

PRELIMINARY INVENTORY
S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

This collection is available at The State Historical Society of Missouri Research Center- St. Louis. If you would like more information, please contact us at stlouis@shsmo.org.

Introduction

Approximately 42 cubic feet

The Stanley Goodman papers document his life as a business, civic, and cultural leader in St. Louis, including his time as CEO of the May Department Stores Company (1969-1976); Consul to France (1971); president, St. Louis Symphony Society (1964-1970); member of Civic Progress, the City Plan Commission and Downtown St. Louis Inc. Included in this collection are Goodman's speeches, and drafts of his book, *How to Manage a Turnaround*. The papers are divided into three series: Personal Papers and Writings, Business Career, Civic and Cultural Activities, and Photographs.

Stanley Joshua Goodman was born March 23, 1910 in Montreal, Canada. He received a BA and MA in economics from McGill University. His MA thesis was "The Planned Economy in the Capitalist State." In 1934 Goodman graduated with high distinction from the Harvard Business School. His master's thesis was "The Arco Company" and after graduation, he was hired to be the assistant to the president of that company in Cleveland, Ohio. In 1936 he joined Commercial Investment Trust, Inc. in New York. The following year, he married Alice Hahn and they had two children. From 1942 until his enlistment in the U.S. Naval Reserves in 1943, Goodman worked for Interstate Department Stores. He was discharged from the Reserves as a Lieutenant.

Stanley Goodman moved to St. Louis to become the assistant manager of Famous Barr's Clayton branch stores in 1948. He moved swiftly through the ranks, promoted first to general manager, and in 1951, to general manager of branch store operations. The following year he was named divisional merchandise manager. Morton May appointed Goodman assistant general manager of Famous Barr in November 1953. He became general manager in 1956 when May's duties as president of May Department Stores Company (MDSC) became a full-time concern.

Goodman was elected to the Board of Directors of MDSC in 1958 and the following year became president of Famous Barr. He committed Famous Barr to a merchandising program that emphasized quality over volume. The company highlighted this policy through such special projects as the St. Louis Bicentennial July 4th riverfront celebrations and international festivals featuring the products of France, Spain, Scandinavia, and the British Commonwealth of Nations. Under his leadership, Famous Barr came to be regarded as one of the top performers in the department store world.

Goodman became the first person outside the May family to be named president of the May Department Stores Company in 1967. His responsibilities included store operations in 13 metropolitan areas throughout the country. In 1969 he was elected chief executive officer and in 1972 became chairman of the board. Goodman introduced new managing and merchandising techniques to the company, which he characterized as "people

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

merchandising the inaugurated professional, participative management that included training in proper management techniques for all levels of management, management by objectives, and long-range planning.”

Goodman also improved customer service and upgraded merchandise in clothing and home furnishings. He established a network of foreign buying offices, introduced centralized buying, and pioneered the use of the computer in trend spotting and electronic point-of-sale systems. Goodman expanded MDSC operations into the discount business by opening a nationwide discount chain of Venture stores and catalog show room stores. Under his leadership, the company grew from the third to the second largest department store company in the country, with sales doubling from \$1 billion in 1968 to \$2 billion in 1976, accompanied by a dramatic improvement in earnings. This performance received wide recognition as a classic turnaround in the retail industry. In 1976 Goodman retired as chief executive officer, but continued to serve as a director of the company. He also became head of Top Management Service, an advisory firm which specialized in turnaround, situations in the U.S. and abroad.

Goodman's leadership skills were also evident in his civic and cultural activities. While general manager of Famous Barr, Goodman advised the City Plan Commission on its master plan to develop the St. Louis downtown area in the early 1960s. In the mid-60s he served as president of Downtown St. Louis, Inc., a group of business leaders organized to quicken the pace of redevelopment in the central business district (see collection S0312). Under Goodman's leadership, Downtown Inc. emphasized the development of the city's north side through business expansion and highway construction.

In 1964 Goodman became president of the St. Louis Symphony Society. In 1968 he helped preside over negotiations with the American Federation of Musicians Local 2 which resulted in improved medical benefits and instrument insurance for the musicians of the symphony. Goodman also led a successful effort to renovate the old St. Louis Theater on Grand to create the new concert hall for the Symphony Orchestra. (The orchestra had previously used the Kiel Opera House.) The Theater was renamed Powell Symphony Hall and reopened for use by the orchestra in 1968. In 1969 Goodman served as vice-president of the board of directors of the Mississippi River Festival, a music festival held in the natural amphitheater at the Southern Illinois University-Edwardsville. The festival featured outdoor concerts by the Symphony Orchestra as well as performances by folk and rock musicians. In December 1973, Goodman, an amateur violinist, shared the Powell Hall stage with renowned violinist, Isaac Stern during a benefit concert for the Israel Emergency Fund. In 1976 Goodman performed again at the Powell in a concert featuring music from the era of Thomas Jefferson.

Goodman was appointed chairman of the Missouri Arts Council by Governor Christopher Bond in 1975. During his chairmanship, Goodman was active in raising funds for a non-profit group organized to purchase sketches by George Caleb Bingham, the nineteenth century Missouri artist. Private owners planned to break up the collection

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

by selling individual sketches to separate private collectors. The organization succeeded in buying the sketches and placed the collection at the St. Louis Art Museum.

Goodman wrote on business and management and spoke before many organizations. His articles and speeches appeared in *Harvard Business Review*, *U.S. News and World Report*; *Symphony Magazine*, and in two college textbooks. He addressed the National Retail Merchants Association, the International Federation of Cotton and Allied Textile Industries, the Salzburg Seminar of American Studies, the Australian Retail Association, the National Association of Chain Drug Stores, the Specialty Stores Association, the American Symphony Orchestra League, the Stanley J. Goodman Lecture Series at the Parsons School of Design, and many others. In 1982 he published *How to Manage a Turnaround*.

He won many awards and honors including the Parsons School of Design award in 1975, *The Clothes Magazine's* "Man of the Year" award in 1975, *Financial World Magazine's* "Chief Executive Officer of the Year" award in 1976, and the Gold Medal award of the National Retail Merchants Association in 1982.

Donor Information

The papers were donated to the University of Missouri by Stanley Goodman on July 27, 1983, (Accession No. SA2548). An addition was made on April 18, 1993 (Accession No. SA3113).

Copyright and Restrictions

The Donor has given and assigned to the University of Missouri all rights of copyright which the Donor has in the Materials and in such of the Donor's works as may be found among any collections of Materials received by the University from others.

Box List

Box 1

Personal Papers

Biographical Data, 1930-1970

Thesis, *The Planned Economy in the Capitalist State*, McGill University, 1932

College Casework Studies, Harvard University, 1932-1933 (3 folders)

Thesis, "The Arco Company," Harvard University, 1934

MBA diploma, Harvard University, 1934

U.S. Navy Service, 1943-1941

Correspondence, 1941-1942

Correspondence, important letters, 1932-1982

Correspondence with Isaac Stern, 1968-1981

Box 2

Congratulatory letters, 1970-1979

Newspaper clippings, 1948-1981

Awards, 1965-1977

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Writings

- "The Stock-Turn Fetish," *Harvard Business Review*, 1934
 - "Come and Get It: Mass Distribution After the War," *Harper's*, September 1946
 - "Make It Pay: The Government Industry Tussle Over Consumer Goods," *Harper's*, September 1946
 - "The Anatomy of Leadership," *Chicago Market Daily*, June 18, 1961
 - "The Hard and the Soft Heart," *Symphony Magazine*, August/September 1981
 - Speech: "How to Raise the Fallen Image of Business," 1974
 - Speech: "Raising the Fallen Image of Business," reprinted in *Speech by Jeffrey/Peterson and Marketing Management by Woodruff Hill & Graven*, no date
- Speeches, 1960-1981 (5 folders)

Box 3

- Speeches, 1982-1983
- How To Manage A Turnaround*, final draft, chapters 1-32, 1982 (3 folders)
- How To Manage A Turnaround*, final draft, chapter 33, conclusion, 1982
- How To Manage A Turnaround*, edited manuscript, chapters 1-33, conclusion, 1982 (4 folders)

Box 4

- How To Manage A Turnaround* (book) 1982

Business

Famous Barr

- Bicentennial July 4th Celebration, planning book, correspondence, 1965
- Bicentennial July 4th Celebration, newspaper coverage, 1964
- Bicentennial July 4th Celebration, memos, minutes, schedules, press releases, and letters of congratulations, 1965
- Bicentennial July 4th Celebration: publicity and newspaper coverage, 1965

Box 5

- International Festivals and Celebrations: scrapbook, including Under Three Flags (1964), Bicentennial July 4th Celebration: salute to Scandinavia (1966), and Famous Barr sponsors great artists, 1963-67

May Department Stores Company,

- Top Management, correspondence, reports, memos, and financial projects, 1966-1971 (5 folders)

Box 6

- Top Management, correspondence, reports, memos, and financial projects, 1972
- Top Management, exhibits, January 1973
- Top Management, April-November 1973 (4 folders)
- Principals meeting, agenda and financial materials, January 1974
- Top Management, agenda, meeting minutes, and Goodman's review of fiscal year 1972, March-April 1974
- Principals meeting, agenda and meeting minutes, September-December 1974
- Top Management, meeting minutes and long-range plans, September-December

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

1974

Box 7

Joint meeting of principals and senior general managers, January 29-30, 1975
Top Management, agenda, meeting minutes, reviews, including Goodman's review of 1974 operations, March-April 1975
Top Management, agendas, May-July 1975
Top Management, agendas, meeting minutes, preliminary goal and plan levels, analysis of branch department store operations, and review of operations, October-November 1975
Top Management, agenda, meeting minutes, materials and Goodman's summary, January 1976
Principals meeting, March 31, 1976
Top Management, agenda, 1975 annual report, Goodman's summary, and notes, April-May 1976
Revised L.A. Financial and Merchandise, 1976

Box 8

Press releases, 1965-1971
Retirement correspondence, 1975-1976
Trip reports, 1971-1983
Industrial Policy Advisory Committee, 1976-1982 (2 folders)
Scrapbook of Goodman's career with May Department Stores Company, 1948-1976

Civic and Cultural Activities

Downtown St. Louis, Incorporated
Annual reports, 1958-1968
Building the Arch, 1968
Downtown Mall plan, 1959-1968
Economic Analysis of Development Opportunities, North Side of Downtown St. Louis, 1968
Emerson Electric Magazine, "A Look at Emerson's New Headquarters City," 1967
Newspaper clippings, 1961-1964 (2 folders)
North Side Redevelopment Opportunities, 1963

Box 9

A Plan for Downtown St. Louis, 1960
St. Louis Gateway Redevelopment Plan, no date
St. Louis transportation, 1960, 1967
St. Louis Symphony Society
Congratulatory Letters on the Opening of Powell Hall, 1968
Contracts, 1965-1967
Correspondence, 1968-1970, 1978
Financial records, 1964-1969 (3 folders)

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 10

- Financial records, 1969-1970 (2 folders)
- Newspaper clippings, 1968-1970
- Powell Symphony Hall, newspaper clippings, 1968
- Powell Symphony Hall program, 1967-1968
- Isaac Stern concern program, newspaper clippings, no date
- Thomas Jefferson concern, 1976
- A Tribute to Stanley J. Goodman, Powell Symphony Hall, May 19, 1970
- Retirement correspondence and scrapbook, 1970
- Mississippi River Festival
 - Acoustics, 1968
 - Architects, reports and correspondence, 1968-1969

Box 11

- Board of Directors' lists and correspondence, 1970
- Correspondence, 1969-1971
- Economic Research Associates Study, 1968-1969
- Festivals in other cities, 1968-1969
- Market support and planning factors, 1969
- Newspaper clippings, 1969
- Premiere Season Program, 1969
- Report on Summer Festivals in the United States, 1968
- Southern Illinois University/St. Louis Symphony Contract, 1969-1970

Box 12

- Honorary French Consul and Legion of Honor
 - Appointment to Legion of Honor, 1970-1971
 - Awards, 1976
 - Bicentennial celebration, 1975
 - Lafayette Day celebration, 1970-1976
 - Lyon Jumelage, 1975-1981
 - 700th anniversary of the death of Louis IX, Photographs Nos. 5496-5512, 1970
 - Tricentennial Celebration, 1973
 - Visits of various French dignitaries, 1971-1978
 - Miscellaneous, 1973-1980
 - St. Louis Consular Corps, 1974

Box 13

- Missouri Arts Council
 - Advisory committees, 1975-1977 (5 folders)
 - Aid to individual artists, 1976
 - Amberg, John, correspondence, 1976-1977
 - Amyas, Ames, correspondence, 1976
 - Appointment papers, 1975-1977
 - Associated Council of the Arts, correspondence, 1975-1976
 - Bingham Sketches, 1974-1976

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 14

- Board members, 1975-1977
- Budget, 1975-1977
- Financial management seminar, 1975-1976
- Legislation, 1974
- Management by Objective Program, 1975-1977
- Mid-America Arts Alliance, 1974-1977
- Meeting minutes, 1975
- Miscellaneous, 1975-1977
- New logo, 1975-1976
- Planning committee, 1975

Box 15

- Policies and procedures manual, 1977
- Programs committee, 1976-1977
- Regional planning, 1974-1975
- Screening committee, 1976
- Tapperson Resignation, 1977

Photographs

- Photographs 179.1-179.29
- Photographs 179.30-179.74
- Photographs 179.75-179.102
- Photographs 179.103-179.138

Subject files

- A.
- Airport Committee
- Allen & Company
- Alliance Francaise

Box 16

- Amateur Chamber Music Players, Inc.,
- American European Associates
- American Iris Society
- American Retail Federation
- American Symphony Orchestra League
- A.S.O.L.
- Art Transit Committee
- Art St. Louis
- Arthur Anderson-Spec. Stores Survey
- Artist Presentation Society
- The Art & Education Council of St. Louis
- Arts Festival
- Asian Art Society (AHG Mem. Lecture)

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 17

B
Barken Construction (2 folders)

Box 18

Beckley Group
Biography
Brentano Report
Brentano Study, research file (1)

Box 19

Brentano Study, research file (2)
Bourret, Richard H.
Brentano's Catalogue of Fine and Rare Books
Baker, Alan
Balance sheet
Chermayeff & Geismar
EDP
Fifth Avenue Store
Five-Year projections
Income statements
Inventory

Box 20

Kroch, Carl
Operating Statements
Brentano's (3 folders)

Box 21

Recruitment, Brentano's
Builderama
Buying Offices
C

Box 22

CASA
CASA Mae M. Whitaker Competition
Chamber Music America
Ciechanski, Alexander
Clayton Towers (2 folders)

Box 23

Clayton Towers (2 folders)
Trip Minutes
Mrs. Frederick M. Coleman (Pigeon)
Consulting Materials
Cori, Anne

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Correspondence
Citrin Corporation
Communispond, Inc.

Box 24

D
Denver Rapid Transit District
Downtown St. Louis, Inc.
Drury Industries
E
Eastman, Anthony
Edgar's Stores Limited
Marion G. Eisner
William Greenleaf Eliot Society, (Washington University)

Box 25

F
Family Businesses
Famous Barr
David C. Farrell
Fogg Art Museum, (HUAM)
Steve Feinstein
First National City Bank of Chicago

Box 26

Flom, Joseph H.
Fogg Art Museum
Forest Park Forever, Inc.
France
Charles Freeman/Douglas MacCarthy
French Legion of Honor Society
Friends of Tibet
Frontenac Racquet Club

Box 27

Eula Fulton
Galeria Preciados
Garr Corporation
Gerrard Company of Australiasis Limited
Alice Hahn Goodman lecture
Grand Center
 TNPAC Corp. (The New Performing Arts Center)

Box 28

TNPAC Corp. (The New Performing Arts Center) (2 folders)
City Center Redevelopment Corporation
Grand Center Park

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 29

- Newsletter
- Partners for Livable Places
- Public Art Plan
- Washington Triangle Cultural Assn.
- Grand Center-General Correspondence
- Grand Center Park
- Greater St. Louis Iris Society
- Grey Advertising
- Gump's
 - Agendas and meeting minutes

Box 30

- Gump's Research (2 folders)
- Acquisition of Gump's
- Design Firms
- Expansion, (File 1)

Box 31

- Expansion, (File 2)
- Expansion, (File 3)

Box 32

- Financial Reports, (File 1)
- Financial Reports, (File 2)
- Financial Reports, (File 3)
- Inventory
- Labor Relations
- Robert Leitstein
- Mail Order
- Plans, Operating
- Recruitment
- Sales Statements

Box 33

- Store Redo-Expansion
- Trip Books
- General Correspondence
- Gundlach, Werner
- H

Box 34

- Halle Brothers
- Hanley, John W.
- Harris Bank
- Harvard Business School
- Harvard Business School Club

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Harvard Club of St. Louis
Harvard University
Hasco International Contract 8/1/85
Hasco, Arnold, Marc

Box 35

Hasco, Harmon, Raymond
Hasco (3 folders)

Box 36

Hasco (3 folders)

Box 37

Hasco (3 folders)

Box 38

Hasco (2 folders)
City of St. Louis
Hasco, International, 1992

Box 39

Hasco, International, 1992
Haywright's
Hellmuth, Obata, Kassabaum
Mary and Jane Henle
Hermanson, Judith A.
Murray Hillebrand
Holistic Auditing

Box 40

David Hyslop
I
I World
Industry Policy Advisory Committee (2 folders)

Box 41

Industry Policy Advisory Committee (5 folders)

Box 42

J
Japan
Far Eastern Textile Douglas Tong Hsu
Funai Research & Development
Japan October
Japan, Differences of American and Japanese Business
Japan Miscellaneous
Japanese Trip Photographs

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Trip Notes

Box 43

Trip notes
Marui
The Shui Hing Co., Ltd.
K
KDHX Radio Station
KETC-TV
Max Kahn

Box 44

L
LaLousch, Athena Baum
Leslie Laskey
David Lobel
Laumeier Sculpture Park
Le, Sourd, Jacques (Critic)
M
Douglas MacArthur

Box 45

Douglas MacArthur
Maharishi International (3 folders)

Box 46

Maharishi Ayurveda Corporation of America (2 folders)
The May Department Stores Company

Box 47

Matsuya Department Stores (2 folders)
McGill University (Montreal Trip)
Frederick D. Medler
Mr. & Mrs. Gerald Mefferd
The Mercantile Library
Missouri Arts Council
1983-1992

Box 48

Ames, Amyas
Amberg, John
Audit Report
Budget
Board Members
Bingham Collection
Conflict of Interest
Council Meeting 10/11/75

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Dance Concert Society
Expense Accounts

Box 49

Federal Grants Appropriations
Rick George
Guidelines
LaBrunerie, Ferd
Mid-American Arts Alliance
Music Committee
New Council Members
Policy Committee Meeting
St. Louis Symphony
Screening Committee
Sikes, Alfred C.
Tapperson, Don

Box 50

Rice, Emily
Missouri Botanical Garden (2 folders)
Missouri Historical Society
Rene A. Morel
Musicians
N
National Retail Merchants Association
1985-1992

Box 51

General (3 folders)
Jim Williams
Trade Reform Bill

Box 52

Trade Reform Bill (2 folders)
NRMA-ARF Merger
Geneva Trip, 1975 (2 folders)

Box 53

Geneva Trip, 1975
NRMA-January 12-15, 1986 (3 folders)

Box 54

Gold Medal, January 1982
Kit Neustadter
The New Era Group
The New Theatre
Newspaper clippings

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 55

Newspaper clippings
Noonday Club
Nordstrom
O
P

Box 56

The Parisian, Birmingham, Alabama
Parnas, Leslie
Parsons School of Design
Irwin Polk
Prayer of St. Francis
Jon Prel Floral Design
Presidents Association

Box 57

Psychological Associates (2 folders)

Box 58

Psychology Associates (4 folders)
Regional Commerce and Growth Association (RCGA) (2 folders)

Box 59

RCGA (3 folders)

Box 60

RCGA
Mira Regnier
The Roasting House, Inc.
Virginia Robinson
MSTISLAV ROSTROPOVICH
Rowfant Club
John Rutenis, May Design and Const.

Box 61

S
Sasha Schneider
Shui Hing (3 folders)
Shui Hing, financial statements and annual reports

Box 62

Shui Hing, financial statements and annual reports
Sogo
Issac Stern
St. Louis Aqua Center

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

St. Louis Lyon
St. Louis Rabbinical College

Box 63

St. Louis Symphony Orchestra
Bruce Coppock
Board of Trustees
Hall Committee
Powell Hall Story
Public relations

Box 64

Restructuring committee
25th Anniversary, 1992
Sirota, Leo
T
TM Corporate Development

Box 65

Temple Israel
Tercentenary Flagpole
Theatre Project Company
Tobu Department Store
Transcendental Meditation
Triple "A" Club
Turkey

Box 66

U
UMSL Archives
V
W
Washington University
Who's Who in America
Wine
XYZ

Writings

Articles, Published

Box 67

Book file

Box 68

Book file
How to Manage a Turnaround
Drafts

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 69

Drafts
Correspondence and notes

Box 70

Draft index and notes
Speeches, 1961-1976 (5 folders)

Box 71

Speeches, 1976-1980 (5 folders)

Box 72

Speeches, 1981-1982 (6 folders)

Box 73

Speeches, 1982-1983 (6 folders)

Box 74

Speeches, 1960-1983 (5 folders)

Box 75

Speeches, 1987-1988 (7 folders)

Box 76

Speeches, 1984-1987 (6 folders)

Box 77

Speeches, 1983-1984 (4 folders)
High Performance, 1985
Travels
 Asia
 Japan, October 1971

Box 78

Hong Kong, Thailand, Singapore, Taiwan, and Indonesia, October 1971
General, October 1971
Trip report, October 1971
Itinerary and expenses, October 1971
Europe
 February 1972 (2 folders)

Box 79

Itinerary and reports, February 1972
Appointments, February 1972
Correspondence and address lists, August 1972

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Correspondence, reports, photographs, itineraries, September-October 1972
Asia
1974
Japan, Thailand, and Korea, 1974

Box 80

Japan, Thailand, and Korea, 1974
Correspondence, 1974
Japan, Hong Kong, and China, reports, 1974
Taiwan, report, 1974
Eastern Europe, November-December 1974 (2 folders)

Box 81

Europe
November-December 1974 (2 folders)
September 1975
Paris and Italy, June 9-18, 1976
Australia, September 18-26, 1976 (3 folders)

Box 82

Australia, September 18-26, 1976
Greece, September 1978
South Africa, 1980
Europe, May 19-June 9, 1984
Hague, 1981
Europe, 1980
India, February 22-March 11, 1983 (2 folders)

Box 83

India, February 22-March 11, 1983
Japan, November 4-20, 1983
Appointment books and calendars, 1957-1965 (3 folders)

Box 84

Appointment books and calendars, 1966-1971 (6 folders)

Box 85

Appointment books and calendars, 1972-1976 (6 folders)

Box 86

Appointment books and calendars, 1976-1979 (7 folders)

Box 87

Appointment books and calendars, 1980-1982 (8 folders)

S0179 (SA2548, SA3113)
STANLEY GOODMAN PAPERS

Box 88

Appointment books and calendars, 1983-1986 (6 folders)

Box 89

Appointment books and calendars, 1986-1990 (3 folders)

Box 90

Appointment books and calendars, 1988-1990

Box 91

Appointment books and calendars, 1991-1992
Awards, 1967-1992