S0179 Goodman, Stanley (1910-1992)
Papers, 1931-1983
145 Folders

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Stanley Goodman, St. Louis businessman, and civic and cultural leader, donated his papers to the Western Historical Manuscript Collection-St. Louis at the University of Missouri-St. Louis on July 27, 1983.

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 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.

The government of France appointed Goodman officer in the Legion of Honor in January, 1970. He also served as Honorary Consul of France and president of the St. Louis Consular Corps.

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 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, 51 Harper's, 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.

**SCOPE AND CONTENT**

The Stanley Goodman papers document his education, military service, business career, and civic and cultural activities. There are no family papers included in the collection. The papers are divided into three series: Personal Papers and Writings, Business Career, Civic and Cultural Activities. The first series includes diplomas, certificates, photographs and newsclippings as well as copies of Goodman's published and unpublished writings. Unlike most businessmen, the evolution of Goodman's business philosophy and management style are documented in his master theses, speeches, articles, and his book, How To Manage A Turnaround.

The second series documents Goodman's career with Famous Barr, the May Department Stores Company and his membership on the Industrial Policy Advisory Committee for international trade. As president of Famous Barr, Goodman was the chief architect of the company's highly successful 4th of July Bicentennial riverfront celebrations and the international festivals. As president and later chief executive officer of May Department Stores Company, Goodman played an active role in the meetings of top management (1967-1976) and introduced innovative management and merchandising techniques. He also made seven overseas business trips (1971-1983) for which he wrote detail reports (folder 71). Following his retirement from the May Company, Goodman represented the retail trade on the Industrial Policy Advisory Committee for international trade. The series contains correspondence, reports, minutes and financial material and exhibits on the condition of May Department Stores Company, planning and publicity materials on the Famous Barr festivals and photographs, including aerial shots, of the St. Louis riverfront and the uncompleted arch.

The Civic and Cultural Activities series documents Goodman's involvement with Downtown St. Louis, Inc. to the St. Louis Symphony Society, the Missouri Arts Council and his activities as honorary French Consul. As president of Downtown St. Louis, Inc., Goodman helped develop plans to improve downtown's north side and highways for businesses. The records include annual reports from 1958 to 1968, newsclippings from 1961 and 1964, economic development studies from 1963, transportation studies from 1960 and 1967, plans for a downtown mall project from 1959 to 1968 and literature on the construction of the Arch. (See also: S0342 Downtown St. Louis, Inc., Records, 1958-1979)
The St. Louis Symphony Society records include correspondence and newsclippings on the renovation and opening of the Powell Symphony Hall, financial records from 1964 to 1970 and correspondence and a scrapbook on Goodman's retirement from the Society in 1970. The collection also contains the program, newsclippings and photographs from Goodman's performance with Isaac Stern in 1973 and his concert of music from Thomas Jefferson's era in 1976.

The Mississippi River Festival records include reports on the architecture and acoustics of the natural amphitheater at SIU-Edwardsville used for the festival and correspondence and newsclippings on performance there, market viability surveys, photographs and the premiere season program for the festival.

The Honorary French Consul records contain correspondence on Goodman's appointment to the French Legion of Honor and material on his activities as consul and correspondence and newsclippings on St. Louis celebrations of the city's French heritage, such as the 700th anniversary observance of the death of Louis IX (St. Louis). The records also include photographs and correspondence of visiting French dignitaries.

The Missouri Arts Council records contain financial records, policy manual, correspondence and meeting minutes of the Council's advisory, screening and regional planning committees, the board of directors, some program assistance applications, and memoranda on aid to individual artists. One folder contains correspondence and literature on the non-profit organization created to preserve the sketches of George Caleb Bingham.

SERIES DESCRIPTION

SERIES 1: Personal and Writings, Folders 1-39, 1932-1983. Arranged chronologically within each sub-series. Master's theses, MBA diploma, MBA course work, correspondence, newsclippings, Navy papers, speeches, articles, and manuscript and edited manuscript of How To Manage A Turnaround.


SERIES 4: Photographs, folders 146-149 The photographs were originally scattered throughout the collection. They have been brought together in these 4 folders.

FOLDER LIST

PERSONAL PAPERS

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1. Biographical Data, 1930s, 40s, 70s
2. Thesis, The Planned Economy in the Capitalist State, McGill University, 1932
3. College Casework Studies, Harvard University, 1932
4. College Casework Studies, Harvard University, 1933
5. College Casework Studies, Harvard University, 1933
7. MBA diploma, Harvard University, 1934
8. U.S. Navy Service, 1943-1941
9. Correspondence, 1941-1942
10. Correspondence, important letters, 1932-1982
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17. Awards, 1965-1977

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24. Speech: "Raising the Fallen Image of Business," reprinted in Speech by Jeffrey/Peterson and Marketing Management by Woodruff Hill & Graven
25. Speeches, 1960s
27. Speeches, 1974-75
28. Speeches, 1976-79
29. Speeches, 1980-81
30. Speeches, 1982-83
31. How To Manage A Turnaround: final draft, chapters 1-13
32. How To Manage A Turnaround: final draft, chapters 14-24
33. How To Manage A Turnaround,: final draft, chapters 25-32
34. How To Manage A Turnaround: final draft, chapter 33, conclusion
35. How To Manage A Turnaround: edited manuscript, chapters 1-13
36. How To Manage A Turnaround: edited manuscript, chapters 14-23
37. How To Manage A Turnaround: edited manuscript, chapters 24-32
38. How To Manage A Turnaround: edited manuscript, chapter 33, conclusion
39. How To Manage A Turnaround: book
BUSINESS SERIES, 1963-1976
41. Famous Barr, 1964 Bicentennial July 4th Celebration: newspaper coverage
42. Famous Barr, 1965 Bicentennial July 4th Celebration: memos, minutes, schedules, press
releases, letters of congratulations
43. Famous Barr, 1965 Bicentennial July 4th Celebration: publicity and newspaper coverage
44. Folder has been removed. See photographs in folders 146-149
Under Three Flags (1064), Bicentennial July 4th Celebration: salute to Scandinavia (1966),
and Famous Barr sponsors great artists, 1968-64. Includes programs, and newsclippings.

MAY DEPARTMENT STORES COMPANY (MDSC) - TOP MANAGEMENT
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46. MDSC - Top Management, 1966-67, correspondence and meetings: materials including
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47. MDSC - Top Management, 1968, correspondence and meetings: materials including
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48. MDSC - Top Management, 1969, correspondence and meetings: materials including
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49. MDSC - Top Management, 1970, correspondence and meetings: materials including
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50. MDSC - Top Management, 1971, correspondence and meetings: materials including
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51. MDSC - Top Management, 1972, correspondence and meetings: materials including
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52. MDSC - Top Management, January 1973, material, exhibits
53. MDSC - Top Management, Apr-Jun 1973
54. MDSC - Top Management, July-Sept. 1973
55. MDSC, Top Management, Oct. 4, 1973
56. MDSC, Top Management, Nov. 1973, materials
57. MDSC, January 1974, Principals meeting: agenda, financial materials
58. MDSC, March-Apr. 1974, Top Management: agenda, minutes, Goodman's review of FY
1972
59. MDSC, July-Aug. 1974, Principals Meeting: agenda, minutes, materials
60. MDSC, Sept.-Dec. 1974, Top Management: minutes, materials, long-range plans
61. MDSC, January 29-30, 1975, Joint Meeting of Principals and Senior Gmms
62. MDSC, March-April 1975, Top Management: agenda, minutes, reviews, including Goodman's review of 1974 operations
63. MDSC, May-July 1975, Top Management: agenda, materials
64. MDSC, October-November 1975, Top Management: agenda, minutes, preliminary goal and plan levels, analysis of branch department store operations, review of operations
65. MDSC, January 1976, Top Management: agenda, minutes, materials and Goodman's summary
66. MDSC, March 41 1976, Principals Meeting: materials
67. MDSC, April - May 1976, Top Management; agenda, materials, 1975 annual report, Goodman's summary and notes
68. MDSC, Spring 1976, Revised L.A. Financial and Merchandise
69. MDSC, 1965-1971, press releases
70. Retirement letters, 1975-1976 . including letters from business associated. within the May Department Stores Company, David Babcock, Frank W. Clark Jr., David May II, Morton May and Sol Benowitz
71. Stanley Goodman trip reports, 1971-1983
72. Industrial Policy Advisory Committee, 1976-1978, correspondence, charter, reports, Goodman's notes. Correspondents and subjects include: American Retail Federation', Lloyd Hackler (President of A.R.F.), Robert Strauss, Juanita Kreps, Multi-lateral Trade Negotiations, National Retail Merchants Association,, Verrick 0. French, (Vice-president, NRMA) James E. Williams (President, NRMA), tariffs, William Kay Daines (American Retail Federation), and retail trade

Package 1 - Scrapbook of Goodman's career with May Department Stores Company, 1948-1976 prepared by Florence Klug

BOX 4 (100657)

DOWNTOWN ST. LOUIS, INC., 1958-1968

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75. Building the Arch, 1968
76. Downtown Mall Plan, 1959-1968
77. Economic Analysis of Development Opportunities, North Side of Downtown St. Louis, 1968
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