controller."

The Northern mills report a record number of summer visitors. During the eleven-week period ending August 30, a total of 3,124 visitors toured the two mills. This total includes 2,125 from outside the State of Maine, with 34 states and 3 foreign countries represented.

The East Millinocket mill set the pace with nearly 1,600 people receiving guided tours through the plant. This has become one of the regular stops of Casa Tours, Inc., a New York company specializing in providing tours from the New York area to the Canadian Maritime Provinces.

Add Palette Plus to the list of paper grades now produced by Great Northern. Developed with the advice and cooperation of the DuPont Color Council, this new line of colored papers is aimed at capturing some of the rapidly growing magazine insert business. Colored inserts are starting to appear in more and more magazines as publishers become aware of the dramatic effects that can be produced by using various colored paper and colored ink combinations.

Great Northern is promoting three primary colors (yellow, red, and blue) and three secondary colors (orange, green, and violet) as its basic Palette Plus color line. Each of these six colors is available in three depths of shades, thus giving a total of 18 colors that we manufacture. In addition, the color line is so designed that, if required, it is possible to produce any hue in the spectrum by combining two, or three at most, of the basic colors.
Paper production for fifty weeks ended 9/15/68. . . .

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<td><strong>1,027,714</strong></td>
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**CEDAR SPRINGS MILL**

While the mill is down for maintenance repairs, several major jobs and inspections have been scheduled and will be completed during the week. Included are the following: yearly inspection of No. 2 turbine generator and No. 3 paper machine drive turbine; installation of a new backing wire on the first stage of the NSSC washer; replacing the rebuilt Bauer refiner in the pulp mill; and installing the spare rotary chip feed valve on the digester in the pulp mill.

No. 3 machine is scheduled to startup Friday, September 20, if power and steam are available, and No. 1 on Monday, September 23.

No. 2 Bauer refiner, which was completely rebuilt at the Bauer shops, has been beefed up with the installation of larger shafts, bearings, and a reinforced base. No. 1 refiner will be returned to Bauer in late September for a similar rebuild.

Engineering is in progress for the No. 2 truck-purchased chip unloading system. Equipment for the system is on order, and bids will be obtained when installation drawings are completed.

The new Link-Belt LS-78 log rake was placed in service on No. 1 log flume during the week of September 9.

**EAST MILLINOCKET MILL**

The second in a series of four dry end broke pulpers has been installed at East Millinocket. These will eventually eliminate the old broke beaters and will significantly reduce stock losses.

No. 5 grinder motor was recently changed to 60-cycle. The change was made in preparation for the new 60-cycle generation unit to be put into operation soon in Millinocket.

A committee of railroad and American Association of Railroad representatives visited the East Millinocket mill on September 10 and 11 to meet with Transportation and East Millinocket Finishing Room personnel for the purpose of installing a new type impact recorder to test the handling of newsprint shipments in double tier loads using cushion underframe cars.

This new instrument, a "Model RM Three-Way Accelerometer" designed by the Savage Impact Register Company, Champaign, Illinois, monitors the forces and shocks transmitted to the paper in transit. This instrument contains three styli that record vertical, lateral, and longitudinal movements in "G" forces.

These accelerometers were attached to boards which were then mounted on the ends of doorway rolls and secured to plugs in the cores. Tapes from these recorders are to be removed at
destination and forwarded to the instrument manufacturer for interpretation. If these tests are successful, they will provide us with a more accurate tool for checking shipments in cushion underframe cars.

MILLINOCKET MILL

Labor Day startup brought the new sulphite mill screening and thickening system on line. The startup was fair with a few mechanical problems. Primary components of the new system include:

A sulphite washed-stock screen system which is designed as a primary-secondary system for handling peak flows. It will increase screening quality and efficiency, centralize the location of equipment, reduce manpower requirements, and increase capacity.

A vacuum decker for Mill One pulp which is expected to increase deckering capacity, improve washing efficiency, centralize manpower, and be suited for immediate conversion to MgO recovery in the washing system.

A sulphite cleaner installation which is designed to provide a three-stage cleaner system to clean 300 tons per day of accepted stock from the sulphite screening system for Mill One pulp.

A vacuum decker for Mill Two pulp which is designed to thicken 270 bone-dry tons per day of primary screen accepts and deliver to No. 8 outside storage tank via the new stock pumps. The white-water system is designed to take the effluents from both Mill One and Mill Two vacuum deckers and distribute to the screens and cleaners for consistency control, which will be essentially a closed system.

No. 3 boiler went off the line on September 11 for its annual overhaul and acid cleaning. It is expected to be back on line by September 20.

The new saveall systems on No. 3 and No. 4 paper machines came on line this month. These installations have increased our closed-machine grade capability to four machines.

Project 09 - MgO Recovery System and Turbine Generator. . . . All structural steel for the MgO boiler building has been received and about eight hundred fifty tons (70 percent) have been erected as of September 13. Approximately two hundred square feet of concrete has been poured for the floors, and the ash pond has been completed as of September 13. All phases of work are progressing on schedule.

A pre-startup checkout of the turbine generator is in progress and startup is scheduled for week of September 30.

The 60-cycle intermill electrical transmission system was successfully energized and started up on September 14.

The following letter, received by the Personnel Department, Northern Division, is typical of the thought of the thoughtful consideration all Great Northern employees bring to their jobs:

"During the middle of August, I took a camp group on a canoe trip and we stopped to visit your mill which also happened to be your Annual Open House. We had an excellent guided tour, and it was a fascinating experience for all of us.

A week later, half of our group was caught on Gero Island by high winds, and late that evening they paddled over to Chesuncook Village. Your man at the Inn very kindly brought them down to our take-out point at Chesuncook Dam aboard your tender. I tried to reimburse both he and you for the trip but he refused, saying 'It's a courtesy of the Great Northern.' Needless to say, we are extremely grateful to you for both the start and finish of our trip."
WOODLANDS DEPARTMENT - NORTH

A safety tag-out procedure is being written up for the Portage Chip Plant at MacDonald Siding. Arthur Michaud, Personnel Supervisor at the East Millinocket mill, and Charles Sheehan, Engineer in Central Engineering, are working with the Woodlands' Safety Department and supervisory personnel in that area to come up with an effective plan. The procedure will be in force no later than October 1, 1968.

A more efficient and rugged skidder chain has been developed by one of the employees at the Kenneth Bartlett operation in the Portage Lake area which will enable skidders to work in steeper terrain than is possible with conventional chains. Two sets are now in use, and close supervision will prevail to see if they have any effects on the tires or the skidders.

The Big Eddy road system is under construction. At the north end, three miles of right-of-way have been cut, two miles have been bulldozed, and the first mile is being gravelled. At the south end of Telos, two miles of right-of-way have been cut, and one mile has been bulldozed. This road will shorten travel time from Millinocket to the Telos Lake operation by 40 minutes and will eliminate the routing of pulpwood through Baxter State Park.

The National Park Service has approved Gulf Hagas as the 89th site in the Registry of Natural Landmarks. Gulf Hagas is a three-mile gorge cut by the West Branch of the Pleasant River and contains many interesting geological features. It is located in East Bowdoin Township just north of Katahdin Ironworks, and the Company is part owner of this land.

Timberland Machines, Inc. held a demonstration of their 330 Series Timberjack skidder with automatic transmission at the Jo-Mary operation on Thursday, September 12. A box lunch was served to fifty woods industry people who attended.

Seboomook Dam was improved in appearance this summer by replacing some of the deteriorated superstructure concrete. Gate hoist support beams were replaced in two of the six bays. Repairs will be continued next summer.

Pulpwood Procurement moves to Millinocket. As of September 3, this department moved its staff from Bangor, Maine, and will be functioning from their new location in Millinocket.

Mr. R. Clifford, Woodlands Manager-Northern Division, brings with him his two Superintendents - L. W. Hazelton, Superintendent - Operated Wood, and R. A. Leadbetter, General Superintendent Purchased Wood, and E. A. Lumbert, Administrative Assistant.

H. J. Deabay, Personnel Supervisor-Woodlands and C. D. Duperry, Safety Director-Woodlands are on hand to perform the personnel functions.

WATER IN MAINE. The Penobscot West Branch storage is now at 28.5 billion cubic feet. This is 50 percent of full and 13.3 billion cubic feet below rule curve. Precipitation over the drainage area is 10 inches below average for the year to date.

Apprentice programs for first, second, and third year papermaker apprentices have begun at the Northern Mills. This year, 180 participants will attend classes in the papermaking field. Six thousand hours are required for graduation.

In addition, seven new apprentices have been enrolled in the mechanical trades programs. Graduates must have completed a total of eight thousand training hours on various required jobs.
RESEARCH & DEVELOPMENT REALIGNS DEPT.

Several organizational changes have been made in the Research Department. This streamlining is aimed at setting up a department which can most effectively handle the Company's changing technical problems.

The realigned department is divided into four sections containing ten research groups as follows:

**PULP RESEARCH SECTION**
*(R. C. Johnson)*

- Pulp Research Grp.- W. Richardson (Fulping, recovery, and bleaching)
- Resources Research Grp.-R. Thaxter (Water improvement, waste control, and wood utilization)

**PAPER RESEARCH SECTION**
*(P. D. Hubbe)*

- Paper Research Grp.- R. Leavitt (Papermaking)
- Coating Res. Grp.- H. P. Gore (Coating)
- Process Dynamics Grp.- O. Merrill (Process control and instrumentation)
- Applied Math Grp.- (Statistics, computers, mathematical analyses)

**PRODUCT DEVELOPMENT SECTION**
*(S. Kozlovich)*

- Product Devel. Grp.- R. Sweet (Product improvement studies)
- New Product Res. Grp.- C. Mosher (New product studies)

**RESEARCH SERVICES SECTION**
*(P. H. Welch)*

- Analytical Grp.- D. Phenice (Chemical and microbiological testing)
- Paper Eval. Grp.- W. Hodgkins (Physical testing, printability, specifications)

The four Sales Trainees, Mike Alford, Steve Hobson, Ed Burke, and Bob Walls, have completed the first half of their four-month training program with the Research & Development Department. These Trainees worked in the Paper Evaluation and Product Development groups. Their on-the-job training is designed to give them an understanding of Great Northern's grade structure, our manufacturing processes and problems, paper properties and defects, and pulp and paper testing procedures, including printability testing. Mike and Steve completed their work with the Paper Evaluation Group and passed their exams with flying colors. Ed and Bob finished their trial order coverage assignments with the Product Development Group.

Mike and Bob recently spent three weeks with the Order Processing Department in the New York office with the Schedulers and Order Writers. Ed and Steve are currently undergoing the same indoctrination.

Bob Walls is back at the University of Maine to complete the requirements for a BS in Business Administration in February before completing his training program with us.

The Great Northern World Series

... On September 8, a softball game was played between Order Processing and Sales Departments. This was a sparkling pitchers' duel as indicated by the final score of 26-26. J. Pintard played well in the field, making only seven errors on three fly balls, three grounders, and a bunt. One additional grounder was stopped by a beer can John left in the infield.

The game was played at Tallman State Park in Rockland County, New York. About thirty people attended, and lunch and refreshments were enjoyed in mid-afternoon, after which people left for home, a hot bath, x-rays, and Ben-Gay!
CONTROLLER'S DEPARTMENT

The increased use of communication to, from and between computers has prompted a switch from analog signals to digital signals within the communications industry. This trend is being well heeded by the Administrative Services Department in creating the new IBM 360 Teleprocessing and Communications system.

Digital signals are composed of only the presence or absence of a pulse. If a pulse is present it is an "on" or a "1." If a pulse is absent, it represents an "off" or a "zero." There is no "maybe" in digital communications. The computer itself makes use of digital transfer internally in mathematical operations, performing logical steps and in the movement of data.

The greater portion of communications traffic consists of speech and television pictures, both of which are analog signals. Analog signals are waves transmitted over electrical circuits. The voltage of these waves varies continuously as analogs of the acoustic sound pressure or the picture element brightness.

At present, 80% of all communications are analog in form. By the end of the 1970's, this ratio is expected to be reversed.

The advantages of digital transmission over analog are its accuracy and economy. The reason for its accuracy is simple; with the "yes" or "no" state of digital transmission, the data is either completely present or absent. This lack of ambiguity makes it possible to transmit a less powerful signal. This amounts to a considerable cost savings.

In advance of the day when all communications are via digital signals, many developments in techniques and equipment will be introduced. This creates a problem for the user in designing his system to take advantage of new developments and yet operate with existing and proven equipment. Emphasis is being placed in this area by the Administrative Services Department in designing Great Northern's system on a modular or building block basis. This approach will enable our system to keep abreast of the communications industry, yet remain compatible with our existing equipment.

F. C. Morrison, Director of Profit Planning, Northern Division, has announced that the Profit Improvement Program has shown very satisfactory progress with reported savings of $1,111,156 for the first three quarters, with some groups already exceeding their savings targets for the year.

This month the various groups will be getting together to explore new cost saving ideas and take on new commitments for the coming year. The Woodlands Department will also be meeting soon for their initiation into the program.

With summer at an end, so ends this year's Newsboy Program. A total of 331 newsboys and chaperones, representing 66 newspapers throughout the Northeast, from Maine to the Carolinas and Kentucky, visited our operations in Northern Maine. Great Northern played host to these boys for 5-day periods stretching from June 20 until September 2.

Upon arrival at the E & R Center, the groups visited the East Millinocket mill and the coating plant at Millinocket. The remainder of their visit consisted of an overnight trip to Johnson Pond Lumber Camp where they viewed our logging operations firsthand and a trip to Rainbow Lake Camp for some fishing, hiking, swimming, etc.

The thank-yous received from our customers and the boys themselves are too numerous to mention, but they do serve as proof that all the work was not in vain.
The 41st Annual Maine State Safety Conference is in session this week at the Samoset Hotel in Rockland, Maine. Approximately eight hundred representatives of all industries and utilities in the state attend regularly. Representing Great Northern are John Hickey, Personnel Assistant, Gordon Cook, Safety Supervisor, and Mrs. Joan Ippoliti, RN, from the Millinocket mill; Arthur Michaud, Personnel Assistant, Gordon Jarvis, Safety Supervisor, and Mrs. Loretta Goddard, RN, from the East Millinocket mill; and Henry Deabay, Personnel Supervisor, Louis Colgan, Safety Supervisor, and Alfred Cowett, Foreman, Portage Trucking, from Woodlands. Mr. Cowett participated in the Logging Safety Program with a paper on "Safety in Tree-Length Logging."

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"We Send People Packing and They Love It," the headline from our latest corporate advertisement promoting Independence linerboard and corrugating medium, has been one of the best headlines of the past several months selected by Advertising Headline Service, Irvington, New York.

Future American Business (FAB), the Junior Achievement Corporation sponsored by the Company in the Millinocket and East Millinocket area, was represented at the National Junior Achievement Conference held at Bloomington, Indiana, the week of August 19.

Joan Paoletti, daughter of Anthony Paoletti of East Millinocket and David Dickey, son of George Dickey, Jr., of Medway, accompanied by J. A. advisor, Omar Raymond, papermaker apprentice trainer at the East Millinocket mill, attended five days of meetings and other activities on the Indiana University campus. They returned tired but full of enthusiasm for the coming year.

Weekly meetings at the J. A. Center in East Millinocket will begin in October and continue through May.


In the talk, which was reprinted in the July 15 issue of Paper Trade Journal, he stressed that "training needs must be determined from employees' performance inadequacies" and that "it must be a joint effort of Management, unions, and other personnel."

Highlights of the talk were an outline of achievement measurements, a brief history of the development of the papermaker training program, and an explanation of what he termed the key to the success of the program, "Implementation."

He emphasized the joint approach with Management "being alert to their employees' inadequacies in on-the-job performance" and making reasonable judgments regarding "employee recommendations."

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An unusual "fish eye" photograph of Great Northern's No. 3 machine at Cedar Springs appears as the cover picture on the August issue of Paperboard & Packaging.

Filing Your Comprehensive Medical Expense Claim. . . . With the end of the calendar year approaching, the number of CME claims will be increasing manyfold in the near future. To insure prompt payment of your claim, you should be sure that you are submitting itemized bills showing the name of the patient, the date of the purchase, service, or treatment; the amount of the bill and what the charge was for.

Statements showing "balance due," "balance forwarded," receipts, cancelled checks, etc. may not be accepted in lieu of itemized bills. You may receive a "Statement of Claim" which should be completed and submitted as soon as possible after your claim is filed.

Attention to these details will help avoid the unnecessary delays in the processing of your claim.
NEW EMPLOYEES

EDWARD W. HAMBY, JR. joined the Southern Division Woodlands Department as a Unit Forester, reporting to Wendon W. Warr, Area Superintendent. Mr. Hamby received his BS degree in Forest Management from the University of Georgia. He was previously employed by Forest Enterprises, Inc., Richland, Georgia, as manager of pulpwood dealership.

GRANT T. SHELTER joined the Southern Division as an Electrical Engineer, reporting to Waylon Lacey, Plant Engineer. Mr. Shelter is a 1968 graduate of the University of Florida where he received a BS degree in Electrical Engineering. While attending school, he was employed on a co-op basis as an Engineer Trainee with National Aeronautics and Space Administration, Kennedy Space Center, Florida.

GEORGE S. STOUGH, JR. joined the Southern Division Woodlands Department as a Unit Forester, reporting directly to Hoyt S. Grissom, Area Superintendent. Mr. Stough received his BS degree in Forestry from Mississippi State. Prior to joining Great Northern, he was employed as a Forester with St. Regis Paper Company, Jacksonville, Florida.

NORMAN WIENER joined the Planning Department in New York as a Market Research Trainee, reporting to Wayne Mangels, Director of Market Research. Mr. Wiener is a recent graduate of Baruch College of the City University of New York with a MBA degree. He was employed by Great Northern on a part-time basis while attending Baruch.

TITLE CORRECTION:

In last month's Newsletter, HAROLD D. ACRE'S title was announced as Chief Engineer. Mr. Acre's title should be Manager of Engineering.

PERSONNEL CHANGES

HAROLD A. LYONS has been promoted to the position of Day Foreman Paper 1-4 at the East Millinocket mill, reporting to R. D. Violette, Assistant Paper Mill Superintendent. Harold has been with Great Northern since June, 1937.

GEORGE K. CASEY has been promoted to Day Foreman Paper at the Millinocket mill, reporting to C. R. Larlee, Assistant Paper Mill Superintendent. George has been with the Company since June, 1946.

JACQUES L. DARDENNE was recently promoted to the position of Commercial Salesman, Chicago, reporting to George L. Mysstrom, Regional Manager. Jacques has been with Great Northern since January, 1956.

WARREN A. RICHARDSON has been promoted to Pulp Research Group Leader, reporting to R. C. Johnson, Supervisor - Pulp Research. Warren has been with the Company since July, 1960.

TERMINATIONS

H. MILTON WILLIAMS, JR. resigned from his position of Manager, Rates and Research to accept employment with Carl F. Fischer & Associates.

MAC R. AVERS resigned from his position as Assistant Area Superintendent in the Southern Division Woodlands Department to accept a position with Taylor Clete Company.

A Black Clawson ad featuring Great Northern's coater (we provided the photos) has won the top Readex score for reader interest in the May 27th issue of Pulp & Paper
GREAT NORTHERN PAPER COMPANY POSTS RECORD SALES, PROFITS FOR THIRD FISCAL QUARTER

New York, N.Y., July 25 -- Great Northern Paper Company today reported record earnings, sales and shipments for the first 40 weeks of its fiscal year ended July 7, 1968.

Net income for the period rose 12.8 percent on sales of $118,008,000, to $11,455,000. This is equivalent to $3.95 a Common share after Preferred dividend requirements. During the corresponding period last year, Great Northern earned $10,157,000, or $3.55 a share.

Earnings for 1968 take into account the new Federal income tax surcharge which is retroactive to January 1, 1968. Without the surcharge, earnings would have been greater by $461,000, or 17 cents a share.

Investment tax credit reflected in Great Northern's earnings totalled $2,280,000, or 86 cents a Common share as compared with $1,525,000, or 59 cents a share for the same period a year ago.

Assuming conversion into Common stock of all outstanding convertible securities, the pro-forma net income becomes $3.39 per Common share for the first forty weeks, compared with $3.02 for the same period in 1967.

Sales for the first 40 weeks amounted to $118,008,000, 17 percent more than in the previous period last year. Shipments of paper and board totalled 1,004,653 tons, an increase of 201,541 tons, and 25 percent ahead of the comparable period in 1967.

In his interim report to stockholders, Peter S. Paine, Great Northern's Chairman and Chief Executive Officer, noted that while the market for linerboard this year has recently been influenced by new board machines coming into production, board consumption has remained at a high level, and it is expected to continue there throughout the rest of the year.

Mr. Edward L. Cowan, effective August 12, became a consultant exclusively for the Company, reporting to the President, and will be available for special assignments. He will continue as President of the Chattahoochee Industrial Railroad and Vice President of Great Northern Plywood Corporation, but will relinquish his title as Vice President, Engineering and Research of Great Northern Paper Company.

Mr. Cowan will establish his office at the Company's present office in Atlanta.

Mr. Shinners, Vice President - Northern Division, will henceforth be responsible for the engineering and research functions and all personnel of those departments. Mr. Hellendale, Vice President and Secretary, will be responsible for the corporate transportation function.

Messrs. Grantland and Smith, divisional Traffic Managers, will continue to report administratively to Mr. Shinners and Mr. Ellen, the divisional Vice Presidents in charge of the Company's Northern and Southern operations.
Paper production for forty-five weeks ended 8/11/68 . . .

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar Springs</td>
<td>528,461</td>
<td>1,837</td>
<td>330,528</td>
<td>1,483</td>
</tr>
<tr>
<td>East Millinocket</td>
<td>342,328</td>
<td>1,103</td>
<td>333,532</td>
<td>1,078</td>
</tr>
<tr>
<td>Millinocket</td>
<td>263,257</td>
<td>850</td>
<td>265,893</td>
<td>862</td>
</tr>
<tr>
<td></td>
<td>1,134,046</td>
<td>3,790</td>
<td>929,953</td>
<td>3,423</td>
</tr>
</tbody>
</table>

EAST MILLINOCKET MILL

No. 6 paper machine went down on August 9 due to a low pressure bearing failure. During the 32-hour shutdown, a new bearing and bearing bracket stand were installed.

The tube winder was dismantled at the Millinocket mill on August 12, and erection began at East Millinocket on August 13. As of August 19, the project is nearly complete with the exception of instrumentation and glue handling.

The tube drying system is undergoing trial runs to determine temperature settings and necessary curing time using tubing which has been premanufactured.

No. 4 paper machine was started up on August 14 after installation of new centri-cleaners. The startup went well, and the cleaners will enable us to produce a cleaner sheet of paper.

A new Venta-nip arrangement and two new dryers were installed on No. 2 paper machine second press on August 13. In addition to eliminating the need of a vacuum pump, the combination has resulted in an increase in speed for the machine.

Last month's Newsletter reported the installation of a synthetic wire on No. 1 paper machine. This wire was installed on July 15 but had to be removed on July 17 because of drainage difficulties and formation problems.

No. 6 grinder motor switchgear was converted which is the first step in this area to provide for the load of the new turbine generator.

A potentially serious injury was narrowly missed when the boom of a crane-type truck struck an overhead power line carrying 6900 volts in the East Millinocket mill woodyard. The driver, an employee of E. S. Boulos Company, contractors for a new substation being built at the mill, was operating the truck with the boom elevated and failed to notice the power lines.

The power line burned in half on contact. All six paper machines were shut down and lights were out for a period of one and one-half to two hours.

MILLINOCKET MILL

No. 3 paper machine broke and white water closeup was started August 19 with no difficulties. Included in the installation of this closed white water and broke system were: saveall with repulper; sealbox and broke chest; furnish refiner and thickening equipment; dry broke pulper; clear white water pump; saveall stock pump; and broke chest pump. It is expected that this system will utilize colored broke and conserve additives, stock and heat.

The relocation of the Kamyr deckering system will be of interest to the former employees of the Sulphite Mill. Three units are now in operation providing approximately one hundred tons per day of added groundwood deckering capacity.
MILLINOCKET AND EAST MILLINOCKET MILLS HOLD OPEN HOUSE. . . .

The Annual Open House for the two northern mills was held on August 9. Conducted tours were given to 417 persons at Millinocket and 339 persons at East Millinocket. (A record number of 1,215 visitors have toured the Millinocket mill this summer.)

As is customary, A. E. Dentremont, Mill Manager - Millinocket, presented a set of Great Northern glasses to the 100th visitor - Mr. Edward Raymond of Millinocket.

At both mills, refreshments of doughnuts, coffee, and cold drinks were available to the visitors at the conclusion of the tour.

In addition to Maine, there were fifteen states and Canada represented, the most distant states being Florida, California, and Wisconsin.

The Annual Outing for Company supervisory personnel in the Northern Division was held August 8 at the Rice Farm in Millinocket. More than three hundred people were in attendance, including several retirees; Mr. M. C. McDonald, member of the Board of Directors and retired President, who resides in Bangor, Maine; and Messrs. Paine, Haak, Carena, Dunne, and Miller of the New York office.

Don Griffee was the lucky ticket holder and won the transistor radio.

The Profit Improvement Program, "PIP", introduced last fall in the Millinocket and East Millinocket mills and the Purchasing Department, is going well. The third quarter report will be issued soon and will claim savings or additional profits of about $1,000,000. The Woodlands Department will be incorporated into the plan this fall.

FROM THE RESEARCH DEPARTMENT. . . .

A Jarrell-Ash Atomic Absorption Spectrophotometer has been installed in the Analytical laboratory. This instrument has the capability to analyze for 65 metals in solution. Sensitivity of the instrument is in the parts per million range and sample preparation is greatly simplified over that required for conventional analytical techniques.

The instrument requires special vacuum tubes known as hollow cathode lamps for analysis of each metal of interest. Currently we have hollow cathode lamps for 14 elements which occur most commonly in day-to-day problems. These are: iron, copper, cobalt, nickel, manganese, chromium, vanadium, tin, calcium, magnesium, aluminum, sodium, potassium, and zinc.

***

SOCIAL SECURITY: MORE TO COME

Whether the new President is a Republican or Democrat, the next Congress is certain to increase social-security benefits. Wilbur Cohen, Secretary of Health, Education and Welfare, has called for a $15-a-month increase, which would raise minimum benefits from $55 to $70. Going along with this proposal, the GOP platform--foreshadowing a similar recommendation in the Democratic platform--pledges an "automatic cost of living adjustment" for social-security recipients, an increase in the amount of outside earnings they can make without loss of benefits, and income-tax deductions for all medical expenses for those over 65.

Newsweek, 8/26/68

***

WATER IN MAINE. . . . The West Branch storage is now at 35.6 billion cubic feet. This is 62.4 percent of full storage and 8 percent below last year on this date.
WOODLANDS DEPARTMENT

NORTH

The West Branch Drive is now complete except for picking rear on the shores of the lower lakes. This has not been done the past few years due to low water conditions. The towboats, W. S. Hilton and the O. A. Mørkness, are in drydock until next spring.

The very dry summer has made it possible for wood suppliers to deliver wood that normally would not have been available until winter time. Most pulpwood contractors develop some roads for summer trucking and some that can be used only in the winter. The development of the "skidder" and its increasing use has made it possible for a woods operator to land five times more wood on a road than he could with horses. The skidder, then, has made it much easier to have wood available for summer trucking. As a result, we have had more wood than was planned for, or was needed, coming in to the mills.

The chip plant at Portage continues to show an increase in weekly production. As is true with any new plant, it takes time to work out the bugs and to train operators. The use of chips from outside sources has increased at a remarkable rate during the last few years. For instance, in 1964 we received 2,256 cords of chips, and in fiscal 1968 we expect to have 60,000 cords. With new chip unloading facilities at the mill and the Portage chip plant on stream, we could have over 100,000 cords in the form of chips in fiscal 1969.

All logging operations are making excellent progress. Labor supply is the best in three years, and this has resulted in a very low turnover rate in the operations. Canadian companies have not been operating at maximum capacity and have cut back on wood production, thus making more men available to work in Maine. Between weather and labor, it's either a feast or a famine, and the changes come quickly.

Lester W. Hazelton, Superintendent of Operated Wood, recently addressed the Fourteenth Northeastern Loggers' Congress on the subject, Loggers - Our Potential. The article was printed in the July 1968 issue of the Northern Logger and Timber Processor. In this, Mr. Hazelton outlined the restrictions on labor; weather and climate, geographics, fatigue and safety, indicating their effects on logging productivity.

An interesting feature of the article was charts comparing productivity per manhour using present-day methods--five-man crews with wheeled skidders--with the typical one-man or two-men-and-a-horse operation of a few years ago.

He noted that present productivity is up 50% from that of the early 1950's and that the Company had set a five-year goal of doubling the rate of increase by 1972. He illustrated the tremendous potential existing in the industry for increasing productivity of our loggers and pointed out the responsibility of industry to develop this potential.

SOUTH

A new Company-owned and operated woodyard was opened near Cuthbert, Georgia, (approximately sixty-five miles from Cedar Springs) on July 12, where both pulpwood and plywood veneer logs will be purchased. This yard is an experimental project in that we will open a new market for plywood logs for wood suppliers. Our Company will be in a favorable position to be a strong competitor for all plywood logs which meet our specifications in the general area where the yard is located. Should this yard prove successful, no doubt other Company-owned woodyards will be opened for receiving plywood bolts.
Seven college students were employed during their summer vacations to kill culled hardwood trees in pine plantations. With the scarcity of good local labor, this arrangement is beneficial to the Company in filling our temporary labor requirements, and, in turn, gives the students the opportunity to earn money for their college educations.

Longwood purchases for the McAraeville Woodyard slasher have increased to the point that plans are being made to operate a second eight-hour shift. The second shift will double production of both pulpwood and pine veneer bolts and should reduce operating costs of the slasher.

Timber from a 28-year-old pine plantation was recently purchased by the Company from an Early County landowner. The trees were planted in an old field in 1940 by the Civilian Conservation Corps, commonly known as the CCC. Control plots were established to accurately determine the volume cut from this plantation, and data from this study are as follows on an average per acre basis:

**Products**

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.77 telephone poles</td>
<td>$11.95</td>
</tr>
<tr>
<td>18.03 cords</td>
<td>144.26</td>
</tr>
<tr>
<td>3,430 bd.ft. veneer</td>
<td>137.22</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>292.43</strong></td>
</tr>
<tr>
<td><strong>on average acre</strong></td>
<td><strong>292.43</strong></td>
</tr>
</tbody>
</table>

An average gross annual income of $10.48 per acre!

Labor scarcity continues to adversely affect wood production throughout the South as the harvest of peanuts, tobacco, and other crops begins. This condition will not improve until November and requires intensified effort on the part of our procurement organization to maintain an adequate wood flow of both pulpwood and plywood logs.

**FROM THE CONTROLLER'S DEPARTMENT. . . .**

The Administrative Services Department is creating a **BANK**. However, instead of money, this bank will handle management information and is referred to as a **DATA BANK**. The data bank concept has been developed by manufacturing companies to speed up information flow and improve the efficiency of systems that have related functions. Classically, the first attempt to consolidate data is in the order entry, production, invoicing, sales analysis, and transportation systems. With the introduction of second generation computers, separate systems were developed to service these functions. These stand-alone systems used the same information and required that many items of data about a customer or a product be repeated in each system's data file. Changes in base information required the updating of several data files. With the advent of modern computer memory devices and the faster processing speed of third generation computers, the data bank concept was developed. Simply stated, the data bank receives, stores, and makes available data required for multiple systems. Users of the data bank can have access to the information either through printed reports or by inquiry from remote terminals.

Although the concept is straightforward, implementation of a data bank requires considerable planning and study. Great Northern's file is modest by comparison with some developed by the banking and insurance industries. However, the initial data bank will contain data sufficient to satisfy the order entry, production reporting, invoicing, sales analysis, transportation, and cost systems, as well as provide the data requirements for the medium-range profit model being developed by the **PACE** effort. As presently developed, this data file will contain approximately six million characters of information to support the above systems' needs.
Pulpwood Cutting in Baxter State Park Illustrates Opinion Gap. . . .  

Concern that pulpwood harvesting in the 200,000-acre Baxter State Park may impair aesthetic values points up a long-standing difference of opinion between foresters and supporters of the "forever wild" concept in the management of lands reserved for public use.

In this case, the Natural Resources Council of Maine voices the hope that the Great Northern Paper Company, which will conduct cutting operations on about 6,000 acres of prime spruce-fir woodland in the park this year, will use discretion.

Under the terms of the sale to ex-Governor Percival Baxter, who later gave the land to the state, Great Northern Paper reserved the right to take mature softwood from these lands until 1969. (Another tract is slated for cutting before 1972.) The NRC has been assured that proper precautions will be taken to preserve scenic attractions in the area of Township 4, Range 10; and it concedes that the Company has for years recognized the interest of the public in management policies affecting its own land.

Cutting timber on lands frequented by advocates of outdoor recreation is at the heart of the whole controversy over public acquisition of private woodlands. It brings up the tough question as to whether standing timber is more important in Maine economy than outdoor-oriented recreation. Contentions are sharp--on both sides.

Experienced foresters, however, even if they have strong protectionists leanings, know that only carefully managed woodlands can present to the public the bright green and healthy image that people have come to know as a working forest tract. Nature soon obliterates the scars of most of man's handiwork in the woods, but it takes longer to wipe out windfalls when overmature trees give up the struggle, or disease or fire sweeps in.

During the fall of 1963, nearly 4,000 cords of spruce blew down across the Abol Trail in Baxter Park in a freak windstorm. The Park Authority was obliged to close the trail, scurry around to find someone to salvage the wood, and to protect the remainder of the park from a serious fire hazard. The "killer-wind" that wild October night didn't practice selective cutting.

Great Northern is likely to be deeply conscious of public feeling as it works in Baxter Park this summer. The Company has even suggested that the logging roads it will build can be retained as part of the park system and used by vacationers in years to come.

But real dyed-in-the-wool protectionists will breathe easier when the reserved cutting rights in Baxter State Park finally expire with age.

Condensed from an article by C. M. Washburn in the Bangor Daily News.

* * * * * * * * * * * * *

The July 10 issue of Southern Pulp and Paper Manufacturer contains a 12-page article with accompanying color pictures on the Cedar Springs mill. SP&PM is the third industry publication to feature the Company's Southern Division expansion program. Paper Trade Journal and Pulp and Paper published similar stories during Paper Week last February.

A recent Great Northern promotion piece, prepared for the export containerboard market, has been awarded a "Certificate of Merit" by Curtis Paper Company whose paper was used. In a newsletter circulated to Curtis merchants throughout the United States, the company said in part: "Great Northern Paper Company has excelled again! . . . Done in five languages, "On Liberty and Independence" is superb from every point of view--the original idea for the contents, the design, the printing, and the overall finished product."
NEW EMPLOYEES

HAROLD D. ACRES will join Great Northern as Chief Engineer, reporting to R. J. Shinners, Vice President - Northern Division. In this position he will be responsible for all corporate Central Engineering functions for both the Northern and Southern Divisions and will be located in Millinocket. Before joining the Company, Mr. Acres was Manager of Engineering, Paper Division, for Weyerhauser Company.

RONALD H. ALLEN joined the Southern Division Woodlands Department as a Unit Forester, reporting directly to Charles Arnold, Area Superintendent. Mr. Allen is a 1968 graduate of the University of Florida where he received his BS degree in Forest Management.

ALDEN C. RICHARDS has joined the Company as Systems Supervisor, reporting to W. O. Wagner, Manager of Administrative Services. In this capacity, he will be responsible for supervising the development and implementation of Company data processing systems and methods projects. Mr. Richards' background includes BS degrees from Maryland University in both General Business and Accounting and ten years' experience in the systems field.

PERSONNEL CHANGES

In the Controller's Department - North

HAROLD A. GRANT has been promoted to Manager of Accounting - Northern Division, reporting directly to R. F. Bartlett, Assistant Controller. "Pete" joined Great Northern as an Internal Auditor in 1963 immediately after graduating from Bentley College of Accounting and Finance.

ELLIOTT R. BOYD has been promoted to the position of Staff Accountant, reporting to H. A. Grant, Manager of Accounting - Northern Division. Elliott joined the Company in June, 1966.

DOROTHY M. OUELLETTE'S title has been changed to Supervisor, Office Services in conjunction with her new responsibilities of the stationery stores and telephone switchboard functions.

In the Woodlands Department - North

RODERICK E. FARNHAM has been promoted to Administrative Assistant, reporting to J. T. Maines, Vice President - Woodlands and will continue to be located in the Bangor office.

HENRY J. DEABAY has been promoted to the newly created position of Personnel Supervisor - Woodlands, reporting to J. R. Adams, Manager of Personnel. Thus far, Henry has 22 years of service with the Company. He now will be located in Millinocket.

MERLE E. FENLASON was promoted to the position of Pulpwood Buyer, reporting to R. A. Leadbetter, General Superintendent Purchased Wood. Merle's company employment dates back to April, 1951.

In the New York Order Processing Department

EDWARD J. LEONICK assumes the responsibilities of Order Processing Supervisor covering both the Northern and Southern operations. He will report to F. J. Dunne, Sales Coordinator.

RICHARD L. GREENE has been promoted to Scheduler covering linerboard operations in Cedar Springs, reporting to E. J. Leonick.

Purchases & Stores - Cedar Springs

J. DERRELL CLARK has been promoted to Superintendent - Stores,
Great GN with reporting

reporting to Bob Epperson, Manager, Purchases and Stores. Derrell has been with the Company since September, 1963.

W. VERNON WIDNER was promoted to Buyer, reporting directly to Howard Pugh, Purchasing Agent. Vernon has been with the Company since July, 1963.

At the Cedar Springs Mill

VERNON EVANS was promoted to the position of Power House Foreman, reporting directly to Charles Jacob, Assistant Power House Superintendent. Vernon has been with the Company since August, 1963.

In the Air

MAURICE C. MC LEAN, Instrument Engineer in the Central Engineering Department at Millinocket, has become, as of July 19, the substitute Co-pilot for the Company aircraft. He will be available for this assignment in the absence of Chief Pilot, Dick Martin, at which time the Co-pilot, Lloyd Jones, will act as Chief Pilot.

Maurice brings to this position 18 years of flying experience and holds the necessary qualifying ratings.

TERMINATIONS

RICHARD F. KNIGHT has resigned from the Commercial Sales staff in New York to return to his home in Savannah, Georgia. Dick has accepted a position with Merrill, Lynch, Pierce, Fenner & Smith, Inc.

ANDREW W. ELCIK resigned from his position of Area Engineer at the Millinocket mill to accept employment with Brown Paper Company. Andy joined GN in September, 1966.

EUGENE D. FAIRLEY resigned from Great Northern after 23 years of service.

His most recent position was Purchasing Agent at Millinocket.

PETER R. PERPALL resigned from his position of Unit Forester at Cedar Springs to go back to college.

ROBERT F. ESTES has resigned from his position of Superintendent of Motor Vehicles and Project Engineer - Woodlands, Northern Division.

MILITARY LEAVE OF ABSENCE

H. RICK OILER, Junior Salesman, will return to the Chicago Sales Office the first of January after completing his military obligation.

RETIREMENTS

HARALD CLYVE retired from his position of Assistant Operations Superintendent in the Aroostook Area. Born in Cape Town, South Africa, and educated in Norway and Sweden, he began employment with Great Northern as Operations Inspector in March, 1952.

WELLIE CAOUETTE retired from the position he has held for 22 years. He came with Great Northern as Contractor Foreman in the Woodlands Department in September, 1946.

LOTROP B. BARTLETT, Technical Staff Assistant, Millinocket, will retire next month after having worked for the Company for 35 years.

Their many friends wish Harald, Wellie, and 'Chub' many years of happy retirement.

DEATH

CHARLES M. DURKEE, 69, died on August 11 at Millinocket of heart disease. He retired April 1, 1964, after 12 years with the Company from the position of Manufacturing Assistant. He served as Production Superintendent for 4 1/2 years.
A new IBM 360 Model 20 computer is now on line and operating in the Controller's Department at Cedar Springs. The conversion from tabulating equipment went very smoothly and was accomplished in record time. The Administrative Services Department supervised the programming and installation of the new computer.

The new system gives badly needed relief to the tight Data Processing schedule due to the recent expansions at the Southern Division. Computer processing time for major applications has been shortened dramatically. For example, the mill payroll application was reduced from 8 hours of processing time to 1 1/2 hours. Along with the installation of the Model 20, Data Processing services are being provided to Great Northern Plywood Corporation.

The 360/20 installation is the first phase in the implementation of the Company's communications-based computer system. When the 360 Model 40 is installed at Millinocket, a communications device will be attached to the 360/20 at Cedar Springs. This device will allow access, via telephone lines, to the larger computer's more powerful processing facilities and information files. Access devices to the central computer will also be placed in the New York office for order entry and inquiry either by using video display, typewriter console, or a high speed printer.

Great Northern represented at Pulp and Paper Institute. . . . The Ninth Pulp and Paper Summer Institute opened at the University of Maine on July 8 with 135 registrants enrolled in the paper technology and pulp programs.

Visits to two mills will coordinate instruction and mill practices, and the two-week program will conclude with a panel of three mill executives who will discuss and answer questions about general policies of management and administration.

Attending from Great Northern, which has the second largest representation, are: D. Brown, G. Lander, T. Griffin, C. Roberts, A. Brown, and D. Smart, all from Engineering, and C. Larlee and C. Ambrose from Manufacturing.

A copy of the address given by Peter S. Paine May 7, 1968, at the 21st Annual Conference of the Financial Analysts Federation in Boston, Massachusetts, is enclosed with this issue of the Newsletter. Five charts, beginning on page 13, compare Great Northern and 15 other paper companies on the basis of 1967 Industry Operating Income Pre-tax Earnings and After-Tax Earnings as a Percent of Sales, as well as on Return on Equity Capital and Total Invested Capital. The advertising on pages 18 and 19 entitled, "If You Think Great Northern Just Grows Trees . . .," was originally prepared for the Financial Analysts Journal.
Paper production for forty-one weeks ended 7/14/68 . . .

<table>
<thead>
<tr>
<th>Production:</th>
<th>1968</th>
<th>1967</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar Springs</td>
<td>480,404</td>
<td>289,188</td>
</tr>
<tr>
<td>East Millinocket</td>
<td>312,644</td>
<td>303,456</td>
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<tr>
<td>Millinocket</td>
<td>239,436</td>
<td>241,739</td>
</tr>
<tr>
<td></td>
<td>1,032,484</td>
<td>834,383</td>
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<tr>
<td></td>
<td>Tons</td>
<td>Daily Avg.</td>
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<tr>
<td>Shipped rotating assembly off No. 1 chipper to Carthage Machine Company for rebuild.</td>
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<tr>
<td>Installed rebuilt chipper.</td>
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<tr>
<td>Thirty forestry students and faculty of the University of Georgia School of Forestry were given an orientation of our plant operations and a tour of pulp, paper, and plywood operations at Cedar Springs, July 10.</td>
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<tr>
<td>Contracts have been let for the following projects: long-log slasher to be erected in Elba, Alabama, filter plant sludge disposal at the mill, and an additional core conveyor for truck loading facilities and for an average chip conveyor at the Plywood plant.</td>
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<tr>
<td>CEDAR SPRINGS MILL</td>
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<tr>
<td>During the scheduled three-week maintenance shutdown of the mill, starting July 1, many major jobs were completed.</td>
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<tr>
<td>In addition to inspections and general maintenance repairs of machinery and auxiliary equipment, the following were also completed.</td>
<td></td>
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<tr>
<td>In the Paper Mill . . . . . . .</td>
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<tr>
<td>Repaired lift doors and side panels on paper machine hoods. Made annual inspection and repairs on paper machine drive turbine.</td>
<td></td>
<td></td>
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<tr>
<td>In the Pulp Mill . . . . . . .</td>
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<tr>
<td>Installed 40 feet of brick in the hot end of No. 2 limekiln.</td>
<td></td>
<td></td>
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<tr>
<td>In the Power and Steam Plant . .</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performed five-year inspection of No. 1 turbine generator.</td>
<td></td>
<td></td>
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<tr>
<td>On No. 1 power boiler, the steam air preheater coils were replaced; the air heater repaired; and boiler tubes replaced as required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installed three new coal burners in No. 2 power boiler.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On No. 1 recovery boiler, the refractory was replaced in the furnace bottom; six additional soot blowers were installed; new brick was replaced as required in the dissolving tank; and the precipitator was inspected and repaired.</td>
<td></td>
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</tr>
<tr>
<td>Stainless steel tubes and tube sheets were installed in the fifth effect on No. 1 set evaporators.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the Woodyard. . . . . . . .</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installed new stainless steel rake on No. 1 slaker.</td>
<td></td>
<td></td>
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<tr>
<td>EAST MILLINOCKET MILL</td>
<td></td>
<td></td>
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<tr>
<td>A synthetic wire of polyester construction was installed July 16 on No. 1 paper machine. Benefits expected are longer wire life and fewer stock jams.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellent results were obtained from the new design wet felt recently removed from No. 5 paper machine. Reportedly, it is the first time such a felt has been used on a machine running in the 2500 fpm range.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A new broke pulper for No. 4 paper machine was started up on June 28. The unit has performed very well under slabbing conditions, as well as handling full machine production. Three more units are planned for Nos. 1, 2, and 3 machines.</td>
<td></td>
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</table>
East Millinocket Mill Cont.

The dismantling of the tube winder has been postponed until August 23 because of a delay with the delivery of materials. Work on the wiring, ductwork for the oven dryer, tube cart rails, sprinkler pipes, and doorways has begun and is progressing well.

MILLINOCKET MILL

During the scheduled shutdown from 8 p.m., July 3, to 8 a.m., July 5, an extension was welded to the 1250# steam header in the Power Plant. Because of problems with the weld, the mill was forced to delay startup for 16 hours. The final weld was completed at 5 p.m., July 5. Due to slow warm-up requirements, eight machines started up at midnight. The other two machines were put back on the line at 8 a.m., July 5.

No 1 boiler was taken off line for its annual inspection and acid cleaning on July 8. Startup is scheduled for July 19.

Two long-log slashing trials have been made in the Millinocket mill yard. Based on the results of these trials, plans are now being formulated to move the operation into the mill yard in order to take advantage of the fresh wood at the Millinocket mill. This arrangement will keep the wood out of the river and from ending up eventually on the East Millinocket winter pile.

The No. 4 Manchester headbox inlet has been modified to eliminate a problem with filler and fines accumulation in the inlet to the box. This modification appears to have solved the problem. A new fly roll installation on No. 4 machine's four roll stack is debugged and trials of lightweight, high-finish catalog sheets will be made during the next few weeks.

WOODLANDS NEWS

NORTH

The rear of the West Branch drive cleared Seboomook Dam on June 20 and arrived at the head of Chesuncook on June 27. Present expectations are that the rear will clear Rip Dam by the end of July; and with good water conditions, some time will be spent picking wood off the shore of Ripogenus and the lower lakes.

The Paquet and Gosselin Camps opened July 8, with all eight Company camps now producing.

Tourist traffic on Company roads has picked up considerably since July 1. Some 5,300 tourists have checked through 20-Mile gate, 2,600 at 9-Mile gate, and 1,600 at the Fish River gate.

A rash of accidents in May and June raised havoc with what was a reasonably good Woodlands' safety record. The most recent accident involved two men who were badly burned when the boom of a pulp loader came in contact with high tension wires at McDonald Siding.

The Department of Forest Engineering is investigating the possibility of constructing a truck road that would leave the existing Grant Farm road near Ragged Lake and go in a north-easterly direction, crossing the West Branch of the Penobscot River below Lobster Stream, and then due west and north of Seboomook Lake to the Pittston Farm area. This investigation is being done with the idea that the wood in this area could be delivered to the mills in tree lengths, thus saving on labor costs and assuring the mills of fresh wood. At present, some of the wood cut in this area is two years old before it is used in the mills. In addition, this road would service a large block of Company-owned land.
RESEARCH AND DEVELOPMENT

With the current "stink" being raised on the Canadian border about the polluted condition of Prestile Stream, some people in Millinocket are concerned about the odor problems the magnesium oxide sulphite recovery process will have.

The MgO recovery process is completely different from the kraft recovery process, and Millinocket will not have an odor comparable to other mill towns where the kraft recovery process is used. The gases coming from the recovery boiler stack will actually have less odor than the exhaust from our boiler stacks. The only odor will come from the evaporator condensate (the water removed from the spent sulphite liquor which smells like hot vinegar), and this will be disposed of in a manner which will not produce any detectable odor.

TAPPI Coating Conference --
Challenges for Coated Paper . . .
. . . Representatives of Research & Development participated in the 19th TAPPI Coating Conference last May. Our purpose at the meeting was to keep up with developments in the paper coating field by attending prepared lectures, round table discussions, and informal gatherings. Discussions of blade coating technology, starch conversion systems, coating binder migration problems, print tests, and coating tests all can be extended and applied toward improving coated paper at Great Northern.

The keynote panel was concerned with the position of coated paper in 1978. A broad viewpoint was presented by representatives of electronic telecommunications, printing and advertising. K. Fishback of RCA predicted, "There will be no more printing presses in 1978." Homes supposedly will be equipped with devices allowing selective printout. Prototypes already exist. C. Ewing of R. R. Donnelley, representing printers, agreed that this was quite a competitive challenge to the paper and printing industry. To meet these challenges, printing must give a quality edge and offer the advertiser a lower cost to reach the consumer. In this color conscious world, color printing must be competitive with color TV. Therefore, the printer requires a paper with constant color and uniform ink receptivity. To keep costs in line, Mr. Ewing sees a trend toward lighter basis weight coated papers; however, he maintains that the cost per ton of paper should not increase. Web breaks must also be reduced to one third of the present rate.

C. A. Auerbach, an advertising vice president, thought that coated paper provided an ideal communications medium. The feel, slickness, gloss, and eye appeal of a paper are used as a setting for presenting a particular product or idea. For high fidelity reproduction, a texture free coated surface is generally required. The print should give the same designed effect in each competitive magazine (i.e. Time and Newsweek). The "space-buying girl" in the advertising agency tends to resolve the problem by "going to the magazine with the best paper."

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Your take home pay will be less because . . . The new Revenue and Expenditure Control Act of 1968 provides for an annual 10 percent income tax surcharge. For individuals, the surcharge applies to wages and salaries earned April 1, 1968, through June 30, 1969, or for three-fourths of calender year 1968 and one-half of calendar year 1969. Individuals, therefore, will pay an effective increase in tax of 7.5 percent for 1968, and 5 percent for 1969.

The individual is not the only one who will feel the effect of the income tax surcharge. All corporations must pay an additional 10 percent surcharge on the income from January 1, 1968.
The Fifth Annual Great Northern Open Golf Tournament was held at the Hillcrest Golf Club in Millinocket during the Fourth of July holiday weekend.

Ted Allen of Hillcrest Golf Club defeated fellow club member and last year's champion, Dean Chase, Jr., in a sudden-death overtime playoff to win the green blazer.

In regulation play, T. Allen had a 34-34-68, while D. Chase had a 33 going out and came in with a 35 to gain the tie. T. Allen then birdied the second hole with a deuce to win the playoff.

Clair Grant took third with a 71.

The annual tournament drew 81 entries this year to Hillcrest's 5,400 yard, par 66 course.

**THIRD ACE**

M. C. McDonald, member of the Board of Directors and retired President, scored his third lifetime hole-in-one, Sunday, June 9, at the Penobsot Valley Country Club. Using a four wood off the fourth tee, he aced the 155-yard fourth while playing with golfing partners Mitchell Sleeper, Frank Taylor, and E. R. Drummond.

His first ace came in 1941 at Shrevesport, La., and the second on the fourteenth at the Penobsot course.

* * * * * * * * * * *

Maine's pulpwood harvest in 1967 was 2,843,558 cords, an increase of 2.8% over 1966. Article also reports pulp chip production from mill residues also increased to 176,015 cords, a jump of 18.1% over 1966.

Pulp and Paper-5/27/68-pg. 10

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"Positive" means being mistaken at the top of one's voice. —Ambrose Bierce

The following is the conclusion to the series of articles that have appeared in your Newsletter under the main heading, ON BEING A DEPARTMENT HEAD.

**So That Is Management**

Management does not consist in having an autocratic mind, leading to arbitrary government, but in judgment and reason and knowledge of people.

It is among the most interesting occupations in the world, because it challenges the manager to administer the most difficult creatures on earth—men and women. He has to do so with fair play, appreciation of people's problems, and knowledge of business principles and practices: planning, organizing, controlling and supervising so as to mesh these in his company's interests.

This is not a life of ease, whatever status may attach to it. There is still a connection between effort and reward.

The manager is judged by his skill in effective action under varying conditions. He must avoid what is unfit as diligently as he observes what is suitable. He finds like the plane-master in de Saint-Exupery's *Night Flight*: "If I slack and let events take charge trusting routine, always mysteriously something seems to happen."

The standard for both management and staff is to do your best with enthusiasm. That gives zest in living, and makes many things bearable which otherwise would be unendurable.

When all is said and done, when you have read the books and essays on how to do it, you come down to the moment of action. Recall what Admiral Lord Hawke, aboard the Royal George, said to his pilot at the battle of Quiberon Bay in 1759: "You have done your duty in pointing out the risk; and now lay me alongside the French flagship."
NEW EMPLOYEES

LONNIE D. TEMPLE, effective June 10, joined Great Northern as a Trainee in the Millinocket Control Department, reporting to H. N. Packard, Superintendent Control. Lonnie has worked for the Company three summers in the Summer Apprentice Program. He is a 1968 graduate of Husson College.

JAMES W. GRANT, effective June 15, joined Great Northern as an Area Engineer in the Millinocket mill, reporting directly to J. M. Giffune, Senior Area Engineer. Previously, Jim was employed by General Electric, San Francisco, California.

MICHAEL P. ALFORD, effective June 17, joined Great Northern as a Sales Trainee. Mike attended Hartwick College and is a 1968 graduate of Ricker College.

EDWARD J. BURKE, JR., effective June 17, joined the Company as a Sales Trainee. Ed is a 1968 graduate of Boston College where he obtained a BS degree in Marketing.

JOHN W. BIGGS, effective June 24, joined the Company as a Mechanical Engineer at Cedar Springs, reporting directly to W. A. Lacey, Plant Engineer. John is a 1963 graduate of the University of Georgia where he received a BS degree in Physics. Prior to coming with Great Northern, he was employed as a Mechanical Construction Engineer with Rust Engineering at Pine Hill, Alabama.

THOMAS W. KELLY, effective July 1, joined the Company as a Budget Analyst, reporting to H. A. Grant, Budget Supervisor in the Controller's Department - Northern Division. Tom graduated from Husson College with a BS degree in Accounting.

Prior to joining GN, he was employed by International Paper in Jay, Maine.

STEPHEN G. HOBSON, effective July 1, joined great Northern as a Sales Trainee. Steve attended Boston University and is a 1968 graduate of Burdett College where he majored in Business Administration.

ROBERT M. EDGECOMB, effective July 8, joined the Research and Development Department at Millinocket as a Research Engineer in the Product Development Group. Bob was a summer apprentice with GN in 1964. He is a graduate of the University of Maine where he received his BS in Chemical Engineering. Prior to coming with the Company, he was employed by Oxford Paper Company.

PERSONNEL CHANGES

WESLEY A. NASH, effective May 1, was promoted from Junior Engineer to Engineer in the Central Engineering Department at Millinocket. Wes has been with the Company since June, 1966.

CHARLES H. SHEEHAN, effective May 1, was promoted from Junior Engineer to Engineer at Millinocket. Charlie has been with GN since February, 1959.

EVELYN M. MC GREEVY, effective May 20, was transferred from Group Leader Statistical to Control - Statistical at the Millinocket mill, reporting to Harry Packard, Superintendent Control. Evelyn's employment dates back to May, 1945, and she was promoted to Group Leader in May, 1953.

ROBERT A. MACKIN, effective June 10, was promoted from the position of Supervisor - Stores at Millinocket to that of Buyer. In his new position, he will be reporting directly to J. W. Dobson, Manager of Purchases.
Personnel Changes Cont.

and Stores, Northern Division. Bob has been with the Company since June, 1948.

C. ROBERT EPPERSON, effective July 1, was promoted from Purchasing Agent to the position of Manager of Purchases and Stores, Southern Division, reporting to B. P. Ellen, Vice President - Southern Division. Bob joined GN as Assistant Purchasing Agent in December, 1964.

HOWARD D. PUGH, effective July 1, has been promoted from Superintendent - Stores, to Purchasing Agent, reporting to C. R. Epperson, Manager of Purchases and Stores at Cedar Springs. Howard started with the Company as a Storekeeper in November, 1962.

CHARLES E. HEATH, effective July 1, has been promoted from a weekly Expediting Clerk classification to the position of Assistant Buyer at Cedar Springs, reporting directly to H. D. Pugh, Purchasing Agent. Charlie was hired in January, 1966, as an Engineering Clerk.

MELTON W. DILMORE, effective July 1, was promoted from an hourly lathe Operator-A classification to the position of Green End Foreman at Great Northern Plywood, reporting directly to Bob Gardner, General Superintendent. Melton has been with the Company since March, 1968.

WAYNE F. CROWELL, effective July 1, was promoted from the position of Chief Accountant to that of Chief Accountant and Assistant Secretary, reporting directly to K. Hoseid, General Manager. Wayne joined the Northern Division as a Traveling Audit Clerk in March, 1964; was transferred to the Southern Division as an Accountant in November, 1965; and in July, 1966, he became Chief Accountant for Great Northern Plywood.

DON E. CANNON, effective July 1, has been promoted from the hourly Shift Operator classification to Technical Services Foreman at the Cedar Springs mill, reporting to R. W. O'Donnell, Technical Services Superintendent. Don has been with the Company since September, 1963.

H. MILTON WILLIAMS, JR., effective July 1, was promoted from the position of Assistant Manager, Transportation Research to that of Manager, Rates and Research at Cedar Springs, reporting to J. D. Perkins, Director of Transportation. Milt has been with the Company since August, 1966.

PATRICK L. MC ADAMS, effective July 1, was promoted from Traffic Analyst to Assistant Manager, Rates and Research in the Southern Division Transportation Department, reporting to H. M. Williams, Manager, Rates and Research. Pat has been with GN since April, 1967.

WILBUR R. NICHOLS, effective July 1, was transferred from an hourly Senior Storekeeper "E" classification to Supervisor - Stores, reporting to R. R. Robinson, Superintendent - Stores, Northern Division. 'Nick' has been with Great Northern since June, 1957.

J. MARTIN EVANS, effective July 1, has been promoted from an hourly classification to Supervisor - Stores at Cedar Springs, reporting to C. R. Epperson, Manager of Purchases and Stores. Martin has been with the Company since August, 1961.

CARL H. REED, effective July 5, was promoted to the position of Mill Manager, East Millinocket, reporting to S. B. Weldon, Manager of Manufacture. Since joining Great Northern in 1952, the various supervisory positions that Carl has held include: Control Superintendent, Paper Mill Superintendent, Superintendent Paper, and General Production Superintendent.
Personnel Changes Cont.

at the Millinocket mill, and his most recent position of General Production Superintendent at the East Millinocket mill.

JAMES W. GRIFFIN, effective July 1, has been promoted to General Production Superintendent at the East Millinocket mill, reporting to C. H. Reed, Mill Manager. The positions held by Jim include: Assistant Pulp Mill Superintendent, Pulp Mill Superintendent, and most recently, Paper Mill Superintendent.

RICHARD W. NOYES, effective July 1, was promoted from Assistant Paper Mill Superintendent to Paper Mill Superintendent at the East Millinocket mill, reporting to J. W. Griffin, General Production Superintendent. Dick joined the Company in February, 1960, as a Senior Engineer, was promoted to Superintendent in 1961, and to Assistant Paper Mill Superintendent in 1964.

RICHARD D. VIOLETTE, effective July 1, has been promoted to the position of Assistant Paper Mill Superintendent at the East Millinocket mill, reporting to R. W. Noyes, Paper Mill Superintendent. Dick started with Great Northern in Millinocket in January, 1962, as Junior Project Engineer; transferred to East Millinocket as Control Engineer in 1963; and was promoted to Technical Assistant to Paper Mill Superintendent in 1965. In 1967, he was promoted to Day Foreman – 1-4.

THOMAS M. KNIGHT will transfer in early September to the Northern Division to assume the position of Purchasing Agent, reporting to J. W. Dobson, Manager of Purchases and Stores. In the meantime, Tom will act in an advisory capacity to his former position, Manager of Purchases and Stores, Southern Division.

TERMINATIONS

JAMES R. ELLIOTT, effective June 30, resigned from his position of Senior Technician at Cedar Springs to accept a position with MacMillan – Bloedel United, Inc., in Pine Hill, Alabama.

RONALD P. TERCEIRA resigned from his position as Market Analyst in the New York office effective June 30. Ron had been with Great Northern since November, 1965.

MARTIN J. ROACH, effective July 5, terminated his 31 years of employment with Great Northern to accept a position with Rothesay Paper Company in St. John, New Brunswick. Marty's first position back in September, 1936, was a papermaker, and his last position was Mill Manager, East Millinocket mill.

KEITH R. VEAZIE, Systems Coordinator, resigns effective July 26 to accept a position with another paper company. Keith has been with the Company since June, 1960.

RETIREMENT

THOMAS R. SIMPSON retired July 1 after more than 43 years of service with the Company. Tommy's position was that of Paper Service Engineer, one which he has capably held for the last 10 years.

DEATHS

MATTHEW R. WILLIAMS, Power House Foreman at Cedar Springs, was killed in an automobile accident on July 17. He had been with the Company since July, 1963.

ALBERT I. HARRIS died June 28 at the Millinocket Community Hospital. He first came to work for the Company December 4, 1911. He retired from his job as Chief Water Dispatcher on September 1, 1956.
The divisionalization of the Company's operations in Maine and Georgia has resulted in a number of new reporting lines.

The division Vice Presidents are responsible for manufacturing in their geographic areas and for pulpwood procurement. Messrs. Clifford and Richardson report to the respective division Vice Presidents.

Mr. Maines is responsible for all timberlands management functions, including the acquisition of timberlands and activities directed to the development of our lands for uses other than growing pulpwood. Mineral exploration and recreation potential are important aspects of his responsibilities. Under the general direction of the President, he is also responsible for governmental relations.

The staff positions reporting to the divisional Vice Presidents include the Traffic Managers, Managers of Personnel, and Managers of Purchases and Stores. These positions, however, retain their functional relationship to corporate headquarters. Thus, on the corporate level, the functional responsibility for Transportation is with the Director of Transportation, J. D. Perkins, now located in the New York office; for the Purchases and Stores function, with the Director of Purchases and Stores, J. F. Marquis; and for the personnel function, it remains with the Vice President and Secretary, R. Hellenendale.

The Director of Purchases and Stores, J. F. Marquis, is also responsible for the Insurance Department which is headed by the Manager of Insurance, T. H. Flanagan. Mr. Marquis reports to the Vice President and Secretary.

Great Northern Paper Company ranks among Fortune's 500. Each year Fortune magazine publishes a directory of the 500 largest U. S. industrial corporations ranked according to sales volume. This is the third year that Great Northern has appeared. In 1956, we ranked 460 with sales of $67,096,561; and in 1965, we ranked 493 with sales of $111,428,000. Net sales of $133,736,000, placed the Company in the 497 spot for 1967. Fortune also ranked the performance of the top 500 in other categories, and GNP scored as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Rank</th>
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<tbody>
<tr>
<td>Assets</td>
<td>268</td>
</tr>
<tr>
<td>Net Profit</td>
<td>283</td>
</tr>
<tr>
<td>Invested Capital</td>
<td>293</td>
</tr>
<tr>
<td>No. of employees</td>
<td>469</td>
</tr>
<tr>
<td>Profit as % of sales</td>
<td>10.3</td>
</tr>
<tr>
<td>Profit as % of invested capital</td>
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</tr>
<tr>
<td>Earnings per share:</td>
<td></td>
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<tr>
<td>1967</td>
<td>$4.80</td>
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<tr>
<td>1966</td>
<td>4.36</td>
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<tr>
<td>1957</td>
<td>.97</td>
</tr>
<tr>
<td>Growth rate '57-67</td>
<td>17.34%</td>
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Paper production for thirty-seven weeks ended 6/16/68 . . .

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<tbody>
<tr>
<td>Cedar Springs</td>
<td>440,628</td>
<td>1,855</td>
<td>264,538</td>
<td>1,458</td>
</tr>
<tr>
<td>East Millinocket</td>
<td>283,776</td>
<td>1,109</td>
<td>276,829</td>
<td>1,084</td>
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<tr>
<td>Millinocket</td>
<td>216,728</td>
<td>847</td>
<td>220,106</td>
<td>862</td>
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<tr>
<td></td>
<td>941,132</td>
<td>3,811</td>
<td>761,473</td>
<td>3,404</td>
</tr>
</tbody>
</table>

**EAST MILLINOCKET MILL**

**Tube Winder Relocation Project:**
The construction of the core room expansion area is proceeding at a good pace. Pouring of the floor was completed on June 14, and some of the materials for the outer wall and sprinkler piping changes have been received. The order has been placed for the construction of the tubing carts to be used in the tunnel dryer operation.

**A trial has been scheduled for June 24 with Swift & Co. using a better drying adhesive which will allow closer setting of the cut-off saw to the mandril. This will increase the capacity of the tunnel dryer and also allow the tube winder to operate at design speed. Further benefits expected are longer saw life, increased crush strength, and easier cleanup for better housekeeping.**

**Experiments with new design wet felts, both adjustable and fillingless types, are being carried out. It is expected that these felts will provide a longer life and lower cost per ton.**

**After more than fifty years of service, the beater system serving Nos. 1 to 4 paper machines will be retired. Work is under way to convert No. 4 paper machine broke-handling system to a pulper. The worn-out beater is being replaced with a side-entering pulper unit with a tile tank. This is the first of four units to be done this year.**

**MILLINOCKET MILL**

**No. 3 machine went back on line June 19 after being rebuilt to handle our lightweight, rotogravure grades. After a short startup period, the second reel that came off the machine at 7:00 p.m. was of good quality – grade 4.0, Mono News 'O.' This was one of the best startups we have had.**

During the past month, the four-drinier has been leveled and a new Venta-nip press installed, along with a smoothing press, breaker stack, dry-end pulper, and extensive modifications to the dryer steam system. During this shutdown, the calender stack frame was reworked in preparation for a new 4-roll calender stack, which is on order. This rebuild is expected to provide full white grade line capability. The installation of the saveall, for which an August startup is scheduled, will also give the machine color and grade capability.

**A new expandable core shaft is in use on No. 6 winder as of June 16. This shaft is working well and has the added advantage of being nearly thirty pounds lighter than our conventional shafts. If the shaft proves to be durable enough for the service, others will be added.**

The design and ordering of equipment has been completed for the fly
roll installation on No. 4 machine calender stack. It is expected this equipment will help reduce the cockle problem on this machine.

No. 2 boiler went back on line during the week of June 10 following its annual inspection. The boiler was acid cleaned during the shutdown.

No. 4 barking drum is back on line after several hydraulic system modifications.

GREAT NORTHERN GRADUATES APPRENTICES

On Saturday, June 15, exercises were held for 14 employees who successfully completed their apprenticeship in the Mechanical and Papermaking trades.

This year's class brings the total number of graduates in the papermaker apprentice category to 37, the largest known group of registered papermaker apprentices in the world. Several of this group have progressed to the Machine Tender classification, the top of the line. One has been made a salaried supervisor in the Paper Room.

Equally successful, graduates in the Mechanical trades have advanced to the higher levels of their craft, several progressing to Leadman positions and some to supervisory positions.

The Summer Employment Program, a Great Northern institution for a number of years, is now being promoted by industry on a National scale.

This summer, Great Northern is employing 40 college students in such fields as Accounting, Research, Wood Survey, Engineering, and Papermaking. The following colleges are represented: University of Maine, Merrimack College, University of South Carolina, American University, Miami University of Ohio, Wentworth Institute, St. Francis Xavier, Dartmouth College, Harvard University, Tarleton State College, Providence College, University of Maryland, Iowa Wesleyan, and the University of Oklahoma.

In addition to the above, approximately two hundred students are working in the mills.

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Our latest advertisement, "We Send People Packing And They Love It," was featured in the May 31 issue of Chemical Spotlight. This is the second time a Great Northern corporate ad has been singled out for "Ad of the Week" honors by this executive newsletter.

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According to the May issue of CHEMICAL 26, a trade publication serving the paper and allied industries, the Madison Fund, Inc., a closed-end investment company, purchased 16,600 shares of Great Northern stock during the final quarter of 1967. In selecting GN, the Fund cited the Company's recent diversification and expansion moves as reasons to expect continued growth in sales and profit.

***************

Asst. Woodlands Manager, J. P. Harper, served as an instructor at the recent Clemson University course on Short Wood Logging Systems held during the week of May 27. Logging Engineer, Charles Spooner, also attended.

George Van Goethem, General Production Supt. at Cedar Springs, recently delivered a talk on Great Northern's air and water pollution controls to the Southern Pulpwood Conservation Association at a meeting held in Savannah, Ga. Membership of the SPCA is comprised of Southern pulp and paper companies. Members of the Woodlands Department also attended.
NORTH -

A combination of favorable water conditions and good crews are credited with the excellent progress in this year's West Branch drive. The rear passed through Seboomook Dam on June 21 and should be into Chesuncook July 5. About seventy-five percent of the drive's 152,000 cords has been sluiced through Ripogenus Dam. In the lower lakes, about 75,000 cords have been towed to North Twin Dam. It is expected that the rear will go through Rip by mid-July, which is considerably ahead of schedule.

In the Pittston area, the Marcoux camp will open June 24, and two other camps early in July. We will be operating three camps in this district -- one less than last year. This year's cut will be the last above Big Bog Dam for many years to come. The four Aroostook and one Millinocket area camps are all producing according to schedule.

Tollgates are being maintained this season at 20-Mile, near Pittston; 9-Mile on the Reality Road west of Ashland; and at Portage on the Fish River Road system. All points report heavier traffic than last year. In the Pittston area, the State Forestry Department has started to charge small fees for the use of several campgrounds in that district. Camping out is very popular, and it has become necessary for the Forestry Service to hire extra help to supervise the public campgrounds.

The two large campgrounds developed by the Company at Sourdna-hunk Dam and Seboomook have again been leased to George Emerson and Fred Coro. Use of these two campgrounds increases each year.

Division of Forest Engineering crews have been conducting extensive surveys on a proposed new road that would run in a northerly direction from Big Eddy to Telos Lake. This road is to be designed so that wood from this area can be either trucked in tree-length size directly to the Millinocket mill, or slashed into 4-foot lengths at Big Eddy and driven to the mills. That portion of the road from Big Eddy to Harrington Lake crosses some very rough ground. From Harrington and up through the Soper Brook valley, the ground presents no serious obstacles.

All Company roads were opened to truck traffic on June 17 after being closed to heavy loads since early April.

SOUTH -

High temperatures have adversely affected pulpwood production. Temperatures of 97 degrees have been recorded recently with higher readings expected. With farming in full stride, competition for pulpwood labor is becoming more active and will continue through crop harvest in October.

Summertime in the South not only brings heat, but potential danger for our timber markers and cruisers in the form of poisonous snakes. Three poisonous species encountered in Southern forests are: rattle-snake, moccasin, and copperhead. So far this year, two employees, Mike Butler and Joe Grimsley, have been struck by rattlesnakes. Snake-proof leggings were the difference between a dangerous injury and a bad scare.

Plywood veneer log inventory is holding steady at just over two million board feet. Log purchases during the week of June 9 exceeded consumption of 273,000 board feet.
Decisions and Discipline

The time has not yet come when decision making can be turned over to machines and their technicians. Management decisions are based primarily on judgment. The machines produce facts, just as the instruments on an airplane provide information, but the pilot must interpret them into solved problems.

The maintenance of discipline in business is clearcut, indisputable obligation of management. There have to be rules, but they do not need to entail regimentation, which destroys personality, standardizes thought and action, and stultifies the spirit.

Some supervisors impose strict disciplinary measures not because they are needed but because they think it is good for their workers to learn to obey. That is reminiscent of the Spartan custom of beating children regularly, not because they had done wrong but in order to teach them how to bear pain.

Be resolute in enforcing the principles in which you believe, but yield in matters of custom which make no difference to the success of your department. Waste little time in finding fault, and make clear that your supervision is designed not only to uncover bad work but also to bring good work to light. This is management by inspiration, not by repression.

Bolster the faltering worker and give encouragement toward improvement. There is no management distinction to be gained through firing people, but there is honour attached to building people.

Morale

Above all, be fair. Tyranny degrades not only those who suffer it but also those who exercise it, and partiality is loaded with dynamite for the supervisor who indulges in it.

Good morale in a department cannot be imposed or bought: it must be earned. It is the product of consistently high management character.

Morale is the worker's emotional stance toward his work. It may be measured by the degree of satisfaction of four basic wants: a sense of security, a sense of achievement, a sense of justice, and a sense of participation. A manager can look himself in the face if he answers affirmatively this question to himself: "Have I done something today deliberately to improve employee relations in my work unit and give my staff a feeling of satisfaction in their work?"

Something New Every Day

Management is not something that you learn once and have the art forever. The explosion of knowledge in the past few years demands that managers keep learning and relearning.

Learn something every day. Even abstract knowledge on all kinds of subjects is helpful. It may be foreign to your line of work, but it provides background and room for growth. A well-stored mind makes you capable of doing your own thinking. It gives you size.

No person will have the cyclopedic knowledge for handling all management functions unaided. He must know, as a primary qualification for management, where to find the answers. Some will be in his firm's statements of policy, its staff handbook, its rule book, and its periodical memoranda to managers.

This series of articles will be completed in next month's issue of your Newsletter under the subtitle, "So That Is Management."
Great Northern's twenty-first paper machine should start up about July 1 at a top speed of 16 feet per minute, making a sheet 12 inches wide.

This machine represents one of two extremes that can be followed in research pilot plant equipment. The first is to duplicate as closely as possible the full scale equipment. This requires high speeds, a width of over 30 inches, and relatively sophisticated control equipment for a pilot paper machine. This type of machine can be used to produce rolls of paper for customer evaluation and can be used to simulate the operating characteristics of commercial paper machine equipment -- for example: foils, wet suction boxes, Venta-nip presses. This type of semicommercial pilot paper machine is extremely expensive to build and operate: a machine of this type would cost about a million dollars. We do not need, nor want, this type of equipment.

We have chosen the other extreme -- a small, slow speed machine which is much faster and easier to use than handsheets to compare furnish combi-

nations, fillers, retention aids, dyes, etc. The most promising results can then be tried on our large paper machines. This approach results in considerably less cost and paper machine trial time than running all the possible trials in the mill. It also permits us to look at furnish combinations that cannot be supplied to our machines on even a trial basis.

Our pilot paper machine is a standard machine made by Nobel and Wood Company and is equipped with suction boxes, press roll and felt, drum dryers with draw control between dryers, and a reel. In addition, it is being installed with a thick stock system; a variable speed stuff pump; a "tea cup" white water system, including a seal box, a fan pump, and a three-inch cleaner.

This machine won't answer operating problems, nor was it intended to. However, it is not a toy. Our previous success in using similar size machines to investigate corrugating medium cooking and stock furnish questions, core and wrapper furnish combination and some filler work, has demonstrated its usefulness.

"PERSONALITIES"

NEW EMPLOYEES

CLARENCE D. BATES, effective May 15, joined the Great Northern Plywood operations as Green End Foreman, reporting directly to R. A. Gardner, General Superintendent. Prior to joining the Company, he was employed by a lumber company in Joyce, Louisiana.

BERTAND A. LEVESQUE, effective June 3, joined the Controller's Department, Millinocket, as an Internal Auditor, reporting to Gearry Ranger, Manager of Internal Auditing. Bert is a 1968 graduate of Bentley College of Accounting and Finance where he received a BS degree in Accounting.

ROBERT C. JACKSON, effective June 6, joined the Industrial Relations Department at Cedar Springs as Safety and Training Coordinator, reporting to W. E. Lloyd, Industrial Relations Manager. Bob received his BS degree in Education from Livingston State College in 1962 and his MS degree from the University of Tennessee in 1963. Prior to joining Great Northern, he was a Teacher-Coach at Selma High School.

F. DONALD NASON, effective June 10, has accepted a position as Internal Auditor, reporting to G. L. Ranger, Manager of Internal Auditing. Don received his BS degree in Accounting this year at Husson College.
New Employees Cont.

RONALD A. SAILOR, effective June 10, joined the Controller's Department, Millinocket, as an Internal Auditor, reporting to G. L. Ranger, Manager of Internal Auditing. Ron attended Nason College one year and received his BS degree in Accounting from Husson College this year.

DANIEL E. WHITNEY, effective June 10, joined the Central Engineering Department, Millinocket, as a Cost Assistant, reporting to R. E. Pickering, Division Cost Supervisor. A native of Lincoln, Dan has been employed at the Millinocket mill since December, 1967.

LARRY E. DYER, effective June 12, joined the Southern Division as an Unit Forester in the Manchester Woodlands office, reporting directly to Nathan Mullis, Assistant Area Superintendent. Larry is a 1968 graduate of the University of Georgia where he received his BS degree in Forestry.

GERALD A. PACKARD, effective June 17, joined the Controller's Department as Systems Analyst, reporting to K. R. Veazie, Systems Coordinator. Gerald received his BA degree from the University of Maryland. Prior to joining Great Northern, he was employed as Data Processing Consultant with Automation Sciences, Inc., New York City.

PERSONNEL CHANGES

JERRY D. PERKINS, effective June 1, was promoted to Director of Transportation, reporting directly to E. L. Cowan, Vice President - Engineering and Research. Since joining the Company in 1963, Jerry has held various positions, including Traffic Supervisor, Assistant Traffic Manager, and most recently, Manager of Transportation Research.

ROSS A. MILLER, effective June 1, was promoted to the position of Assistant Treasurer, reporting to E. E. Allain, Vice President - Finance & Treasurer. Ross joined Great Northern in 1967 as Manager of Credit and Collections.

C. JACKIE FRITH, effective June 1, has been promoted from Accountant to Billing Supervisor at Cedar Springs, reporting to C. R. Chandler, Manager of Accounting. Jackie has been with the Company since September, 1967.

JOHN E. O'DONNELL, III, effective June 1, was promoted from Budget Analyst - Northern Division to Cost Accountant - Southern Division, reporting to C. R. Chandler, Manager of Accounting. Jack joined the Company in September, 1966.

ALLEN J. TOZIER, effective June 1, has been promoted to Supervisor, General Accounting in the Controller's Department, Cedar Springs, reporting to C. R. Chandler, Manager of Accounting. Allen joined the Company in 1965 as an Internal Auditor and held that position until February, 1967, when he was transferred to the Southern Division as an Accountant.

STANLEY G. HAWES, effective June 1, transferred to Salary and Benefits as Compensation Coordinator, reporting to E. N. Grindle, Salary and Benefits Administrator. Stan will assist in coordinating the salary administration function with the Payroll Department, and also assist with employee benefits programs. The payroll function will be the responsibility of the Controller's Department.

HENRY F. GREIG, effective June 1, has been promoted from Sales Trainee to Junior Salesman in the Boston Sales office, reporting to I. P. Phelps, New England Regional Manager, Newsprint. 'Bud' has been with the Company since July, 1967.

CARMEN BRIGALLI, effective June 1, transferred from the position of Yard Foreman at the Millinocket mill to Supervisor - Stores, Purchases
Personnel Changes Cont.

and Stores Department, Millinocket, reporting to R. R. Robinson, Superintendent - Stores. Carmen's employment dates back to October, 1947. He was promoted to Yard Foreman in April, 1962.

JAMES S. HOOPER, Buyer, as of June 17, has been transferred from the Company's Bangor office to Millinocket. Mr. Hooper will continue to perform the buying objectives for the Woodlands Department.

RUSSELL F. TAYLOR, effective June 1, was promoted from Area Engineer to Senior Area Engineer at the East Millinocket mill, reporting to O. J. Lombard, Plant Engineer. A University of Maine graduate, Russ has been with Great Northern since 1952 in various engineering capacities.

JOSEPH C. McMAHONE, effective June 5, was promoted from an hourly Machinist classification to the position of Area Foreman in the Millinocket mill, reporting to O. B. Pound, Assistant Maintenance Superintendent. Joe's employment dates back to October, 1947.

HAROLD J. SMITH, effective June 1, was promoted from an hourly Mechanic classification to the position of Mechanical Foreman, Cedar Springs mill, reporting directly to Jack Colson, Mechanical Supervisor. Harold has been with the Company since November, 1963.

JAMES G. DAUGHERTY, effective June 1, was promoted from an hourly Electrician classification to the position of Electrical Foreman, Cedar Springs, reporting directly to Leon Cox, Electrical Supervisor. Jim has been with the Company since July, 1963.

JAMES P. BURNS, JR., effective June 1, was promoted from an hourly Machine Tender classification to the position of Paper Mill Tour Foreman - No. 3, reporting directly to Billy Sprague, Assistant Superintendent - Paper Mill. Jim has been with the Company since November, 1967.

JAMES W. CROFT, effective June 1, was promoted from an hourly Machine Tender classification to the position of Paper Mill Tour Foreman - No. 3, reporting directly to Billy Sprague, Assistant Superintendent - Paper Mill, Cedar Springs mill. Jim has been with the Company since November, 1967.

Terminations

C. FRED FISCHER, III, effective June 7, resigned from his position of Director of Transportation to set up his own business in Dothan, Alabama.

JOHN F. STEEDLEY, effective June 9, resigned from his position of Assistant Vice President - Engineering to accept a position with Duncan Electric Company, Inc., Chattanooga, Tennessee.

JOHN P. HARPER, effective June 21, resigned from his position of Assistant Woodlands Manager to accept a position with Chesapeake Corp., West Point, Virginia.

Retirement

NORMAN A. SAVAGE will retire June 30 with 41 years of service. Norman was employed on June 9, 1927, as a Sampler at the East Millinocket mill and transferred in 1930 to our Madison mill where he held various clerical positions. He returned to Millinocket as Assistant Accountant in the Controller's Department in 1950, was promoted to Accountant in 1954, and to his present position of Office Manager in 1956.
The Thirteenth Annual Retirees' Banquet, honoring all retirees, was held May 23 at the State Street Junior High School in Millinocket.

Three hundred forty two retirees and guests were in attendance -- the largest number since the inauguration of the banquet. This year also set a number of other records. Forty-five new names were added, headed by Frank Keenan, former Traffic Manager, with 49.8 years of service and Eugene McMahon with 48.9 years of service, all of which were spent in the Finishing Department of the Millinocket mill.

R. J. Shinners, Vice President - Northern Division, was guest speaker. He outlined Great Northern's progress during the past year including: the startup of the linerboard machine and the opening of the Great Northern Plywood plant at Cedar Springs, the installation of the third generator at McKay Station, the new chip plant at Portage, and machine rebuilds at both the Millinocket and East Millinocket mills.

He noted that there were over 100,000 visitors using Great Northern's network of woods roads during 1967 and that plans were underway for more recreational uses of Company woodlands in the near future. He also announced that camp leases for retirees who have camp lots in their own names would henceforth be free of charge.

Toastmaster for the occasion was J. C. "Bob" Preble, Director of Employee Relations.

All in all, number "13" was the biggest and best yet.

GN PROMOTIONAL MATERIAL WINS ANOTHER AWARD. . . .Great Northern has just won the Silver Award in the Consumers Literature classification of Affiliated Advertising Agencies International (AAAI) for its "Wisdom of William Shakespeare" brochure.

Gaynor and Ducas, Inc., our advertising agency, is the New York member of this association which holds an annual competition to award excellence in 96 categories of advertising, sales promotion, and public relations.

The competition is among the 71 member agencies, 47 of which are in the major U.S. markets, and 24 in principal cities throughout the world. Judging is by "outside" advertising and marketing executives.

Since there is no limit to the number of entries, the total numbered in the thousands; and the competition in each category was among hundreds of entries. There were three awards in each of 96 separate classifications - "gold," "silver," and "merit."

Due to the time period covered, our latest corporate advertising campaign was ineligible for entry this year. Our earlier program won the Gold Award.

Enclosed with this issue of your Newsletter is an interesting article by J. A. MacLeod, Superintendent of Power, entitled, "Synopsis of Water Conditions Past and Present."
Paper production for thirty-three weeks ended 5/19/68 . . .

Production:

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EAST MILLINOCKET MILL

No. 4 paper machine started up Friday, May 17, with a new couch and level fourdrinier after a four-day shutdown, and all equipment is operating well. Work on this machine consisted of: removing the old couch shell, piping, stands, etc.; relocating the drive for direct connection to the couch; running a new stainless steel vacuum line for front side suction; and installing a complete new Black Clawson cantilevered suction couch roll with antifriction bearings and a Venta-nip second press. It is anticipated these changes will result in lower maintenance costs.

The chemi-groundwood plant was shut down on April 29 for a period of two weeks to permit a trial run without chemi-groundwood in the machine furnish. The plant was started up again on May 13.

The inspection of No. 2 turbine generator is about eighty-five percent complete. After five years of operation, all internal parts are being cleaned, and a magnaflux inspection is being performed. The condenser is also being completely retubed.

The first of an anticipated 90,000 cords of wood for winter use was piled out April 29.

MILLINOCKET MILL

No. 9 paper machine was shut down on April 29 and started up on May 5, three days ahead of schedule, with a new Venta-nip press in the second press position. It is expected that the new Venta-nip press will lower drying costs, eliminate suction pumps and drilled suction rolls, reduce maintenance costs, reduce power requirements, and eliminate shadow markings. Considerable work on dryer head replacement and dryer alignment was done at the same time. Machine speed has been increased 200 fpm.

No. 1 coater started up on April 28 after a two-week shutdown. Production levels have been normal since startup.

No. 3 paper machine went down on May 20 for major modifications which included smoothing press, breaker stack, dry end pulper, Venta-nip second press, level fourdrinier, and extensive dryer drainage work.

No. 1 paper machine was down May 17 for the installation of wet suction boxes. The objective of installing wet suction boxes on this machine is: to obtain less sheet disturbance than with table rolls.

New head and flow control equipment have resulted in attainment of higher machine speeds on No. 1 paper machine. Control valve sizes appear to be a major limiting factor on reaching maximum turbine speed of 1800 fpm.

No. 4 broke pulper was started up on May 11 and has been running continuously. The unit has
performed satisfactorily on routine breaks but could not handle heavy slabbing for extended periods due to the white water limitation. This situation will be corrected when No. 4 sawall is on the line, and white water from this source is available.

A contract for the mills' air systems is expected to be awarded this week. The system at Millinocket mill will include: new air supply units and two new exhaust air systems for the Screen Room, fiber glass hoods over the Dorr-Oliver thickeners, and four more exhaust fans over Nos. 7 and 8 paper machines.

The ventilation system at the East Millinocket mill will include: a new supply and exhaust air system for the ventilation of the bull screen area; and the start of a complete ventilation system for the Old Paper Room, consisting of supply air to the basement, roof exhaust over the machines, new coolers, and a roof recirculation system.

Great Northern is featured in the May 13 issue of Paper Trade Journal. Starting with a double-page fold out cover picturing the coater, the feature article, "Great Northern Is Now A Leader In Lightweight Coating," gives a report on five years of progress in this field at the Millinocket mill. Some excellent color photographs of various points of the coater plant highlight the article which details the operation from coating preparation to finishing.

WOODLANDS DEPARTMENT - SOUTH

Southern Division Woodlands was host to five members of the Northern Division Woodlands Department during the week of April 29. Visiting the Southern operations were: Messrs. Les Hazelton, Gene Putnam, Ed Lumbert, Ed Cates, and Charles Nelson. Slide presentations and papers were given by several members of each division on the first day of the meeting, followed by tours of the Cedar Springs mill and Great Northern Plywood. The second day featured a field trip of Southern timberlands and operations such as site preparation and tree planting. The tour included visits to the McRaeville Woodyard slasher and local points of interest, including a close look at an eleven-foot alligator.

This meeting was the first of proposed annual Woodlands meetings between Northern and Southern Divisions. Such meetings provide a medium for the exchange of ideas and information between the Northern and Southern Divisions.

Tree planting activities ended in the Southern Division late in March with 1,829,000 seedlings planted on 2,546 acres. Planting costs were under last year, which is partially attributable to improved tree planting equipment.

Recent rains have lowered forest fire danger resulting from an abnormally dry winter. The Company has fortunately experienced only a few small fires, while other large landowners in the South have had sizeable acreages damaged. Fire lines have been plowed in danger areas to protect young timber stands.

The site has been selected and cleared for the proposed woodyard and slasher at Cuthbert, Georgia. This woodyard will have facilities and equipment capable of handling tree length logs and reclaiming logs suitable for veneer. Completion is scheduled for the Fall of 1968.
During the CCC days of the early Thirties, the Soil Conservation Service and other governmental agencies recommended planting a running-vine type plant to prevent erosion which proved to be a destructive nuisance. The plant, kudzu, anchors soil with a profusion of stems and roots, spreads very rapidly; and its vines and leaves smother trees up to 50 feet tall. Small patches of kudzu on Company timberland are being treated to prevent spreading into valuable pine stands. A herbicide, usually 2,4,5-T, is applied to kudzu with a mist blower. Approximately two hundred acres of Company land will receive such treatment this Spring.

WOODLANDS DEPARTMENT - NORTH

The Bartlett, Garrity, Guerette, Milliard, and Saucier camps are now open with normal crews. All of the wood in these camps is being yarded with skidders or crawler tractors. No horses are being used. Horses will be used, however, in the Pittston area camps when they open in June.

The rear of the West Branch drive cleared Big Bog Dam this week and should be into Seboomook by June 1. So far, approximately twenty thousand cords have been sluiced through Rip Dam. Spring came about two weeks early this year; and with good water conditions, the drive should make better progress than it has during the past few years.

A forest fire was spotted in Township 12, Range 12, 40 miles west of Ashland, Maine, on Tuesday, May 14. With high winds prevailing, it quickly got out of hand and burned about five thousand acres of good forest stand before rain on May 17 and 18 brought it under control. This fire was in one of the most inaccessible parts of Maine, and the State had to depend almost entirely on Canadian labor to work on the fire. The Company supplied three bulldozers and operators, as well as cooks, mechanics, and supervisory personnel. At one time during the height of the fire, a number of men were trapped when the wind shifted. Radio contact was made with the available Canadian and State of Maine "water bombers," and the area was quickly wet down making it possible for the men to escape.

Stumpage on this township was being sold to Canadian sawmill operators, and 2,000,000 feet of long logs already cut and peeled were destroyed. Losses were estimated at $90,000. The present estimate is that the fire burned about five thousand acres, but there could be some unburned islands left in the area. The fire probably did not burn the top soil since the ground was still very moist. This was the worst fire on Company lands since the 1952 Pierce Pond fire.

The first logs were debarked at the Portage Chip Plant on May 14, and several logs were chipped on May 16. This was not meant to be a startup but was done more as a test, which will be the procedure for the next two or three weeks.

The Annual Spring Meeting of the Northeastern Technical Division of the American Pulpwood Association met in Presque Isle, May 21-22-23. Included in the program were visits to the Company's new chip plant at Portage. Wood harvesting machinery was demonstrated on Company lands near Portage. Other visits were made to the T. S. Pinkham sawmill, the J. M. Huber Corporation's utilizer near Patten, and the Georgia-Pacific multiple saw slasher at their Woodland mill. A number of technical reports were given, including one on the economics behind Great Northern's chip plant by Ralph E. Clifford, Woodlands Manager.
ON BEING A DEPARTMENT HEAD

Something About Status

Favourable recognition of your work will not consist in your having a title, but in your good administration directed toward the benefit of the company. That administration can be done without flaunting your authority or developing a superiority complex that seeks to surround you with visible evidences of the superior rank you are claiming. Wear your title lightly, but make sure that your workers know that you will discharge your responsibilities.

How democratic should a manager be? He should associate with his workers sometimes, and show himself an example of courtesy and friendliness. Nevertheless, he should maintain the dignity of his position.

He will allow others to share the limelight, and will delegate responsibility to them. Some supervisors make the mistake of assuming that the job will not be done right unless they do it themselves. This failure to deputize is inefficient.

Delegation comes easiest to the man who has a strong sense of the end result. He sees his objective clearly, and strives to attain it through others while giving a clear lead and firm guidance.

This requires good communication both ways between supervisor and worker. The effective manager is one with whom employees feel free to discuss important things about their jobs. A worker who has something to say likes to think that he will be heard. It confirms his belief that his job is an important part of the organization.

Don't communicate with workers exclusively on a high management plane. Identify the ideas, facts and changes with the job of each worker and his environment. Talk over important matters with workers. As Matthew Arnold once said, "Persuasion is the only true intellectual process." There is no problem, from writing a constitution for a nation down to designing a new office form, that cannot be solved by discussion around a table.

Dialogue is the key to harmonious departmental work. What you know about the work that your employees should know but don't know will damage or slow down work. So will the things your employees know that you haven't found out. The solution is to tell your workers promptly and clearly what they should know, and listen interestedy to what they have to say that has to do with their jobs.

Be particularly careful to explain when you have occasion to introduce a new order of things. People are not often successful in carrying out plans that they have not mentally assimilated. Anticipate possible objections and state them in your presentation, together with the reasons. By looking at the change from the worker's viewpoint, you see the things which need to be cleared away so that he can appreciate the good points of your proposition.

State your thoughts simply and make your instructions definite and specific. Crises sometimes develop because someone got the message wrong.

If a subordinate makes a suggestion, tell him what action you have taken, and why. If his suggestion is not adopted, he will accept the fact with full understanding when you show him that the reasons for rejection are clear and sound. The cause of offence is not the rejection of an idea, but the rejection of it without careful consideration and discussion.

The above article is a continuation of the series of articles that have appeared in previous Newsletters under the main title of ON BEING A DEPARTMENT HEAD, reprinted by special permission of The Royal Bank of Canada.
The Carrier Boy Scholarship Program was an outstanding success this year, as announced by Charles D. Tiedemann, Manager - Newsprint Sales. The following boys were selected as winners:


This program was started in 1967. Each contract customer submits the names of two carrier boys who take the Secondary Scholastic Aptitude Test. Those with the highest scores spend a week at Wooster School, Danbury, Connecticut, where they are interviewed by a selection committee made up of Charles Doebler, Director of Administration, Brown University; Howard Stepp, Registrar, Princeton; and Donald Schwartz, Master, Wooster Prep School.

The awards consisted of full scholarships for four of the winners and partial scholarships for the other five.

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Great Northern's water protection program has received a great deal of publicity in the trade journals since the announcement was made in January. Pollution abatement will be accomplished by recovery of the dissolved solids in our spent sulphite liquor. To this end, the Analytical Section of the Research Department is currently conducting a series of pilot equipment trials that will lead to the proper design and sizing of equipment required to remove the settleable solids (clay, fiber fines, etc.) from the sewers. They are presently evaluating the effectiveness of a Beloit Passavant Pilot Koagulator.

KNOW YOUR BENEFITS . . . .

Your group insurance provides coverage for emergency outpatient hospital treatment of a non-occupa-
tional accident as first-dollar Hospital Expense if the treatment of the injury is given on the day of the injury or the day next following the injury. If it is not of an emergency nature and treatment is not given until after the day following the day of the injury, it then becomes Other Medical Expense and is subject to the deductible. This limitation does not apply when fractures or surgical procedures are involved.

Most hospitals, including the Millinocket Community Hospital, are equipped and will provide for emergency treatment 24 hours a day, 7 days a week.

This provision is included in the group insurance plans for all employees, except hourly-paid mill employees.

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NEWSPAPER FACTS AND FIGURES -

Daily newspaper circulation in the United States increased 49 percent between 1940 and 1966, while the adult population (21 and over) increased by only 39 percent. The United States has more individual daily newspapers than any other country in the world.

More copies of the daily newspaper are sold every day in the U.S. than packs of cigarettes, bottles of milk, or loaves of bread.

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The Penobscot West Branch Storage is now at 52.1 bcf. This is 91.4 percent of full storage, and 17.6 bcf more than last year on this date.

This is the first year since 1963 that the West Branch reservoirs held this much water.
John B. Rogers, Director of Personnel Administration, has accepted an invitation from the Honorable Kenneth M. Curtis, Governor of Maine, to join his Task Force on Human Rights.

The basic purpose of this Task Force will be to evaluate all Maine laws and practices affecting the full enjoyment of equal rights by all persons in this State. Of immediate concern is the elimination of discrimination in real estate transactions.

Russell W. York, Education and Training Director, recently attended two major conferences on training. April 19, he participated as a panelist on "Training in the Paper Industry" at Northeast Conference on Training, Pulp and Paper, Portsmouth, New Hampshire.

Mr. York presented a paper on "Long-Range Machine Crew Training" at the National Conference of the American Society of Training and Development in New York on May 15.

Avern B. Danforth, Senior Research Chemist, Quality Control Section, was a guest speaker at the University of Maine on April 30. He addressed the undergraduate and fifth year Pulp and Paper students and lectured on the subject: "Printing processes, printability testing, and the relationship of paper properties to printability."

The Great Northern-sponsored Junior Achievement Company for Stearns and Schenck High Schools will conclude another successful year with a "Future Unlimited" Banquet, Sunday, May 26, at the Heritage Motel, Millinocket. The highlight of this banquet is the announcement of the two achievers who will attend the National Conference in Bloomington, Indiana, for one week this summer.

"PERSONALITIES"

NEW EMPLOYEE

LEE H. WHEATON, effective May 6, joined the Electrical Section of Central Engineering at Millinocket as an Associate Engineer, reporting to Richard Hale, Chief Electrical Engineer. Lee got his Associate degree in Electronic Engineering by attending Northeastern University nights. His previous experience was with Honeywell Electronic Data Processing as a Technical Advisor.

PERSONNEL CHANGES

Promotions in the Controller's Department, effective June 1:

PETER F. YACAVONE will assume the position of Controller. Pete joined the Company as Assistant Controller in July, 1966.

ROBERT F. BARTLETT will be Assistant Controller. Bob was employed in the Controller's Department in June, 1963, and currently is Manager of Accounting - Northern Division.

CHARLES R. CHANDLER will be promoted from Assistant Manager to Manager of Accounting - Southern Division, replacing M. B. Robinson. Charles was employed in June, 1966, as Accountant in the Southern Division.

Also effective June 1, the Controller's Department will be reorganized into two major divisions under Mr. Yacavone's direction:

Robert F. Bartlett, Assistant Controller, will supervise the following functions: accounting at both divisions, budgeting, internal auditing, and office services.

William O. Wagner, Manager of Administrative services, will continue to have the corporate responsibility for systems and procedures including the data processing center.
Personnel Changes Cont.

DONALD G. NOLAN, effective April 1, was promoted from Project Manager to Division Engineer, Central Engineering, Southern Division, reporting to J. F. Steedley, Assistant Vice President—Engineering. Don has been with Great Northern since October, 1963.

JAMES N. DENNIS, effective April 1, was promoted from Mechanical Engineer to Project Manager, reporting to D. G. Nolan, Division Engineer, Central Engineering, Cedar Springs. Jim has been with the Company since August, 1966.

BERNARD E. GERRY, effective May 1, was promoted to Paper Mill Superintendent in the Millinocket mill, reporting to C. D. Bears, General Production Superintendent. Bernie has held various positions in the Paper Mill, including Tour Foreman, Day Foreman, and Assistant Paper Mill Superintendent.

WALTER E. PEASE, effective May 1, was promoted to the position of Day Foreman—Paper in the Millinocket mill, reporting to B. E. Gerry, Paper Mill Superintendent. Gene's experience at Great Northern includes: Research, Control, Stock Prep., Coating, and his last position of Technical Assistant to Paper Mill Superintendent.

CHARLES G. EDDINS, effective May 13, was promoted from an hourly Machine Tender classification to the position of Paper Mill Tour Foreman at the Cedar Springs mill, reporting directly to Clarence Gandy, Assistant Paper Mill Superintendent. Charles has been with the Company since September, 1963.

NATHAN F. MULLIS, effective May 1, was promoted from the position of Unit Forester to that of Assistant Area Superintendent, reporting directly to Noel Haskins, Area Superintendent, Southern Division Woodlands Department.

J. TIMOTHY SAMWAY, effective May 1, has been promoted to Salesman in the New York office, reporting to J. P. DeMarrais, Regional Manager—Commercial. Tim joined the Company in May, 1966, as a Sales Trainee.

TERMINATIONS

JAMES E. HICKEY, has resigned from the Newsprint Sales Office in Atlanta to accept a position with Clarendon Paper Sales Company, Inc., agents for Abitibi Power and Paper Company, Ltd., in the southern United States.

ELLIS E. STARKIE, effective May 12, resigned from his position as Paper Mill Tour Foreman at Cedar Springs to accept a position with another southern paper mill.

TOMMY L. SURLES, effective May 15, resigned from his position as Process Chemist at Cedar Springs to accept a position with Alabama Kraft.

DONALD E. YORK's resignation as Treasurer will be effective June 1. Don has held various positions during his thirty-three years of service with the Company and was appointed Treasurer on March 1, 1956. He has accepted a position with Fraser Companies, Ltd.

MELVIN B. ROBINSON, Manager of Accounting—Southern Division, has submitted his resignation to accept a position at Fraser Companies, Ltd. Mel joined the Company as a member of the Internal Auditing Department in 1957, and transferred to the Southern Division in 1963.

ROBERT W. COUVARD, Cost Accountant at Cedar Springs, resigned to accept a position at Diversified Products, Inc., in Opelika, Ala. Bob has been with the Company since September, 1966.

RETIREMENT: DONALD W. MORRISON, Area Foreman in the Millinocket Mill, retires June 1 with 24 years of continuous service.
SYNOPSIS OF WATER CONDITIONS PAST AND PRESENT

J. A. MacLeod, Superintendent of Power

Speaking about water is like speaking about money. . . It's nice to have enough. Like money, a deficiency of water presents many problems; but unlike money, a surplus of water also presents many problems. Somewhere between drought and flood conditions is the desirable water situation for any area.

The arid regions of the earth are almost uninhabitable because of the lack of water. Periodic droughts which have occurred in this country have created unfavorable economic conditions, varying from annoyance to widespread population relocations with considerable individual hardships. The Oklahoma dust storms of the Nineteen Hundred Thirties caused widespread misery and bankruptcy from repeated years of crop failure, the loss of livestock, and in some instances, total topsoil actually being blown away so that land could not be used for a generation. Closer to home, the recent Northeastern United States drought caused many cities to ration water.

Floods represent the surplus water condition which in past years has caused considerable loss of life and property. Uncontrolled rivers would sweep through areas each spring overflowing banks, causing deaths and losses of millions of dollars in damages to bridges, homes, industrial plants, and economic life in general.

Many of the large and small rivers of this country have flooded repeatedly with considerable destruction. However, with developing knowledge of hydrology and meteorology applied to control of the large watersheds of principal rivers by such agencies as Tennessee Valley Authority, US Army Corps of Engineers, Bureau of Reclamation, and a number of large utilities, dams have been constructed to generate much useful power and serve as flood control so that, in general, flood damage has diminished over the years.


1807-Feb. - "An ice jam formed below Bangor Village raising the water ten to twelve feet higher than was known before."

1846-March - "The flood resulting from the storm of March 25-28 was very destructive on the Penobscot River, owing to the breaking up of ice of great thickness and to the formation of ice jams. The ice jam at Bangor was called the greatest in 100 years."

1853-Nov. - "The Penobscot River was the highest for 20 years. Kenduskeag Village Dam carried away with one life lost.

1866-Spring - "During the heavy freshet, Mr. Hiram Mills, a hydraulic engineer, reported the flow as 9,600 second feet (Treat Falls)."

1869-Oct. - "River rose nine feet."

1870-Feb. - "Kenduskeag Stream eight feet over highway."
1887-May - "MCRR track covered several feet. Bangor to Vanceboro."

1901-April - "Flood greatest on record with maximum discharge at Bangor 115,000 second feet."

1909-Sept. - "Downpour for several days caused river to overflow banks and rapidly rise to freshet pitch."

1923-May - "This flood largest of record in Penobscot River Basin."

This historical data become significant when you consider that the Great Northern Paper Company started mill construction in Millinocket in 1899 because of the 110-foot drop in the river, combined with endless spruce forests. The Company extended a series of dams for water storage and power generation through these years to the present, culminating with the installation of a third generating unit of 13,000 KW capacity in the McKay Station at the outlet of the highest and largest water storage area in the Company's system.

During the years, Great Northern has built up a coordinated water storage reporting system which includes 13 small lakes scattered over the 2 1/4 million acres owned by the Company and two large lake systems, which have a combined capacity of some 57 billion cubic feet of water. (This is enough to give every man, woman, and child on this earth 155 gallons each).

The Company has a full-time dispatcher monitoring this water complex. He receives information continuously from several sources to hold storage levels and flows at legal and economical levels for power generation, logging operations, and recreational activities.

Through foresight and engineering skills, the many years of control on the West Branch of the Penobscot has almost eliminated any flood problem. With the addition of a new generating unit at the largest water storage outlet, control is further improved so that it may be possible to hold lakes such as North Twin, South Twin, Pemadumcook, and Ambajejus at a higher level. Camp owners and vacationists will find recreational activities improved.

In the end, rainfall determines water levels and flows. Our 1968 summer forecast is that North Twin Lake will be considerably higher this summer than it has been in recent years.
GREAT NORTHERN PAPER COMPANY REALIGNS ORGANIZATION – ELECTS DIVISIONAL VICE PRESIDENTS

New York, New York, April 17 – At a meeting of the Board of Directors here today, Great Northern Paper Company elected three new Vice Presidents.

Effective immediately, Bruce P. Ellen will be Vice President – Southern Division; and Robert J. Shinners will be Vice President – Northern Division. The election of Emery E. Allain as Vice President – Finance will become effective June 1, 1968. Mr. Allain succeeds Howard G. Brush who will retire under the Company’s retirement plan in August, 1968.

According to Peter S. Paine, Great Northern Chairman and Chief Executive Officer, the election of Messrs. Shinners and Ellen as vice presidents in charge of the Company’s Northern and Southern divisions is in line with the Company’s objective of developing divisional responsibilities.

Mr. Paine also announced the resignation of J. H. Heuer, Vice President – Operations and a Director since 1962. Mr. Heuer is leaving to accept a position with another paper company.

Mr. Allain was educated at Bentley College and Northeastern University and began his business career in 1944 with Arthur Andersen & Co. From 1949 to 1954, he was Treasurer and Controller with Royal Lace Paper Company. He joined Great Northern as Assistant Controller in 1954 and was named Controller in 1962.

A native of Rocky Mount, North Carolina, Mr. Ellen was graduated from Mars Hill College and North Carolina State. Before joining Great Northern, he was associated with Great Southern Land and Paper Company, and before that, with the Port Wentworth, Georgia mill of Continental Can Company. In 1965, when Great Southern Land was merged with Great Northern, Mr. Ellen became Assistant Vice President and Resident Manager of Great Northern’s mill at Cedar Springs, Georgia.

Mr. Shinners came to Great Northern in 1956. He was successively a Steam Engineer; Plant Engineer; Manager of the Company’s mill at East Millinocket, Maine; Manager of the Millinocket mill; and in 1965, Assistant Vice President and Resident Manager for both mills. A graduate of Louisiana State University, Mr. Shinners held various positions with Stone & Webster and other important engineering companies before joining Great Northern. He is a native of Poughkeepsie, New York.

GREAT NORTHERN PAPER COMPANY INCREASES DIVIDEND, New York, N. Y., April 17 – Directors of Great Northern Paper Company today declared a quarterly dividend on Common stock of 35 cents a share, payable June 10 to stockholders of record May 20. This is an increase of 5 cents over the previous rate of 30 cents a Common share paid quarterly since April, 1967, when the dividend was upped from 25 cents.

The regular semi-annual Preferred dividend of 20 cents will be paid October 3 to holders of record September 3.
Paper production for twenty-seven weeks ended 4/7/68.

Production:

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<tr>
<th></th>
<th>1968</th>
<th></th>
<th>1967</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tons</td>
<td>Daily Avg.</td>
<td>Tons</td>
<td>Daily Avg.</td>
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<tr>
<td>Cedar Springs</td>
<td>313,827</td>
<td>1,856</td>
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<td>207,462</td>
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<td>1,073</td>
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<td>158,539</td>
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<td>158,214</td>
<td>849</td>
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<td>679,828</td>
<td>3,813</td>
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EAST MILLINOCKET MILL

No. 3 paper machine started up Friday, April 5, after a 3-day shut-down to install a new Black Clawson suction couch and drive arrangement. The new unit is running smoothly and is a great improvement over the old. A suction press roll that was re-covered by Stowe-Woodward, Inc. and grooved at the mill was installed in the second press position while the machine was down.

The major overhaul of No. 2 waterwheel at Weldon Station has nearly been completed. In conjunction with this job, the head gate racks were changed, and considerable diving and dredging by an outside diver was done to remove sunken debris in the forebay. This work is expected to increase the efficiency of the waterwheel.

Plans for expanding the core room have nearly been completed. An oven type tube curing area, utilizing open-end boxes, 11 feet x 4 1/2 feet x 6 feet, placed four wide and five long, will extend from the discharge end of the spiral tube winder. A temperature-controlled blower system will move air through the tube to the pipe winder. Four of the boxes are expected to contain the daily production of the winder. All boxes will be moved forward each day as the cores are used. When they reach the blower end, the moisture content of the tubing will be reduced to a level where the tubing can be used. This means that it will no longer be necessary to stockpile tubing for a four to five week period to allow air curing.

The second stone on No. 13 grinder line was started up at 6:00 p.m. on April 11. This will increase the groundwood capacity and will permit No. 12 line to be run on softwood as soon as the hardwood conveyors have been shortened and the water flumes have been extended.

Repair work on the barking drums and haul-up conveyors in the wood room has been completed. The mill started taking in wood from the river on April 18 since the supply of winter wood has been used up.

GREAT NORTHERN PLYWOOD CORPORATION

The first veneer was peeled and dried on Tuesday, March 26, and the first plywood was pressed on Friday, March 29. All systems are now operating well as minor problems have been ironed out. Plant personnel attended classes prior to startup in order to familiarize themselves with the equipment. Log deliveries have increased, and the total now is 2,719,013 feet.

MILLINOCKET MILL

No. 1 bark press was shut down on March 20 for three days to make changes to the hydraulic system. The changes did not aid materially in handling fir bark, which is very difficult to press; however, the new
hydraulic system does perform satisfactorily, and it does prevent the presses from becoming plugged. As a result, changes will be made to No. 2 press in the near future.

The last of approximately forty-two hundred cords of rough wood piled out for winter use was processed through the wood room on Friday, April 19.

No. 7 wet lap machine is now in operation around the clock to process excess sulphite for the East Millinocket mill. This machine has a capacity of six tons per day.

During the Easter shutdown, the new sulphite cleaners were tied into the sulphite operation and started up April 15. As of this date, all sulphite being used in the Millinocket mill is centri-cleaned.

No. 4 paper machine continues to operate smoothly after the major rebuild and startup. We are now successfully producing catalog grades off this machine.

No. 4 outside storage tank was put into service April 15. Rebuilding the storage tank included: installing an agitator and stock pumps, relining and insulating, and installing the required piping, instruments, and electrical equipment for centralized control. It is expected that this outside tank will provide storage capacity for cleaned sulphite for the Millinocket mill.

RESEARCH AND DEVELOPMENT DEPARTMENT

The Research and Development Department has become large enough so that it is impossible for the project engineers or technicians to know what work is being done by all the other groups in the department. Therefore, one Friday a month, the R&D personnel attend a seminar in the Multi-Purpose Room, created to inform them: What is going on, and why it is being done. Since all groups do some service work for other groups, it also points out that seemingly unimportant little pieces of work do fit together to solve important problems. It is used to show new pieces of equipment, and how they can be used. It also gives people a chance to compress a two- or three-month project, its results, and its importance to Great Northern into a ten-minute preparation; this is good practice since much of our future course of action is decided in meetings on the basis of verbal presentations.

On a given Friday afternoon, an engineer or technician can learn something about a range of subjects that might include:

1. What is "Acrolein"? How is it related to bacterial growth, slime holes, and paper machine conditions at East Millinocket?
2. Why did we try foils on No. 5 paper machine at Millinocket? What did the trial show?
3. What is pitless grinding? Is it a cure-all, or does it have advantages in a narrow range of conditions?
4. What is the effect of grinder pressure control on our electrical power system? What have we learned about the problem with analog computer simulation?
5. What is the Programmer 101 computer? How easy is it to use?
6. How do various components of the coating and base stock affect the properties of a lightweight coated sheet?
7. What types of paper is the New Product Development Group working on?

* * * * * * * * * * *

The boom in paper dresses inspired this limerick:

There once was a girl from St. Paul
Who wore a newspaper dress to a ball;
The dress caught fire
And burned her entire,
Front page, sports section, and all.
WOODLANDS - NORTH

A Safety Training Session was held in Ashland on April 9-10 and in the Pittston Farm area on April 16-17. These sessions were conducted by John Geary and Arthur Allen of Employers' Liability Assurance Corp., Ltd. All Woodlands supervisory personnel that attended were impressed with the instruction and are determined to make accident prevention a realistic part of a foreman's responsibilities.

Preparations are under way for the start of the North Branch drive. Soon the towboats, Harkness and Hilton, will be towing wood across the lakes.

Maple syrup makers are having a good season. There are about sixty sugar camps operating on Company land, and they hang approximately one hundred sixty thousand sap buckets. Freezing nights and warm days make the sap run, and a good snow cover also seems to help.

In refreshing contrast to the attitudes in many parts of the country today, Great Northern's six Tibetans happily registered at Local Draft Board No. 2 at Caribou, Maine.

In the words of the clerk of Board No. 2, "They seemed to be the happiest guys that I've seen for a long time. They just beamed. They seemed to accept this as another phase of living in the United States."

At least three of these men, classified 1-A, will be scheduled to take physical examinations in Bangor possibly in June. They face the definite possibility of being inducted into the Armed Forces and being sent back to Asia to fight their old enemies, the Communists. One of the group is reported to have relatives in a concentration camp in Tibet.

Great Northern Reports An Increase In Sales And Earnings Compared To Corresponding Period Of A Year Ago.

Net income for the first twenty-four weeks of the fiscal year amounted to $6,862,000, or $2.39 a Common share after Preferred dividend requirements. These earnings were 19% higher than in the corresponding period of last year when earnings were $5,765,000, or $2.02 a share. Investment tax credit reflected in the first twenty-four weeks' earnings totaled $1,154,000, or $.42 a Common share as compared with $445,000, or $.17 for the like period a year ago.

Assuming the conversion into Common Stock of all outstanding convertible securities, the pro-forma net income becomes $2.03 per Common share for the first twenty-four weeks of this year as compared with $1.72 for the comparable period last year.

Sales for the first twenty-four weeks were $70,007,000, up 19% over the first twenty-four weeks a year ago. We shipped 596,290 tons of paper and board, 128,104 tons more than in the corresponding period of the previous year.

Peter S. Paine, Chairman of the Board, stated that the new plywood plant at Cedar Springs, Georgia, is now in the startup stage. At full capacity this plant will contribute between four and five million dollars a year to sales.

At our Millinocket mill we have had one paper machine down five weeks for a major rebuild. This machine, now back in production, offers us new opportunities for product improvement and upgrading.

As announced at our Annual Meeting, we are proceeding with the construction of a waste recovery system at our Millinocket sulphite mill. This $10,000,000 project will reduce pollution of the Penobscot River and also significantly lower our fuel and chemical costs.

Startup is scheduled for 1970.
Under the heading, "Great Northern Paper Company Receives Applause," the March 1968 issue of the Maine State Biologists' Association newsletter had this to say about our announced plan to invest $10 million in pollution control and abatement facilities at Millinocket:

"A company who is willing to present such a far-reaching proposal to its stockholders certainly deserves an immense amount of credit and a wave of public acclamation...the SBA applauds this momentous decision by the Great Northern Paper Company."

The article then reprinted our entire news release on the subject. This was originally distributed in January at the close of the annual stockholders meeting.

Maine paper mills have capacity enough to produce about one-sixth of all the newsprint now made in this country.

But this State only has capacity to produce about 6.3 percent of the 9,149,000 tons of newsprint used in this country last year.

Great Northern Paper Company remains the largest producer of newsprint in the northern United States. It has capacity for 400,000 tons a year at its mills in Millinocket and East Millinocket.

The other Maine producer, St. Croix Paper Co., a subsidiary of Georgia-Pacific Corp., has capacity for 176,000 tons yearly.

Total U.S. capacity this year is 3,474,000 tons. The 576,000 tons capacity of the two Maine producers gives this State about 16 1/2 percent or one-sixth of all the capacity of this country.

WATER IN MAINE. ... On April 15 the Penobscot West Branch storage was 30.0 billion cubic feet. This is 52.6 percent of full storage, 5.4 bcf above rule curve, and 22 bcf above last year on this date.

Personnel Attending "Research Days" at the University of Maine Visit Great Northern Mills. ... Thursday morning, April 18, twenty-four top executives from various companies toured the East Millinocket and Millinocket mills. Highlights of the tour included seeing such new installations as bark burning, new storeroom, coater, etc., with a lunch served at the GNP hanger just prior to departure for the University to attend a 2:00 p.m. meeting.

Henry Jordan, defensive tackle for the NFL's World Champion Green Bay Packers, will visit the Millinocket area April 25 and 26 as a guest of R. J. Shinners, Vice President - Northern Division.

Arrangements have been made for Mr. Jordan to speak and show a film of Green Bay games before the Company's management group and local people at the Junior High School auditorium in Millinocket on April 25 at 7:30 p.m.

The Preparatory Scholarship Program is progressing rapidly, and 25 boys of our various contract newsprint customers have been invited for the selection weekend, April 19, at Wooster School in Danbury, Conn. The states represented by these boys are: Connecticut, Indiana, Kentucky, Massachusetts, New Jersey, New York, Ohio, and South Carolina.

Again this year during ANAP week, the Company will sponsor a Hunt breakfast to be held at the Plaza Hotel on Tuesday, April 23, between 8:30 and 11:00 a.m. It is expected that between five hundred and five hundred fifty customers and their wives will attend.
ON BEING A DEPARTMENT HEAD

The following is a continuation of the article ON BEING A DEPARTMENT HEAD printed with permission of the Royal Bank of Canada. The topic covered this month is . . .

Handling People

If businesses fail because of poor management, why do managers fail? Seldom because of technical incompetence; mostly because of lack of skill in working with human beings.

The functions of a manager are greatly involved with fundamental understanding of people. It is here that administrative intelligence meets its greatest challenge and earns its greatest satisfactions.

There are four key rules to guide the manager: treat his employees like human beings; harness their desires; teach them how; and criticize constructively. These add up to something big: they show the manager's desire to make something out of his employees.

The successful manager has learned to transform "power over people" into "power with people." He makes his workers want to do the right thing in the right way for the good of the company. He has patience with the inefficiency of men and women who are trying.

As a manager, you need insight, which is a sort of 3-D or stereoscopic way of looking at people and events. With your eyesight you will see things wrong in an employee's work; with your insight you will see the cause. This is "empathy," or imaginative projection of your consciousness into another being.

One can tell a great deal about a department head by observing those who work for him. Are they happy in their jobs? Are they ready with a smile? Are they free of job tension? Do they give the air of being glad to be working in this department, for this firm?

Part of the manager's strategy is giving adequate recognition to individual achievements. He praises loudly—that is, where others can hear—and blames softly, in private. He does not praise indiscriminately, or lay it on with a trowel. The worker knows when he has done a good job: if you praise every job he knows that you are using a technique and discounts even commendation that is merited.

Keep in mind that all people have latent abilities. Periodically, give a worker a job slightly over his head, one at which you know he can succeed if he tries.

Be the sort of manager who wants every worker to make good, who helps him to make good, and who rejoices when he succeeds. This is very far from toadyiing to the all-too-common spirit of making things easy. The happy worker must be a productive worker. Employees should not be encouraged to become so contented that they do not permit work to interfere with their gracious living.

The head of a department must avoid becoming so wrapped up in his own operations that he loses sight of the big picture.

The manager needs the support of the other men in the management group. He will avoid intradepartmental jealousies, which prevent effective cooperation, and rivalry for status, which is bound to affect business and productivity adversely. He will talk with the other supervisors, not about them.

Mileage Allowance on Personal Cars. . . Effective April 8, 1968, the mileage allowance paid employees for the use of their own automobiles on Company business was increased from 8¢ to 10¢ a mile. There will be no extra allowance for cars driven on unpaved roads.

The Sales Department was represented at the Web Offset Convention held in Kansas City by William Shaughnessy and Richard Knight of New York and Richard Rychlik and Terry Pendleton of Chicago.

Thirty-two representatives of eight Maine paper companies and the Forest Service have completed a three-day seminar on industrial hydraulics at the Eastern Maine Vocational Technical Institute in Bangor.

The program was conducted by Shan Riley of the Vickers Administrative and Engineering Center, division of Sperry Rand Corp., of Troy, Michigan.

Those attending from Great Northern were: Angus Bears, Carl Sherman, John Orcutt, Robert Dickinson, Chester Tweedie, Allan Brown, George Belmont, Frank Nelson, Raymond Blaisdell, Russell Taylor, Gerald Caron, and Robert Ramsdell.

Two closely allied subjects—screening and rejects refining—will receive close attention at the Sixth International Mechanical Pulping Conference, being held at the Marriott Motor Inn at Atlanta, Georgia, on May 14-17.

Carroll W. Freeman, Groundwood Foreman at the Millinocket mill, will be one of six panel members to discuss the entire subject of "Rejects Refining" at a panel moderated by J. K. Kirkpatrick of Bowaters Paper Corp. and composed of experienced operators from mills in the U. S., Canada, and Sweden.

"PERSONNALITIES"

NEW EMPLOYEES

CHARLES L. FREEMAN, effective March 25, joined the Central Engineering Department at Millinocket as a Junior Engineer, reporting to F. W. Lindsay, Chief Design Engineer. Charlie graduated from the University of Maine in 1968 where he majored in Mechanical Engineering. His schooling was interrupted for two years while he served in the Armed Forces. Charles has worked summers and school vacations since 1960 as a Summer Apprentice and a Junior Draftsman.

WILLIAM H. DRISCO, effective April 1, joined the Woodlands Department—Northern Division as Assistant Superintendent, Aroostook Area, reporting to O. K. Tripp, General Superintendent, Aroostook Area. Bill is a native of Bangor, Maine, and graduated from the University of Maine in 1950 with a BS in Forestry. Prior to joining the Company, he was employed by StanPack as Superintendent of Logging Operations.

JIMMY REX SNEEGLROVE, effective April 1, joined the Great Northern Plywood operations as Accountant, reporting directly to Wayne Crowell, Chief Accountant. Prior to joining the Company, he was employed by Gas & Chemicals, Inc., Dothan, Alabama.

WEAVER HOOVER, effective April 1, joined the Great Northern Plywood operations as Green End Foreman, reporting directly to Bob Gardner, General Superintendent. Prior to joining the Company, he was employed by Arkla Chemical Corp. Plywood, Curdon, Arkansas.

PERSONNEL CHANGES

EMERY O. TAYLOR, effective March 1, was promoted from Engineer to Senior Engineer, reporting to Dick Hale, Chief Electrical Engineer in the Central Engineering Department at Millinocket. "Bud" has been with the
Personnel Changes Cont.

Company since June, 1960, and with Central Engineering since April, 1963.

RUDOLPH P. NADEAU, effective March 1, was promoted from Junior Engineer to Engineer in the Engineering Services Section of Central Engineering at Millinocket, reporting to Harry Graves, Service Engineer. Rudy has been with Great Northern since April, 1956.

DAVID M. PARKER, effective March 1, has been promoted from Junior Research Technologist to Research Technologist in the Pioneering Research Section of the Research and Development Department at Millinocket. Dave has been with the Company since March, 1967.

RICHARD L. DONLEVY, effective April 1, has been promoted from an hourly classification to Area Foreman in the Millinocket mill, reporting to O. B. Pound, Assistant Maintenance Superintendent. Dick has been with the Company since June, 1951.

G. VAUGHN POWER, effective April 1, has been promoted from an hourly classification to Tour Foreman in the Wood Room, reporting to L. P. Bossie, Foreman Wood Room in the Millinocket mill. Vaughn has been with Great Northern since March, 1946.

MANLY T. JOHNSTON, effective April 8, transferred from the position of Cost Engineer in Central Engineering - South, to that of Woodlands Accountant in the Woodlands Department - Southern Division, reporting directly to Jim Richardson, Woodlands Manager. Manly has been with the Company since November, 1966.

SCOTT B. WELDON, effective April 18, has been promoted from the position of Mill Manager, Millinocket, to Manager of Manufacture - Northern Division, reporting to R. J. Shinnors, Vice President - Northern Division. Since Mr. Weldon joined Great Northern in 1961, he has been successively Assistant Production Superintendent; Assistant Plant Engineer; Control Superintendent; and was named Mill Manager, Millinocket, in 1965.

ARTHUR E. DENTREMONT, effective April 18, has been promoted to Mill Manager, Millinocket mill, reporting to S. B. Weldon, Manager of Manufacture. Art's various positions with Great Northern include Night Superintendent; Control Superintendent; Production Superintendent at East Millinocket mill; and the position he now leaves, General Production Superintendent at the Millinocket mill.

CHARLES D. BEARS, effective April 18, has been promoted to the position of General Production Superintendent from Paper Mill Superintendent in the Millinocket mill, reporting to A. E. Dentremont, Mill Manager. Charlie's employment dates back to 1947. He has held various supervisory positions in Maintenance and Plant Engineering.

Terminations

DAVID N. MARTINSON, effective April 12, resigned from his position as Order Processing Supervisor (S) in the New York office to accept a position with Equitable Bag Company.

RUSSELL F. SMART resigned April 12 to enter a partnership to sell new cars in Lincoln, Maine. Russ had been with the Company since August, 1955, and held the position of Supervisor, General Accounting in the Controller's Department since 1964.

EDWARD A. PUMPHEY, Mechanical Engineer in Plant Engineering at the Cedar Springs' mill, resigned March 29.
Great Northern Plywood readying to produce. . . . The Plant began test runs through the debarker, lathe, and in-line systems equipment on Wednesday, March 20; and the first veneer was peeled, clipped, and conveyed through the tray systems and dryers on Thursday.

Shipping equipment and various conveying machinery checkouts have been completed, and underground fire protection pipelines have been successfully tested. Boiler plant construction has also been completed. Checkouts of other major equipment are now in process. It is expected that the first plywood panel will be made the week of March 25.

Production employees for the first shift are being instructed by representatives of the American Plywood Association, Borden Chemical Company, and Plywood supervisors.

The new salary administration program covering all exempt monthly salaried employees becomes effective April 1, 1968.

Distribution has been made of an employee's handbook, and the necessary information and instructions have been turned over to management people who are responsible for administering salaries.

The program has constituted a heavy work load for many people over the past year, none of which could have been accomplished without the tremendous amount of cooperation that has been received from all areas of the Company. To some degree, the work directly or indirectly involved at least 90 percent of our monthly salaried people, all of whom can rightfully share in the credit for development of the program to an operating stage.

On March 7, Peter S. Paine, Chairman of the Board, hosted a luncheon in London, England, for clients of kraft linerboard. Also attending were J. V. Carena, General Sales Manager and F. V. Ernst, European Representative. Mr. Paine expressed Great Northern's appreciation for the support given to us by the British Corrugating Industry when we entered the market and for their continuing support since then. He also spoke briefly on Great Northern's plans for the future and our determination to maintain and further develop our position in England as a dependable and permanent source of supply in the years to come.

A spokesman for the British corrugators answered Mr. Paine's comments stating that the entry of Great Northern in the kraft liner field in the United Kingdom had been a very welcome development for the industry and that our approach to the market had been realistic. He commended Mr. Paine for the excellent services rendered from our organization.

The March 1 issue of CHEMICAL SPOTLIGHT, a weekly newsletter edited for executives in chemical and allied industries, features Great Northern's latest corporate advertising, "Where to next on your paper magic carpet?" as its "Ad of the Week," calling the Company's ad "outstanding." The article describes the layout (an illustration of a magazine converted to a magic carpet, flying over familiar world sites) and reprints almost all the copy.

Tree farms in the U.S. total 71,355,502 acres. Georgia leads with 7,264,251 acres.

Pulp & Paper-2/26/68-pg. 12
Paper production for twenty-three weeks ended 3/10/68.

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<th>Production:</th>
<th>1968 Tons</th>
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**EAST MILLINOCKET MILL**

An electrical fire, triggered by the explosion of a 550-volt power center in the new grinder room at 10:00 a.m., Sunday, March 10, shut down completely the grinder capacity of the room. Resulting lack of groundwood caused a 15-hour shutdown of Nos. 5 and 6 paper machines. Three switches were demolished. The two large machines were back in production at 2:45 a.m., March 11. The rest of the mill maintained normal production in this period.

A new daily production record of 426.8 tons for paper machines 1-4 was established on March 7, at which time the record for No. 3 machine was raised to 120.5 tons per day.

Work on No. 13 grinder line is progressing well. Most of the work which still remains to be done consists of piping and electrical work on the motor.

**MILLINOCKET MILL**

The No. 4 paper machine rebuild was completed on March 17. The machine was shut down on February 12 for a major rebuild which included: centri-cleaners, new headbox inlet, level fourdriner, Venta-nip press, smoothing press, dryer drainage system, breaker stack, and calender stack with swimming rolls. The machine is designed for making improved rotogravure sheets. The machine started up on 4.0 mono-print, and the grade sequence is scheduled such that more difficult grades will be following one another.

A salvage operation was undertaken the week of March 11 to reclaim paper involved in a train wreck. The wrecked cars were set on the siding in the B & A rail yard. A ramp was constructed such that an L.P. gas truck could transfer the paper from the wrecked cars to regular boxcars. The paper was then brought into the mill, unloaded and inspected to determine whether it could be shipped "as is" or rewound for 100 percent salvage. The first car unloaded had a 94 percent salvage value.

No. 1 boiler was shut down for tube failure on March 7 and then again on March 14. The boiler was off the line approximately forty-eight hours on the first failure and approximately thirty-one hours on the second failure. During each of these outages, the wrapper machine and one paper machine had to be shut down to conserve steam.

A second water applicator spray boom is now in operation on No. 5 paper machine under the sweat dryer. The first installation was on No. 9 paper machine. These spray booms have been used successfully for levelling the moisture profile across the width of the sheet.

On March 11, the Sulphite Mill switched from soda ash to caustic soda in acid preparation. The hot caustic comes by tank car from a new chemical plant in Orrington, Maine. We are using approximately three cars of caustic soda per day.
WOODLANDS NEWS

NORTH

Woods operators have nearly completed their winter truck hauling. Slashing operations at Umbazooksus and road building there and at Church Pond (Twp. A, Range 10) will continue until Spring. Excellent winter trucking was enjoyed in all areas, particularly through the month of February and the first two weeks of March. Snow depths were nearly ideal, and winter cutting of many operations was extended well into March.

Long wood trucking and slashing were expanded in the 1967-1968 logging season to bring the total long wood procurement program up to 160,000 - 180,000 cords annually. This program will be reinforced and strengthened in the 1968-1969 season with the startup of the chip conversion plant at Portage and the new chip reception facilities at Millinocket.

A group of Woodlands personnel (North) - Messrs. H. N. Bartley, R. F. Estes, P. H. Bartram, P. K. Patterson, O. K. Tripp, J. R. Goody, and C. L. Nelson, attended the CPPA Woodlands Section Winter Meeting at Montreal, March 18-21. Canadian research and development in wood moving and handling techniques is well financed and organized by the Canadian Pulp and Paper Industry. The Great Northern Woodlands Department in Maine, whose problems are similar to Canadian industry, closely scrutinizes and studies Canadian development for ideas and techniques applicable to their own situation. The NESCO slasher (CNP now has two) is a prime example of the cooperative effort of the Canadian Paper Industry and equipment manufacturers.

SOUTH

Increased wood procurement efforts by Southern Woodlands' personnel and favorable weather conditions contributed to record high pulpwood receipts at Cedar Springs for the week ending March 10. Six hundred and twenty cars of rail wood amounting to 13,309 cords, and truck wood receipts amounting to 9,360 cords, accounted for a total volume of 22,669 cords. This total represents a record volume of wood purchased in a single week since mill startup in 1965.

Another new Company woodyard was opened March 4 at Moultrie, Georgia. This yard is on the Seaboard Coast Line Railroad, and wood from this yard will be a two-line rail haul to Cedar Springs. Located in South-Central Georgia, this new yard is in the heart of the Georgia longleaf-slash pine belt. Wood from this area gives back a high by-product and pulping yield due to high specific gravity. Production from this woodyard is expected to reach 400 cords per week when wood requirements demand such volume.

Tree planting on Company timberland is nearing completion. Most activities stopped on March 15. A limited amount of free seedlings was made available to landowners near Cedar Springs in the interest of public relations and restocking idle land.

Plans are now being made for the Annual Southwest Georgia Future Farmers of America Forestry Field Day sponsored by Southern Woodlands. High school FFA chapters from several counties compete for awards made on the basis of forestry knowledge gained in the classroom and field. A large turnout is expected for this event, which concludes with a supper.
Robert M. Leavitt, Paper Research Group Leader, participated in a panel presentation on "Formation Testing" at the 53rd Annual TAPPI Meeting in New York on February 19. The purpose of the panel was to review the various types of formation testers available to the paper industry and some of the ways that these instruments are being used by the industry.

Three specific areas where QNSM formation tests have been used at Great Northern were discussed by Mr. Leavitt: (1) studying the variables affecting uncoated rotogravure printability, (2) studying the variables affecting the printability of coated sheets, and (3) pinpointing two periods of severe sheet marking on our No. 7 coating basestock machine.

Reid Smith, Traffic Manager and Jerome Blankenship, Assistant Traffic Supervisor, Cedar Springs, attended an Industry Appreciation Dinner and the dedication of the first ship berth at Port Panama City, Florida, on February 24. Great Northern Paper Company was recognized as being the largest user of the new port. During 1967, Great Northern exported 34,300 tons via this new port at considerable savings in transportation and port costs.

On February 24, the Transportation Department at Cedar Springs was host to Operating and Transportation officials of the Southern Railway System from Albany, Macon, Atlanta, and Washington, D. C. The guests were given a tour through the Transportation Department, around the mill trackage, outside mill yard operation, mill operation, Great Northern Plywood, and the Chattahoochee Industrial Railroad Office and shop. The tour ended with lunch at the Guest House.

American Paper Institute member companies have been in agreement for some time on the need for a 16-millimeter sound color film to outline the many career opportunities now open to young people who make the paper industry their careers.

With the approval of a script last Fall and the subsequent selection of a production company, Cullen Associates, Inc., to make the film, API was ready to begin shooting. On March 4-7, 1968, Great Northern became the first stop on a cross-country tour that will include more than fifteen paper companies in every section of the country. Cullen hopes to take between 12 thousand and 15 thousand feet of film, and to edit this down to 9 hundred feet for eventual showing in approximately 45 thousand high schools throughout the United States. Running time for the film will be 25 minutes, since this fits into a half hour TV time period, and it is expected that "Happening in Paper" will receive wide exposure on television.

While visiting Great Northern, the API film crew took pictures of Company woodlands near Jo-Mary camp, interior of Engineering and Research Building, the Millinocket mill, and set up a "conference" in Robert J. Shinners' office between Messrs. Shinners, Resident Manager and Assistant Vice President - Operations (N), Scott B. Weldon, Mill Manager - Millinocket, and George F. Peckham, Superintendent Coating.

The entire project should be completed by the end of July.

John T. Maines, Vice President - Woodlands, was elected Vice President of the American Pulpwood Association during Paper Week, February 19 to 23.
At a meeting of more than 75 industry, business, and civic leaders held recently with Maine's Governor Curtis and staff officials, J. T. Maines, Vice President - Woodlands, agreed to head up a statewide campaign to find 10,000 jobs for Maine youth this summer. The purpose of the program of Youth Opportunities United (Y.O.U.) was described as, "Not just a single summer effort but a year-round drive...to continue to make best use of our manpower." It is hoped that the program will slow down the migration of Maine youth to other states because of better job opportunities elsewhere.

GNP TRAINS FOR CIVIL DEFENSE

Continuing interest by Maine industry in the CD program was apparent when Shelter Management Instructor, a fallout shelter oriented course, was completed March 6 at the Millinocket plant of the Great Northern Paper Company.

The course, requested by the Company, was conducted by the CD section of the Continuing Education Division of the University of Maine. Robert Day, the University's CD coordinator, said the course was designed to assist in developing a workable shelter program for the increasing number of fallout shelters being stocked and marked within the facilities of the Great Northern Paper Company.

Emphasis was placed upon the management of these protected areas, with instruction on organization and staff requirements, use of supplies and equipment furnished by the Federal Government, and shelter operations.

Conducted during regular working hours on three successive Wednesdays, the sessions were supplemented by an all-night in-shelter exercise February 28.

Reprinted from the Maine Civil Defense News.

A TAPPI Fellow...One of the highest awards that is made by the Technical Association of the Pulp and Paper Industry was an honor bestowed on J. H. "Pete" Heuer at the recent Annual TAPPI Convention in New York City. The TAPPI Fellow is a signal honor established to honor members who have contributed meritorious service to the Association or to the paper industry -- and Mr. Heuer has done both.

Ron Kostelnik, defensive tackle for the NFL's World Champion Green Bay Packers, visited the Cedar Springs area as a guest of Mr. Heuer during the week of February 26. Mr. Kostelnik visited the Cedar Springs mill and presented an interesting program to Great Northern officials, Early County citizens, and the student bodies of Blakely and Donalson High Schools. His talk, together with films of Green Bay games, proved a big hit with the local people.

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The following article appeared in the Autumn "Living Wilderness," published by the Wilderness Society --

Resolution No. 9...The Council of the Wilderness Society commends the Great Northern Paper Company with respect to its cooperation with former Governor Percival Baxter and the State of Maine in the acquisition of land for establishment of Baxter State Park; for conducting operations which contribute to the protection of the Allagash Wilderness Waterway; for opening their private roads to the public for access to some of the prime recreational regions of the State of Maine; and, in view of some of their conservation activities, for providing leadership within the industry.
The blade coater was widely accepted in the coated paper industry. New designs, such as the inverted blade and controlled fountain, did much to improve blade coating performance.

The world's fastest blade coater in operation today is reportedly the off-machine flexible coater at Great Northern's Millinocket mill. Normal operating speed is above 3300 fpm.

On-machine quality control monitoring systems for basis weight caliper control, moisture and hole detection upgraded paper machine performance.

Those are, of course, some quick compilations of the technical improvements in the Sixties.

Condensed from Paper Age – February, 1968.

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All you Northern golf buffs who will have to wait until May to "tee off," read this and weep. . . . . . . . . . . . .

. . The Employees Golf Association held its first tournament of 1968 on Saturday, March 9, at the Blakely Country Club. Woodlands golfers were outstanding with Jim Malsberger, Operations Superintendent, winning the Championship Flight and John Harper, Assistant Woodlands Manager, runner-up. Also, Jim Richardson, Woodlands Manager, won the First Flight.

The tournament had a good turnout. New officers were elected for the coming year with Howard Pugh, Superintendent-Stores, being elected President and John Pickle, Pulp Mill Clerk, elected Secretary-Treasurer.

Skiing conditions in Maine on the same day, March 9, were reported good to excellent in all ski areas with a base of 6 to 44 inches of granular snow. A week later, WMKR Radio requested all people with snowmobiles to keep off the golf course.
The Company's Educational Assistance Plan has been updated. To improve inequities caused by varying costs of continuing education, a new basic formula has been adopted.

Where originally the Company assumed the first $50 of cost plus 50 percent of the balance, it will now assume the first $35 plus 75 percent of the balance. In addition, the maximum on college level courses has been raised from $150 per year to $150 per semester. No change has been made in the total per year for home study or correspondence type training. It remains at $150. The revised plan will soon be available for general distribution, and its effects will be felt by those enrolled in Spring semesters at colleges or universities.

By the year 2000, the United States will have 100 million more people than it has today. If the demand for paper and paper products increases in the same ratio, can our potential timber resource handle tomorrow's future population's demand?

Robert M. Frank, a research forester with the Northeastern Forest Experiment Station's Orono Laboratory, believes it can if changes are made in management goals, harvesting techniques, and utilization of fiber.

He cited harvesting systems eliminating the man in the woods and utilization standards which accept rather than reject certain parts of trees or specific species of trees and other fiber producing plants as being necessary developments. He also compared tree harvesting to that of other crops which are harvested when mature, such as potatoes, and noted that some form of clearcutting might be proven the scientific system for periodic removal of trees from an area.

"PERSONNELITIES"

NEW EMPLOYEES

RICHARD A. WARREN, effective March 11, joined the Company as an Investment Analyst in the Planning Department, reporting to A. E. Symonds, Manager - Corporate Profit Planning. Richard obtained his BA degree from Michigan State University and his Master's in Business Administration from New York University. Prior to joining Great Northern, he was a Senior Financial Analyst for Getty Oil.

JAMES I. LUMPKIN, effective March 1, joined the Great Northern Plywood operations as Dry End Foreman, reporting directly to Robert Gardner, General Superintendent. Prior to joining the Company, he was employed by Farris Plywood Company, Cuthbert, Georgia.

VIRGIL E. TEALL, effective March 15, joined Great Northern Plywood Corp. as a Master Mechanic, reporting directly to Robert Gardner, General Superintendent. Virgil comes to us from Weyhaeuser Co., Jacksonville, North Carolina.

PERSONNEL CHANGES

ERLON W. CROWOTHER, effective February 1, was promoted from Buyer to the newly created position of Senior Buyer, reporting directly to J. W. Dobson, Manager, Purchases and Stores, Northern Division. Eron has been with the Company since July, 1951.

WENDON W. WARR, effective February 29, was promoted from the position of Technical Supervisor to Area Superintendent in the Woodlands Department, Cedar Springs, reporting directly to Jim Richardson, Woodlands Manager. Wendon has been with the Company since September, 1960.
Personnel Changes Cont.

JAMES R. BUSH, effective March 1, was promoted from Unit Forester to Technical Supervisor, Southern Division Woodlands Department, reporting directly to Jim Richardson, Woodlands Manager. James has been with the Company since September, 1965.

JOHN M. ANDREWS, effective March 1, was promoted from the position of Unit Forester to Assistant Logging Superintendent in the Woodlands Department, Southern Division, reporting directly to Pat Carmichael, Logging Superintendent. John has been with the Company since January, 1966.

MAC R. AVERS, effective March 1, was promoted from Unit Forester to Assistant Area Superintendent in the Woodlands Department, Cedar Springs, reporting directly to Hoyt Grissom, Area Superintendent. Mac has been with the Company since January, 1966.

LLOYD B. FITZGERALD, effective March 1, has been promoted from Service Foreman to Assistant Service Superintendent in the Engineering Services Section of Central Engineering, Millinocket, reporting to Louis E. Rosebush, Service Superintendent. Lloyd has been with Great Northern since May, 1951.

TERRY N. PENDLETON, effective March 1, was promoted from Junior Salesman to Salesman - Commercial (Chicago). Terry was a summer apprentice for two years prior to joining the Sales Department in February, 1965.

JOHN L. KIRBY, JR., effective March 6, has been promoted from Programmer in the Data Processing Dept., Millinocket to Systems Programmer, reporting to K. R. Veazie, Systems Coordinator. In his new capacity, John will be working on the programming phase of the Computer Conversion Project. He has been with the Company since May, 1963, and with the Controller's Department since May, 1966.

GEORGE C. MCDONALD, Tour Foreman- Steam, transferred effective March 18 from the Millinocket mill to the East Millinocket mill, reporting to C. R. Merrill, Superintendent Steam. George has been employed at the Millinocket mill since October, 1942.

CHARLES W. GODDARD, effective March 18, was promoted from Area Engineer to Tour Foreman- Steam at the Millinocket mill, reporting to P. T. Illingworth, Superintendent Steam. Charles has been with Great Northern since June, 1952.

ROBERT E. LAVERTY, now Wood Survey Group Leader in the Central Engineering Department, Millinocket, will assume the title of Senior Pulpwood Auditor, reporting to G. L. Ranger, Manager of Internal Auditing, Controller’s Department, Millinocket, when the Wood Survey Group will be merged into the Internal Auditing Department, effective March 25. Bob will continue to carry out the same duties.

F. DOUGLAS SMITH, effective March 25, transfers from the Wood Survey Group to the Internal Auditing Department as a Pulpwood Auditor, reporting directly to Robert E. Laverty, Senior Pulpwood Auditor.

TERMINATIONS

WARREN G. GARRETT, Area Superintendent in Woodlands, Southern Division, resigned February 23.

JERRY N. LIVINGSTON, Unit Forester, Southern Woodlands, resigned February 29.

LEO P. PINARD, Internal Auditor, Controller's Department in Millinocket, resigned February 29 to return to the Portland area. Leo had been with the Company since June, 1967.
N699GN. . . The (N) is for "new," the (6) is for the "60's" when Great Northern purchased its first airplane, the (99) is for 1899 when the Company was founded, -- the GN? That could be Dick Martin's final "Good Night" to N5806 Yankee, the twin-engine Aztec that he has "put to bed" in Millinocket for the past two and a half years.

In total, N699GN is the number of the Aero Commander turboprop that the Company took delivery of on February 10. Normal seating capacity of the turboprop is six passengers, plus pilot and co-pilot. The co-pilot, Lloyd Jones, joined Great Northern on January 1. Lloyd is fully qualified to fly any conventional twin-engine plane alone should the need arise.

The new plane is equipped with a pressurized cabin. It will cruise at 270 mph at normal altitudes of between 17 and 20 thousand feet, with an operation ceiling of 25 thousand feet. These capabilities will usually permit flying above any adverse weather conditions.

As the manufacturer states: "There are two kinds of people who buy Aero Commanders -- those who love to fly, and those who'd rather not."

The twin-engine Aztec that was traded in for the turboprop had clocked 2,625 hours of flight time in two years and five months, and was operating on its third set of engines. (Interestingly enough, the Yankee has been purchased by Aroostook Airways from Becket Aviation, and will continue to operate in its "home" skies.)

It appears that the East Millinocket mill has categorized the year 1968 as one for breaking production records. Examples of their efforts are:

**Daily Production Records:**

- January 22 - 1259.3 tons for all six paper machines and 441.3 tons for No. 5 paper machine. The previous records of 1240.8 tons for all six machines and 433.1 tons for No. 5 machine were set April 25, 1967.

- January 30 - 115.2 tons on No. 2 paper machine. Previous record for No. 2 machine was 108.1 tons set on June 19, 1967.

- February 8 - 121.8 tons on No. 1 paper machine, with the previous record of 112.4 being set on June 8, 1967.

**Weekly Production Records:** (For all six paper machines)

- January 29 - 7976.2 tons. They broke this record on February 5 with 8091.3 tons, only to break it again on February 19 with 8092.4 tons.

**Period Production Records:**

Fifth Period - 32,049.0 tons, for a daily average of 1144.6 tons, breaking a record of 31,095.5 tons, daily average 1110.6 tons, set in the Ninth Period, 1967.
Paper production for nineteen weeks ended 2/12/68. . .

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<th>1967</th>
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<tr>
<td></td>
<td>Tons</td>
<td>Daily Avg.</td>
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<td>Cedar Springs</td>
<td>212,451</td>
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<td>East Millinocket</td>
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<td>1,109</td>
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<td>Millinocket</td>
<td>112,212</td>
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EAST MILLINOCKET MILL

No. 7 grinder line started up successfully on February 16 after the installation of a new motor. This new motor will put out 6000 h.p. on 40 cycle, and 10,000 h.p. on 60 cycle. The motor coming out of No. 7 position will be installed on No. 13 line, which will be used for grinding neutral sulphite chemical hardwood pulp.

Softwood storage piles at East Millinocket are estimated to hold out until about April 22, after which wood will be taken in from the river.

GREAT NORTHERN PLYWOOD CORPORATION

Construction is progressing steadily on Project 06. The log storage yard and access road surfacing are complete, and storing of the logs in the yard has begun. Installation of the mechanical components of the debarker system is continuing, and the foundation for the lily pad chipper pit has been poured.

Piping in the steam vats is 75 percent completed, and installation for instrument piping has begun. Platform and walkway installation is continuing in the lathe, tray, and chipper areas; as is installation of the chip handling equipment. The nozzles have been installed in the cooler section of the dryers, and the steel for the re-dry feeder platform has been erected. In the main building, the pre-press has been test run, and the sorting table drives have been checked.

Good progress is also being made on the boiler plant as the structural steel for the mezzanine has been erected and 80 percent of the refractory work on the No. 1 boiler is complete. The stack has been set for the No. 2 boiler and the erection of the fly ash arrestor equipment for both boilers is complete.

W. K. Hoseid, General Manager, discussed plywood manufacturing with a group of veneer suppliers touring the plant recently. Veneer log quality and specifications were also discussed and observed as the suppliers looked over the one million board feet of veneer log inventory.

MILLINOCKET MILL

From the Wood Room . . . .

The new bark pressing and burning system is still undergoing start-up operations. The bark presses continue to run wet and dry alternately. An alternate to pressing bark is that the bark can now be pumped to the bark pile as was done before the installation of the presses. As a result, around-the-clock use of the bark trucks was discontinued.

From the Grinder Room. . .

The fine groundwood screening system is still being worked on. Installation of the second tertiary screen has been completed and is now in operation. Installation of No. 3 tertiary screen is now in progress. Problems still exist with No. 4 Dorr-Oliver
fine groundwood disc filter. The polypropylene bag covers are developing holes near the base; and as a result, stock is being passed into the white water. Dorr-Oliver has sent us for trial purposes stainless steel cloth which has been bonded to the fiber-glass sectors.

From the Sulphite Mill. . . . .
The Sulphite Mill had a record week January 15-21, when 204 cooks of sulphite were made. The previous record of 202 cooks was achieved October 13-19, 1967. A trial car of caustic soda was unloaded and used successfully in making down bisulphite acid. This successful trial means that the use of soda ash will be eliminated in chemical make-down and caustic soda will be used solely. In preparation for MgO trials, a car of Magnesium Oxide has been unloaded and is in storage at the mill.

From the Paper Mill. . . . .
No. 8 paper machine has been down on two occasions due to the loss of dryer section drive motors. A new design couch wipe has been installed on No. 7 paper machine to help collect the stock being thrown out of the couch. No. 4 paper machine went down for a major rebuild on February 12. It is scheduled to be down for 33 days. Some of the major items being installed are: centri-cleaners,Venta-Nip press, breakerstack, crown-controlled calender stock, and a new dryer drainage system.

RESEARCH AND DEVELOPMENT DEPARTMENT
A Computer at Your Fingertips

The Research and Development Department has purchased an Olivetti-Underwood Programmer 101. Although it looks very much like a desk calculator with input keys and an answer tape, it is actually a small desktop computer. This means that it can be programmed to repeat a series of calculations automatically with the operator entering only the numbers. The computer remembers whether to add, subtract, multiply, divide, save, or print.

The programs can be saved on small magnetic cards and at some later time put back into the computer. Each user can, therefore, draw from among a collection of programs on file, or he may have some of his own. A library of useful programs is now being developed by the Applied Math Group.

Obviously, the Programmer 101 does not have the power of the larger machines, such as the central computer at Millinocket. All of the larger technical programs will still be done there; and after the conversion to the IBM 360, even longer programs will be possible. The small desk-top computer does, however, fill a need where routine, repetitive calculations are made.

The Programmer 101 will be placed on a small table with casters, enabling it to be moved to any convenient location. Thus, a lab technician may perform calculations in the laboratory as soon as he obtains his test results, or an engineer may have it beside his desk when he is doing design work.

A two-month trial will be undertaken shortly at the East Millinocket mill using Acrolein to replace chlorine and caustic in the treatment of fresh water.

This chemical, known as RX-20, has been available for a number of years, but handling and feed problems made its use impractical. A feeding system, recently developed by Betz Laboratories, Inc., has proven very successful. They package the Acrolein in returnable cylinders pressurized with nitrogen. It is injected directly into the process stream.

Expected advantages of the use of RX-20 are: improved microbiological control at less cost; elimination of handling and feed problems involving the caustic soda pH control system; reduction of corrosion problems on the paper machines probable because of the possible raising of the system pH. Performance will be judged by mill slime conditions and microbiological plate counts.
WOODLANDS DEPARTMENT

NORTH

All wood hauling operations were held up from one to two days due to heavy rains on February 2 and 3. In the Pittston area, all Company camps completed hauling as of February 23. Four-foot wood, totalling 20,000 cord, has been piled out on about twenty-five miles of bulldozed roads. These roads will continue to be kept plowed until all wood has been removed because the blanket of snow prevents the ground from freezing solidly enough to support the loads weighing 16 to 20 tons.

At the Bartlett, Milliard, and Saucier camps in the Aroostook area, some wood will be left on the all-weather roads until June and July due to the lack of room at the sidings. It is necessary to have stockpiles at the sidings so that the mills can be supplied during the mud season. Some wood will also be left on gravel roads at the Guerette operation. However, all of this wood will get into the 1968 drive.

The Division of Forest Engineering is analyzing nearly eight hundred permanent sample growth plots to determine growth rates of all species that grow on Company lands. Additionally, an inventory of standing timber is being compiled by property and by block. The results of these projects will be used to project future stumpage sales and volumes of wood to be consumed at the Company's northern mills. Periodically, another crew has been and will continue to weigh wood delivered at the portable slasher in Millinocket to determine volume-weight relationships.

Programming of a pilot study on forest fertilization, initiated by the Woodlands Department and being conducted in conjunction with the Research and Development people and Dr. Harold Young of the University of Maine's Forestry Department, is nearing completion. Spectrographic analysis of foliar samples, a new technique in forest stands, will be used in analyzing response to fertilizing treatments. Significant results of this study are expected by the Fall of 1969.

Woodlands ended the year with an accident frequency rate of 14.27 per million man hours, and a severity rate of 695 days lost per million man hours worked. The seven Maine companies that report to American Pulpwood Association had a frequency of 28 and severity of 2407. Although our record is far better than most, we have yet to reach our goal of a 10 frequency. This is not a dream rate and is attainable. The month of January was free of lost-time injuries; but to date, February has one lost-time case.

SOUTH

For five consecutive years the Southern Division Woodlands Department has held meetings with wood dealers and chip suppliers to strengthen the relationship between the dealers and the Company. This year's meeting was held on January 24, with 55 dealers and suppliers in attendance. Company guests included Messrs. John Maines, Vice President of Woodlands, Maine; BruceEllen, Resident Manager and Assistant Vice President of Operations in the South; Mel Robinson, Manager of Accounting, Southern Division; Ward Hoseid, General Manager of Great Northern plywood; and Peter Yacavone, Assistant Controller, Millinocket.

Subjects discussed were safety in transportation of pulpwood, State Legislation effecting trucking of this wood, and Great Northern's current activities and future plans effecting plywood purchases. Mr. Maines made mention of the recent articles that have appeared in several leading financial publications stressing the Company's current growth and excellent position in the paper markets, and Mr. Ellen spoke about the outlook for paper sales in 1968. These talks were followed by an informal question and answer session.

The meeting ended with a social hour and dinner.
ABOUT YOUR BENEFITS

Beneficiaries. . . . The employee has the right to change his beneficiary(s). And if he wishes to do so, it is his responsibility to see that the proper party is notified. The Salary and Benefits Division of the Central Personnel Department should be notified of any desired change in beneficiary(s) for the Group Life Insurance. The Manager of Compensation, Treasury Department, should be notified of any desired change of beneficiary(s) for the Incentive Profit Sharing Plan and the Monthly Salaried Retirement Plan. Employees of the Southern Division should contact the Personnel Department at Cedar Springs where this function is coordinated under the direction of the Manager of Industrial Relations.

Medical Insurance Premiums are more fully deductible on your income tax return for the calendar year 1967. A recent law change enables taxpayers who itemize income tax returns to deduct half of their medical insurance outlays to a maximum of $150 for the year starting January 1, 1967. The remainder may be claimed as a medical deduction provided the total of your claimed medical expenses exceed three percent (3%) of your salary.

Under the Group Insurance Plan administered by the Company, the employee's portion of the cost of the Comprehensive Medical Expense Insurance for the calendar year 1967 was $6.85 per month with dependents, and $1.95 per month without dependents. This means that if you were employed the full year, half of these premiums is deductible, or $41.10 and $11.70 respectively.

Prior to the 1967 tax year, insurable costs could only be added to other medical bills to build the three percent "floor." Many taxpayers thus were unable to claim deductions because their health expenses didn't exceed that limitation.

Monthly Employee Group Insurance Booklet. . . . . . . . . . . .

The new booklet that has been mailed to all monthly salaried employees is misleading in respect to eligibility requirements for continuation of Life Insurance after retirement.

On page 18, paragraph 2, a more complete explanation of this paragraph should read as follows: "In order to be eligible for continuation of Life Insurance after retirement, an employee must be retired on pension, or have completed at least five years of continuous active service with the Company immediately preceding his retirement date and be 65 years of age."

This should be noted in your insurance booklet for future reference.

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According to U. S. Forest Service estimates, Maine has a standing timber inventory of more than 205 million cords of pulpwood.

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More and more Great Northern is making news in the industry. Of special interest is the exclusive interview by Albert W. Wilson, Editor-in-Chief of the trade magazine, Pulp and Paper, datelined February 19, with Peter S. Paine, Chairman of the Board and Chief Executive Officer, and Robert A. Haak, President. Presented in a question and answer format, they outlined the Company's future growth plans in the areas of newsprint, linerboard and corrugating medium, and coating unbleached linerboard.

Equally interesting is the impressive article, complete with color photographs, in the February 19 issue of Paper Trade Journal. It details the general operation of the world's largest board mill, Great Northern at Cedar Springs, Georgia. Noteworthy here are the fact sheets on Nos. 2 and 3 machines. A picture of the mill is also featured on the cover.
The following is a continuation of the article ON BEING A DEPARTMENT HEAD printed with permission of the Royal Bank of Canada. The topic covered this month is . . . .

About Asking Questions

It is a sign of strength, not of weakness, to admit that you don't know all the answers. Research is needed in even the most routine-bound office or shop. It should be directed toward building and revising a sound structure so that it tends toward the most efficient discharge of work.

Research may consist merely of standing at the door, looking at the activity of your staff, and asking: "What is the result of all this action? Is it all necessary?" Questions, even though you do not get the answers immediately, are valuable because they imply the existence of another viewpoint. One great foe of efficient management is the belief that things are all right as they are.

A problem is a challenge to understanding, and all problems in business are management problems.

The secret of problem solving is to collect and analyze the facts, segregate the essential elements, and put them together in a related and meaningful way. Your superiors and your staff may admire the resulting solution as intuitive brilliance, but you know that it is the result of thorough, painstaking investigation resulting in evidence considered and plans made.

Keep your thinking organized under pressure. You have to know about pressures and tensions and stresses created by the management job, but you can minimize them if you make sure to see your problems clear and whole and tackle them with optimistic confidence. Fussiness is a great hindrance. It happens every day that a manager who carries the heaviest responsibilities with calm efficiency is sent to hospital by trifles he has not learned how to handle.

James Malsberger, Operations Superintendent for Southern Division Woodlands, was recently appointed by Georgia's Governor, Lester Maddox, to serve as a member of the State Forestry Board.

Other members honored to serve in this capacity include: a representative from Georgia Forestry Commission; the Dean of the Forestry School, University of Georgia; a representative of the Forest Farmers Association; and an employee of Union Bag and Paper Co.

Mr. Malsberger is Chairman of the State Tree Farmers Association and immediate Past President of the Georgia Chapter, Society of American Foresters.

Mr. C. Anderson, Timberlands Manager and Mr. P. Carmichael, Logging Superintendent, visited the Georgia-Pacific Plywood plant at Chiefland, Florida on February 3, to observe log receiving and handling facilities, debarking, slashing, and chipper equipment.

An article about Great Northern appeared in the February 1 issue of FORBES. It is entitled, "It Worked! Great Northern Paper Has Taken an Unconventional Approach to Its Business, and Has Gotten Some Unconventionally Good Earnings as a Result."

WATER IN MAIN... . . .

Stream flow on the West Branch of the Penobscot River remains above normal, with usable water storage at 130 percent of average and 171 percent of that a year ago. The present snow cover has a water equivalent of 6.3 inches, and ground water levels are above average.
Great Northern's History of Industry "Firsts" Includes:

In 1900 it became the first mill to build its own electrical generating and distribution system. It established 32 lbs. as the basis weight for standard newsprint which was universally adopted in 1907. In 1913 and 1914 it introduced paper handling air devices, the first Pope reel and first removable Fourdrinier. In 1921 it cracked the 1,000 fpm barrier in newsprint. In 1925 it developed the new world-renowned Great Northern hydraulic grinder. In 1953 it produced commercially the first chemi-groundwood from hardwoods. There were other "firsts" such as a unique water conveyor to grinders, the first grouser treads for woods tractors, the first private gravel roads in the woods, etc. In 1965 at Cedar Springs it was first to produce more than 1,200 tons of kraft liner on one machine in a day. And the first in 1967 to produce over 2,000 tons on two machines in a single 24 hour period.

Pulp & Paper, February 19, 1968

"PERSONELITIES"

NEW EMPLOYEES

LLOYD B. JONES, effective January 1, joined Great Northern as Co-pilot, reporting to Chief Pilot, Richard J. Martin. Lloyd was an Aviation Electrician and Flight Crewman while in the Air Force and got his pilot's license in 1963 after attending American Flyers Airline Pilot School, Ardmore, Oklahoma.

ROBERT E. WIGGINS, effective February 1, joined the Controller's Department in Millinocket as a Junior Internal Auditor, reporting to G. L. Ranger, Manager of Internal Auditing. Bob earned his BA degree in Business Administration from Ricker College, graduating January, 1968.

EMMETT L. LONG, effective February 2, joined the Great Northern Plywood operations as Dry End Foreman, reporting directly to Bob Gardner, General Superintendent. Prior to joining the Company, he was employed by Elberta Crate and Box Company, Bainbridge, Georgia, as Assistant Superintendent.

EDWARD M. LAVERY, effective February 19, joined the Sales Department as Director, Technical Service, reporting directly to J. V. Carena, General Sales Manager. Ed received his BA degree in 1950 from Kent State University, Kent, Ohio. Prior to joining the Company, he was employed by Anheuser-Busch, Inc., St. Louis, Missouri, as a Technical Sales Service Representative, Industrial Starch Division. He will continue to live and operate out of St. Louis until late Spring when he will transfer to New York.

PERSONNEL CHANGES

CHARLES P. MOSHER, effective February 1, returned to the Research and Development Department in Millinocket as Group Leader of New Products Research from the Chicago Sales Office. Charlie's initial employment with R & D dates back to July, 1961.
**JAMES M. GIFFUNE**, effective February 1, was reassigned from his most recent position of Technical Assistant to Paper Mill Superintendent to the position of Senior Area Engineer in the Millinocket mill, reporting to Plant Engineer, Waldo Preble. Jim began his employment with Great Northern in 1961 in the Research Department.

**WALTER E. PEASE**, effective February 1, was reassigned from Paper Mill Supervisor to Technical Assistant to Paper Mill Superintendent in the Millinocket mill, reporting to C. D. Bears, Paper Mill Superintendent. Gene's employment dates back to 1954 when he entered the Research Department as a Mechanical Engineer.

**WALTER R. HEAL**, effective February 1, was reassigned from the position of Control Engineer to Paper Mill Supervisor in the Millinocket mill, reporting to the Paper Mill Superintendent, C. D. Bears. "Bud" has worked both in the Research and Control Departments, having joined the Company in June, 1961.

**JESSE F. RABON**, effective February 1, was promoted from an hourly Area Operator-A classification to the position of Power House Foreman, reporting directly to Charles Jacobs, Assistant Power House Superintendent at the Cedar Springs' mill. Jesse has been with the Company since July, 1963.

**ROGER W. POE**, effective February 1, was promoted from Scaler to the position of Green End Foreman at Great Northern Plywood, reporting directly to Bob Gardner, General Superintendent. Roger has been with Great Northern Plywood since November, 1967.

**LAWRENCE A. BAKER**, effective March 1, will transfer from the Accounting Department as Billing Supervisor to the Systems Department as Systems Analyst in the Controller's Department, Millinocket, reporting to K. R. Veazie, Systems Coordinator. Larry has been with the Company since June, 1956.

**CHESTER W. DEWLEY**, effective March 1, will be promoted to Billing Supervisor from his current position of Chief Clerk, reporting to R. F. Bartlett, Manager of Accounting at Millinocket. Chet has been with the Company since 1951.

**TERMINATIONS**

**DAVID W. DOOLAN**, Management Auditor, resigned December 31 to accept an accounting position with Bangor Punta Corporation in Bangor, Maine. Dave had been with the Company since July, 1961.

**NATHANIEL LYON**, Sales Trainee in the New York Sales office, resigned from the Company effective February 7 to accept a position with Wood Machinery Company. Nat had been with the Company since July, 1966.

**WALTER W. WHEELER**, Master Mechanic, resigned February 7 from Great Northern Plywood to accept a position with Roseburg Lumber Co. in Roseburg, Oregon.

**DEATH**

**EVERETT J. RINKER** died January 30 after a short illness. Known throughout the operating end of the corrugating industry, Mr. Rinker joined Great Northern in 1963. At the time of his death, he was Director Technical Service, Great Northern Board Sales.

**RETIEMENTS**

**G. HERBERT BURLEIGH**, Superintendent Printing Paper Division 1-6, Millinocket mill, retired February 1 after more than 45 years of service. Herb started as a fifth hand in the Paper Mill in October, 1922.

**FRANCIS R. KEENAN** retired January 31, completing more than 49 years of continuous service. Frank served in various capacities from warehouse clerk to Executive Assistant Traffic Manager. He was named Traffic Manager in 1950, and in 1966 he was appointed Transportation Consultant, continuing in this capacity until his retirement.
GREAT NORTERN TO LAUNCH $10 MILLION WATER PROTECTION PROGRAM IN MAINE.

MILINOCKET, ME., January 16 -- Great Northern Paper Company said today that it will invest approximately $10 million over the next two years in pollution control and abatement facilities at its Millinocket mill to help clean up the Penobscot River.

Robert A. Haak, President, made the announcement at the Company's Annual Stockholders' Meeting in Maine. He said that the new program represents the most important single step Great Northern can take to reduce its part of Penobscot pollution.

A major part of Great Northern's water protection program includes the construction of a new recovery boiler developed by the Babcock & Wilcox Company. This unit will burn the waste products from the Company's 500 ton-a-day sulphite mill and recover the chemicals used in the wood cooking process. The present facilities will be converted to the manufacture of sulphite pulp by the so-called magnesium bisulphite process.

The decision to proceed with a magnesium chemical recovery system was the result of intensive studies by Company engineering and research personnel over the last three years. Mr. Haak explained that Great Northern had reviewed and tested many different recovery systems and that the selection of magnesium recovery was based on several factors including increased power capacity and the use of a modernized, proven process.

Mr. Haak told stockholders that in addition to fulfilling the need for water improvement, the Company expects to obtain a significant monetary return on its investment, since the recovery process will enable Great Northern to reclaim between 70 and 80 percent of its pulping chemicals and to generate increased power from the burning of waste liquor as fuel. Equipment for burning bark was installed in 1967 and is now in operation.

When installed, the recovery boiler will be the largest single unit in the world to use magnesium base sulphite pulping liquors for fuel. The boiler furnace will be constructed with a water wall in place of conventional refractory brick, and it will produce steam at the highest pressure (1,250 lbs. psi at 850°F) of any magnesium base recovery process now in existence. The present modern steam generating plants of Great Northern operate at these high pressures and temperatures.

Other major components of Great Northern's announced program include the installation of a 25,000 kilowatt steam turbine, additional boiler feedwater treatment facilities, and new power transmission facilities.

All of the incumbent directors, with the exception of Mr. T. Hiram Stanley who retired, were re-elected at the meeting:

P. S. Paine, Chairman  L. B. Lockwood
H. Ammidon  J. T. Maines
H. G. Brush  M. C. McDonald
E. L. Cowan  E. S. Miller
R. G. Croft  J. J. Neely
R. A. Haak  W. D. Sanders
R. Hellendale  F. K. Trask, Jr.
J. H. Heuer  J. W. Walker

The organization meeting of the Board for the election of officers will take place January 17 in New York.
Paper production for fourteen weeks ended 1/8/68 . . . .

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EAST MILLINOCKET MILL

Two heavier walled table rolls were received January 9 from Beloit. As soon as they have been balanced, they will be placed in the 6th and 7th roll positions, located after the five grooved rolls on No. 5 paper machine fourdrinier. It is expected that the heavier walled table rolls will minimize stock jumps at these positions and improve formation of the sheet.

No. 1 waterwheel at Weldon Station is undergoing a major overhaul. The generator has been removed and the wheel pulled and disassembled. Machine shop work is being done at the mill to repair all worn areas. Completion of the job will result in improved utilization of waterpower and will eliminate oil loss.

Installation of the ULEX 2000 high density polyethylene flatbox covers continues on Nos. 1-4 paper machines. These covers are replacing the endgrain maple flatbox covers and have already contributed to an increase in wire life.

All new grinder motors now have surge capacitors as of December 21 when the last ones were installed on No. 12 grinder motor. Installation of these surge capacitors is to protect motor windings from destructive waves initiated by switching (opening and closing of circuit breakers) surges.

GREAT NORTHERN PLYWOOD CORPORATION

The installation of mechanical components for the debarker system is continuing. The placement of the conveyor chain, which will complete the first bark conveyor section, has begun as has installation of the hydraulic cylinders for the log clamp and log kickers. The control house foundation for the steam vats has been excavated and forming has begun. Control wiring and platform and catwalk installation are continuing in the lathe and tray area. The pouring of slabs adjacent to the dryer has been completed and installation of the sprinkler system in the lay-up building is continuing. The foundations for the boiler plant have been completed and erection has begun.

Log deliveries were 30,000 feet during the past week, bringing total inventory to 805,000 feet as of January 7.

MILLINOCKET MILL

From the Steam Plant . . . . . . . . . . 
. . A new system of bark burning and processing, which will enable the mill to reduce the amount of waste material from the Woodroom to the river, was started December 27. This new system collects the bark from the Woodroom, prepares it for burning, and conveys it to the Steam Plant where it is burned in a high pressure boiler. Besides reducing river pollution, this system disposes of Woodroom bark and reduces fuel oil consumption.

No. 3 boiler has been converted to burn bark and oil by the installation of a bark distributor, spreader stoker, dust collector, combustion controls, and ash removal system; and is presently burning a portion of the sawdust and bark produced by the Woodroom. To date, the full capacity
of the system has not been put to use because of problems with the presses, pneumatic conveying line, and extreme adverse weather.

From the Sulphite Mill. . . . . . No. 8 digester installation has been completed with the exception of a few minor details to be taken care of in the following weeks. On December 18 a conditioning or warming up cycle began which cures the brick lining. Chips were started into the digester at 2:30 p.m. on January 4, and the first dump occurred at approximately 11:30 a.m., on January 5. The capacity of this digester is equivalent to 31 cords of wood.

From the Paper Mill. . . . . . A project has been underway now for four weeks using foils as the sole drainage element for high speed drainage improvement.

Early tests indicated that the fourdrinier arrangement is quite flexible in terms of water rates, and there has been an approximate 10 percent improvement in fiber and clay retention.

* * * * * * * * * * * * *

The new Social Security Law, effective in 1968, will not affect your January paycheck. You will not see the effect until your annual earnings exceed $6,600. The new law raises from $6,600 to $7,800 the level of annual earnings from which the Social Security tax is to be taken. Hence, only if you earn more than $6,600 in 1968 will you pay more than you did in 1967.

Your employer is obliged to match all payroll deductions for Social Security; and for Great Northern, the new law will mean a cost increase of approximately $54,000 for fiscal 1968.

Every employee and employer will feel a further bite in 1969 when the 1967-68 rate of 4.4 percent goes to 4.9 percent on the new level of $7,800.

What does a magnesium base sulphite recovery process, as announced on page 1, consist of; and how does it work?

The spent sulphite cooking liquor that is removed from the pulp on our washers will be concentrated in evaporators to 50 percent solids. It will then be burned in a new boiler. Since half the weight of the wood fed to the digesters is present in the spent liquor, this will generate a large amount of heat which will be recovered as high pressure steam.

The magnesium bisulphite cooking chemical which is present in the spent liquor will decompose to magnesium oxide dust and sulphur dioxide gas at the high temperatures in the furnace. These will pass out of the boiler with the stack gas.

The magnesium oxide dust will be caught in small cyclones and reacted with hot water to make magnesium hydroxide. The magnesium hydroxide will then be used to absorb the sulphur dioxide in the stack gas to make magnesium bisulphite cooking liquor. The liquor strength will be adjusted, it will be filtered, and then sent back to the digesters.

Unfortunately, the spent liquor from our present sodium base bisulphite pulping process will not work in the recovery process described above. A great deal of effort has gone into learning how to make magnesium base bisulphite pulp of equal quality with our digester equipment. A great deal of effort has also gone into fitting the recovery process into our cooking liquor requirements, our spent liquor handling problems, and the space that was available.

The first magnesium recovery unit was started up in Longview, Washington, in 1948. There are 15 units now in operation. The unit to be installed in Millinocket will be the largest, the second to use a water wall furnace section, and the sixth to use venture scrubbers to absorb the sulphur dioxide from the flue gas.
Great Northern Paper Company

Had Record Earnings For Final Quarter of 1967. . . . The Company reported Thursday, January 11, the highest earnings ever achieved by the Company in a 12-week quarter. Sales topped $35,000,000 and earnings $3.6 million for the period ending December 24, 1967.

Peter S. Paine, Chairman and Chief Executive Officer, told stockholders that Great Northern was beginning to receive the benefits from its expansion programs in Georgia even though full realization of the Company's Southern Division potential may take several years. The current outlook for Great Northern newsprint and groundwood specialty printing papers is for a continuation of the present high level of operations.

The record earnings for the first 12 weeks of the Company's fiscal year amounted to $3,656,000 or $1.28 a common share after provision for dividends on preferred stock, 32 percent higher than in the corresponding period of 1966, when earnings were $2,778,000 or 97 cents a common share. Investment tax credit reflected in the first 12 weeks' earnings totalled $572,000 or 21 cents a common share as compared with $202,000 or 8 cents for the like period a year ago.

Assuming the conversion of all outstanding convertible securities, the Pro-Forma net income becomes $1.08 per common share for the first 12 weeks of the Company's fiscal year, as compared with 83 cents for the comparable period in 1967.

Sales for the same 12-week period amounted to $35,353,904, an increase of $5,417,000 or 18 percent over the first 12 weeks a year ago.

Mr. Paine noted that Great Northern's shipment—294,794 tons of paper and board—were 19 percent higher than in the comparable period a year ago. This increase, he said, was largely attributable to the tonnage of the Company's second linerboard machine at Cedar Springs, Ga., which came on stream in April, 1967.

GREAT NORTHERN'S FRINGE BENEFITS PROGRAM is designed to meet both the unexpected and planned needs of its employees and their families, either at no cost or at a minimum cost to the employee. The following comments are pertinent to benefits provided for active monthly salaried employees.

A Comprehensive Medical Expense Plan substantially eliminates the financial hardships that could result from an unexpected illness of an employee or member of his family. The Company and employee share in the cost of this plan, with the Company paying 75 percent of the premium cost for employee coverage and 70 percent of the premium cost for coverage of employee's dependent unit.

A Salary Continuation Plan, based on years of continuous service, is designed to assist the employee during a disability or illness of a short-term nature, and is entirely at Company expense.

A Long-Term Disability Plan helps to relieve the financial burden of a disability or illness that continues for a period of six months or more. The Company and employee share in the cost of this benefit, with the Company paying 42 percent of the premium.

A Vacation Plan, based on years of service, allows the employee to plan for annual periods of rest and relaxation away from the tasks of his daily job. There are three types of vacation time. Accrued vacation is that which is being earned during any current year of employment. Accumulated vacation is that which has been earned in a previous full vacation year of employment. Deferred vacation is that which is postponed until time of retirement.

These are only a few of the benefits provided by the fringe package. If an employee has questions about the Company benefits, he is urged to contact the Salary and Benefits Division of the Central Personnel Department at Millinocket. Additional contacts can be made at the Personnel Department in your location and in New York, E. Genter, Administrative Supervisor.
The Sales Department held its annual Sales meeting on January 11 at the Princeton Club. The meeting was opened by Mr. Carena; then Messrs. Paine and Haak discussed the dramatic developments which took place at Great Northern in 1967. Both look forward to another successful year in 1968, but feel that competition will be extremely keen.

Following these talks, Messrs. Staples and Willets discussed the importance of selling the right grade of paper in terms of profit per machine hour. They presented charts which ranked the grades from lowest to highest in terms of this criterion. It was apparent that the successful showing of Great Northern in 1967 was due, in large part, to the improved grade mix, the maximum utilization of machine capabilities, and the excellent team work between Sales, Operations, and other divisions of the Company. Both the Commercial Sales Division and the Newsprint Sales Division made presentations which outlined the problems with which they had been faced during 1967 and the areas in which they felt executive attention was required in 1968.

Following luncheon, Mr. Ernst, our European representative, discussed the business conditions in the European market and outlined the potential in this market for Great Northern in the coming years.

Mr. Willets, who has been working with the Dupont Color Council and Gaynor & Ducas on the development of an expanded colored line, presented their findings at the meeting. It was well received and the new concept of colored papers seemed to excite everyone's thinking.

A review of scheduling procedures, past and present, was given by Mr. Dunne. It was pointed out that future techniques would center around Sales planning, and the PACE Computer Program would play an important role.

The final highlight of this meeting was a talk given by Mr. Heuer outlining the capital improvements that had taken place at the mills during 1967 and the anticipated expenditures for 1968. This included the revamping of the power system including the third generator at Ripogenus Dam, the overland sluice-way designed to conserve water, and the cleaning out of old pulpwood from the waterwheel at Weldon Power Station. Mr. Heuer also discussed the rebuild of three paper machines and the new Wood Yard at East Millinocket, and how they will enable Great Northern to stay ahead of competition.

Mr. Staples closed the meeting which, in the opinion of all who attended, was one of the best ever.

A New Paper Industry Information Office. . . Plans for the establishment of an information and public relations office for the forest products industries of Maine were announced in Augusta, Tuesday, December 19.

John T. Gould, Jr., Vice President of Creative Associates, a Portland public relations counseling firm, has been appointed executive secretary of the Paper Industry Information Office. He will remain a director of Creative Associates.


Additional members may be appointed to the board as the organization expands.

Plans call for the office to be opened in Augusta early in January.

Mr. Gould said the establishment of the office marks the first time the people of Maine have had a single office through which to contact the pulp and paper industry.
WOODLANDS' NEWS

SOUTH

Heavy winter rains have hampered wood production activities in the Southern Division causing increased wood procurement efforts by Woodlands' personnel. Several mills in the South are experiencing wood shortages due to wet logging conditions. Sales of wet weather plywood from Company lands are being expedited to keep wood production at normal levels. Wet weather plywood sales are marked ahead of time and held in reserve until needed during such wet periods.

Tree planting activities are in full swing with contract planters and Company crews planting trees in all areas. Ten thousand superior seedlings will again be planted on Company timberlands this year for future comparative studies. These genetically superior trees are expected to provide faster growth, resistance to disease and insects, and increased fiber yield.

Timberland acquisition activities continue in the Southern Division with options recently being secured on several excellent tracts. Preliminary negotiations continue with other wood-using industries regarding our exchange of outlying tracts for timberland in close proximity to Cedar Springs.

NORTH

Sub-zero weather, beginning on January 7 and continuing through January 14, accounted for one of the hardest weeks in Woodlands' history. Several morning temperatures were recorded at minus 20°F and below, and winds of 30-40 miles per hour made working outdoors a real hardship. Early in the week, many employees could not get to work due to drifting snow and failure of cars and trucks to start. Once the vehicles located at the sidings and the camps were started, they were not shut off. Most cold snaps last about three days, but this one was out to break a record, and did.

Cutting has practically ended in all woods camps except for the cutting of hardwood and pine logs which are sold outside of the Company. There is nearly three feet of snow in the woods which makes cutting operations difficult. Hauling is in full swing at all Maine camps. Slashers are operating at Millinocket and Umbazookskus.

WATER IN MAINE. . . Stream flow on the West Branch of the Penobscot River remains above normal, with usable water storage at 133 percent of average and 151 percent of that a year ago. The present snow cover has a water equivalent of from three to five inches, and ground water levels are above average.

While the year 1967 has hardly been auspicious for the paper industry, Great Northern Paper Co., the nation's largest maker of newsprint, has managed to buck the general trend. A news story tells of increased sales during 1967, and gives many more details of the company's past and future operations.

Barron's-12/25/67-pg. 22

Financial World, a well-known investment and business weekly, recommends Great Northern as one of ten stocks especially suited to a growth oriented investment program. Great Northern was the only paper company selected.

WORK: Something that when we have it we wish we didn't; when we don't we wish we did; and the object of which is to be able to afford not to do any someday.
NEW EMPLOYEE

ROBERT N. WASHBURN, effective January 1, joined the Southern Division's Industrial Relations Department as Industrial Relations Assistant, reporting directly to William E. Lloyd, Industrial Relations Manager. Bob is a graduate of Cornell University with a BS degree in Industrial and Labor Relations. Prior to joining the Company, he was employed by International Paper Company, Panama City, Florida, as Assistant Personnel Director.

PERSONNEL CHANGES

ALMON L. McCORDIC, effective December 1, was promoted from Systems Analyst to Senior Programmer, reporting directly to K. R. Veazie, Systems Coordinator, Controller's Department, Millinocket.

In his new position, Al will be responsible for the computer programming function of the Department. As a member of the computer conversion group, he will be in charge of the development of the programming phase of the IBM 360 computer system now on order.

AMERICO R. GAETANI, effective December 1, was promoted from the hourly classification of Machine Tender to the position of Tour Foreman-Paper at the East Millinocket mill, reporting to R. D. Violette, Day Foreman-Paper, 1-4 Paper Machines. Americo has been with the Company since February, 1951.

ROBERT P. VIVIAN, effective December 15, was appointed Director, Public Relations and Advertising for the Company. In his new capacity, Bob will be responsible for developing good relationships with the Company's various publics, for interpreting to these publics the Company's principles, objectives and services, and for developing an information program which will make maximum use of all means of expression and communication to gain understanding and acceptance.

ROBERT C. UNDERKOFFLER, effective December 18, returned to Millinocket as Assistant Project Manager in Central Engineering, Northern Division, reporting to P. I. Firlotte, Project Manager. Bob's most recent position was that of Engineer in the Central Engineering Department, Southern Division.

DONALD E. CURRAN, effective January 1, transferred to the Great Northern Plywood mill, Cedar Springs, as Electrical Maintenance Supervisor, reporting directly to Walter W. Wheeler, Master Mechanic. Don is a graduate of the University of Maine with a BS degree in Mechanical Engineering. Prior to joining the plywood operations, Don was an Engineer in the Central Engineering Department-Northern Division.

LEON R. COX, effective January 1, was promoted from the position of Electrical Foreman to that of Electrical Supervisor at the Cedar Springs mill, reporting directly to Edward C. Zuelke, Electrical Superintendent. Leon has been with the Company since August, 1963.

SAMUEL T. LIGHTSEY, effective January 1, was promoted from an hourly Electrician classification to the position of Electrical Foreman at the Cedar Springs mill, reporting directly to Leon R. Cox, Electrical Supervisor. Sam has been with the Company since July, 1963.

ORVILLE K. TRIPP, effective January 1, was promoted from Superintendent-Aroostook Area to General Superintendent-Aroostook Area,
reporting to R. E. Clifford, Manager of Woodlands. Orville started with Great Northern as an apprentice Forester in July, 1952.

BERNARD E. GERRY and COLEMAN R. LARLEE, effective January 1, were promoted from Day Foremen to Assistant Paper Mill Superintendents in the Millinocket mill, reporting to Charles Bears, Paper Mill Superintendent.

Bernie has been with Great Northern since 1939 having started in the Paper Room as a Rewinder Helper.

Coleman has been with the Company since 1946, starting as a Fifth Hand in the Paper Room.

MARIE A. BERTRAND, effective January 1, has been promoted to Administrative Assistant, reporting to P. F. Yacavone, Assistant Controller. This is a new position which involves the carrying out of certain day-to-day administrative duties, in addition to conducting assigned studies and analyses and compiling special departmental reports. Marie has been with the Company since 1955.

TIMOTHY W. LUDDEN, effective February 1, will be promoted from Systems Analyst to Supervisor, General Accounting, reporting to R. F. Bartlettt, Manager of Accounting at Millinocket. Tim has been with the Company since June, 1964.

EDWIN N. GRINDE, effective February 1, will be appointed Salary and Benefits Administrator. In his new position, Mr. Grindle will be responsible for administering all of the Company's salary and benefits programs. In particular, he will be responsible for the salaried administration program that the Company has been developing over the past year and will soon put into operation. Mr. Grindle will transfer to the New York office in the near future.

JOSEPH E. FARMER, effective February 1, will be promoted to the position of Salary and Benefits Supervisor. Mr. Farmer will be responsible for supervising the functions of the Salary and Benefits Division in the Central Personnel Department at Millinocket. He will assist the Salary and Benefits Administrator by coordinating all Company activities in the salary and benefits areas.

RICHARD D. KROEGER, JR., effective January 1, rejoined the Analytical Research Group of the Research and Development Department at Millinocket as Junior Research Chemist. Dick has been on military leave-of-absence since December 10, 1965.

LURENE E. McAVOY, effective January 1, was appointed to the newly created position of Clerical Supervisor-Purchasing Department at Millinocket. Rene will report directly to J. W. Dobson, Manager, Purchases and Stores, Northern Division.

TERMINATIONS

MARK H. HOLT, Industrial Relations Assistant, Southern Division, resigned January 5, to accept the position of Supervisor of Employment for Nekoosa-Edwards Paper Company at Ashdown, Arkansas. Mark had been with the Company since September, 1963.


HERBERT B. NICHOLS, Electrical Supervisor, Cedar Springs mill, resigned January 12 to accept the position of Maintenance Superintendent with Nekoosa-Edwards Paper Company at Ashdown, Arkansas. Herb had been with the Company since January, 1963.