

NORTH TEXAS STATE UNIVERSITY
ORAL HISTORY COLLECTION
(BUSINESS ARCHIVES PROJECT)

NUMBER

34

Interview with
BERTHA (MRS. HERMAN) ROSENZWEIG
November 15, 1979

Place of Interview: Decatur, Texas

Interviewer: Floyd Jenkins

Terms of Use: open

Approved: Bertha Rosenzweig

(Signature)

Date: 2/1/81

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Business Oral History Collection

Bertha (Mrs. Herman) Rosenzweig

Interviewer: Dr. Floyd Jenkins

Place of Interview: Denton, Texas

Date: November 15, 1979

Dr. Jenkins: This is Floyd Jenkins recording for the Business Archives Project, North Texas State University, Denton, Texas. I'm interviewing Bertha (Mrs. Herman) Rosenzweig who, with her husband, founded Texglass, Incorporated of Texas. The interview is taking place in Mrs. Rosenzweig's home at 602 North Cates in Decatur November 15, 1979.

Dr. Jenkins: Let's start by your giving us some background about your family, and kind of work on up to your birth and growing up until the time you met your husband.

Mrs. Rosenzweig: Well, my parents both came from Austria. My father came here to the United States first and then my mother came with her little boy.

Dr. Jenkins: How old were they, about, when they came here?

Mrs. Rosenzweig: Very young. My mother was twenty years older than my brother. He was her first. Not her firstborn, the firstborn died. She was eighteen when she had one child.

Jenkins: They were grown, though, when they came here?

Rosenzweig: My parents were grown, yes. My brother was about two or three years old, and I and my two younger sisters were all born in New York.

Jenkins: About when did your parents come to this country?

Rosenzweig: Well, my brother was born in 1899. Probably 1902 or so.

Jenkins: What knowledge do you have of their life in Europe?

Rosenzweig: Well, my mother was raised in a little town in Austria near the city of Lemberg, which is in Poland now. She was raised by a very orthodox Jewish father and mother. Her father was a veterinarian and an officer in the army. He fought under Franz Joseph and he was decorated by Franz Joseph because he happened to have a birthday on the same day that the emperor did, for bravery in the Venetian war. And he was given a pension for that. And her mother died at a very young age. My mother was very young when her mother died. Then when she came to the United States, she never saw her father again. He died at the age of eighty-five. He lived alone in a little house that he received as a pension. And on my father's side they were mostly gentlemen farmers. He was raised with his mother and father. They had lived

on a farm. My mother's mother lived in a little house with a garden. She had a green thumb and she loved to give vegetables to her neighbors.

Jenkins: What was your mother's name?

Rosenzweig: My mother's maiden name was Goldie Simon. And my maiden name is Heiden.

Jenkins: Your father's full name?

Rosenzweig: Abraham Heiden. And he left us, he was gone, and my mother had quite a problem of bringing up the five children. But my brother was older, much older than the rest of us, and he was a very good devoted son and brother and helped to raise the children. He died three years ago at the age of seventy-seven. And I have an older sister. She lives in Richmond, Virginia near her children. Her children live in Virginia, Roanoke and Richmond. And she's, unfortunately, in a nursing home. And then I came along.

Jenkins: Now your parents vocation after they got to this country.

Rosenzweig: My father was in the ladies' garment business. He designed clothes. Incidentally, I have a sister who's very artistic, does art work. She paints. And she had a master's degree in art from Columbia and she taught in the high schools in New York. She's home now,

She runs the home for the younger one, who's still in school. She teaches, she does all the experiments for chemistry and physics in the high school.

Jenkins: Did your father work for someone else?

Rosenzweig: Yes.

Jenkins: Do you have any recollection?

Rosenzweig: No. I have no recollection.

Jenkins: Your mother stayed at home and raised the children.

Rosenzweig: Yes. When we were older, she was a very pampered mother. We took her where she had to go by car and we waited on her and everything, because she was, well she was a little princess, you know.

Jenkins: Oh, is that right?

Rosenzweig: Yes, and she died at the age of seventy-six in 1955.

Jenkins: So you came along, when?

Rosenzweig: August 11, 1911.

Jenkins: Tell us something about the neighborhood you grew up in and what it was like growing up then.

Rosenzweig: Well, we always lived on the outskirts of the city. Mother was brought up in a little country town and she didn't like to live in the crowded tenements of cities, like that. I imagine when she first came to the United States, I don't know just where she lived, but I imagine it's somewhere like that, but I don't know anything

about it. But when we were growing up we lived in the outskirts. Then when I got married we were living in a little house, way out in the end of Brooklyn on the way to Gerritson Beach, and it was a little English-type cottage with a center entrance. It was a cute little house. And then my sisters were left alone. My oldest sister was married and gone, and my brother was gone away from home, and then I left. And then mother died in '55 and the girls sometime after that sold the house.

Jenkins: We got you away from home much too quickly. Now, let's go grow up a little bit. Tell us something about where you went to school and . . .

Rosenzweig: I went to a girl's high school in Brooklyn, which was all girls, and boy's high school was a few blocks away. The boys and girls just met once or twice a year, when the boys came to play a game or something, or a play, and the girls went to a dance.

Jenkins: Was this a public school?

Rosenzweig: Public school. But you had to have . . .

Jenkins: They segregated them.

Rosenzweig: It was segregated, and you had to have a very high scholastic achievement to get in. I used to travel an hour to get to high school on an elevator train.

Jenkins: They separated you out by how well you were doing in school?

Rosenzweig: Yes.

Jenkins: Oh.

Rosenzweig: But when I went to elementary school it was a segregated one, too. The boys were on one block and the girls on another. The building was divided. So my mother approved of that. (Laughter)

Jenkins: And you graduated from what high school?

Rosenzweig: Girl's High School.

Jenkins: And then you decided to do what?

Rosenzweig: I went to Maxwell Training School for Teachers.

Jenkins: Where?

Rosenzweig: In downtown Brooklyn. And then I ended up by going to Brooklyn College and taking extension courses towards a degree.

Jenkins: And set out to be a school teacher.

Rosenzweig: Yes.

Jenkins: Give us some highlights of your school teaching.

Rosenzweig: Well I taught the first grade most of the time. Just one time I took the children through from the first, second and third grades. But I loved the first grade. The children are very naive, very natural. I love little children even now, to this day. As somebody says, I spoil all of them that come along. And was very happy teaching. And then I met my husband in

'44 and he said he needed some help in English. He was working for an American company. He had come from Europe and was working for an American company, had to go back to Europe at times, and was given priorities on American planes with bucket seats, you know, like the army.

Jenkins: Now before we get too involved in what happened after you were married, let's go back and get your knowledge of his earlier life.

Rosenzweig: Well, he was an only son for a long time. He had a brother nineteen years younger, the only other one in his family.

Jenkins: Do you have any knowledge of his parents?

Rosenzweig: Yes, his father had a factory where they made hand-made furniture, hand carved furniture.

Jenkins: Oh, so he was involved in craftsmanship.

Rosenzweig: Well, he came from a fairly affluent family.

Jenkins: I see.

Rosenzweig: And his mother, I don't know anything she did. But his mother was sent to a concentration camp and his father had died previously. His father died at the age of 63, just like he did of the same thing.

Jenkins: Do you know whether he got involved in working in his father's factory at all?

Rosenzweig: No, he didn't. I just know one thing, that he had a

beautiful piece of furniture that he always told me about, worth \$2,000 for one piece that he left in his apartment when he left his apartment and went away. You see, to this day I get compensation for the things he left. I just got a check the other day.

Jenkins: Oh, really?

Rosenzweig: From Austria. I get widow's pension for him. Of course it went up this month so the dollar must have gone down again.

Jenkins: What knowledge do you have of his early life? Do you have much knowledge?

Rosenzweig: No, he was very uncommunicative about his early life. If I said anything about "you had a hard life" or something, "Oh, no," he said, "Don't be sorry for me. I had a wonderful life." He had fine education, he went to a technical college, an engineering college. He played the piano beautifully.

Jenkins: Do you know the name of the college that he went to?

Rosenzweig: I heard it, but I can't repeat it. It was German, he told me, in Vienna.

Jenkins: And he played the piano.

Rosenzweig: He played the piano, he played bridge and he was, Mr. Ferguson here from the bank says he was a genius. I don't know that he was a genius, but he was quite intellectual.

Jenkins: Give us any other knowledge of his background that you have prior to when you met him.

Rosenzweig: Well, I really don't know much.

Jenkins: After he got his technical degree, do you know what kinds of work he got involved in?

Rosenzweig: He worked in a glass factory all his life, he never worked in any other kind of factory. He started his own glass factory in Vienna which he left when he went to Greece. There was something very interesting in his life that I think I've neglected, I don't know whether we want to put it in or not. He was married before he met me.

Jenkins: I see.

Rosenzweig: He was married to a young woman who developed leukemia and died at the age of thirty-two.

Jenkins: In Europe?

Rosenzweig: She died here. He brought her here. He brought her here and left her and went back to Europe on a trip and she sent for him and told him that she was told she was very sick and she died here just before he met me.

Jenkins: I see. Okay, I don't recall that in any of the literature.

Rosenzweig: He never talked of it much. He had a way about him of not talking of things that hurt. When I took him to

a memorial service, he came home deathly sick. I think lots of people do that. What isn't pleasant they just don't talk about.

Jenkins: You said he worked for glass factories all of his life, and in the archives at North Texas there are many clippings and pictures which will be available along with this, but as best you can recall, where were some of the places that he worked in Europe?

Rosenzweig: Well, when he had to get out of Austria because of Hitler's machinations, he went to Greece. He worked in Athens, Greece under a man whose name was Spiros Vretros. He worked under him because while he was working under him he was working for the underground getting the Jews out of Central Europe to Palestine. He had to hire the ships to get them out, it was illegal. According to the British government it was illegal. And this Spiros Vretros at times said that he was there at work when he wasn't, when he was working on his underground work. And he kept him from going to jail several times. And then, I don't know the chronological order, but he worked in Egypt, he worked in Cairo and he went to Alexandria. And after that, I think after Egypt he went to Palestine, which was then Palestine. And he worked in a glass factory there.

Jenkins: Doing what kind of work?

Rosenzweig: Oh, glass engineering and chemistry.

Jenkins: Engineering, I see.

Rosenzweig: The engineering of tanks and the chemistry of the glass. Always the same thing. He said nobody could go into any field of work when they go from one thing to another, and make a success. Shoemaker stick to your last.

Jenkins: Now, before he came to the United States, did he have other places that he worked that you know of?

Rosenzweig: Just Greece, Egypt, Palestine, of course in Austria he worked, too. After he came to the United States he went to Canada.

Jenkins: Well, let's not get him here yet. Let's go back and see if I can find out what you learned from him. You said he was very close in terms of talking. He didn't speak much.

Rosenzweig: Yes.

Jenkins: Didn't you get anything from him at all about his experience as to why he did leave Austria, specifically.

Rosenzweig: Oh, yes, he left Austria because he was a Jew and had to get out. Or he would have gone to a concentration camp.

Jenkins: Did he tell any specific things about that, that you can recall?

Rosenzweig: Well, he said that he got out just in time from Austria, and sent for his brother and his mother, his mother was already in the concentration camp. He has sent passage and money and tickets for them to go to Palestine. The brother started out, he was just seventeen at the time, and when he got to a town in northern Italy, Mussolini was coming to talk to that town and they wouldn't let a trainload of Jews go through. So he was turned back to the concentration camp. He didn't know for years where he was. All of a sudden we got a letter, when we were already married, that he was in the American army, he was being sent to the United States as a displaced person.

Jenkins: His brother you're talking about? But did he speak at all about the way he was treated and events leading up to the scare?

Rosenzweig: Yes, he did. For example, we had a party here at the glass factory, you remember?

Jenkins: Yes.

Rosenzweig: Well, after he died I had parties. I'd send out for five fried chickens and we'd sit around the table and on the floor and eat, before Christmas. Socially he didn't mix with his workers very well. I had a hard time trying to make him do that and he wouldn't. He

said, "Well, I came from a factory in Greece where I worked as an executive. I went to the executive dining room to eat my lunch and the waiters wore white gloves." In other words, he didn't have that democratic mixture of classes like they do here. He was very class conscious. He was not mean about it. He loved the people, he loved the people who worked for him, but he was conscious of class distinction.

Jenkins: Well, I go back again to be sure. He simply did not speak of experiences that he had individually, that caused him to, leading up to his leaving the country?

Rosenzweig: No. I had an album of photographs of his and I don't know who the people are. He said, "Forget the past and go on with the present." He wanted to forget the past.

Jenkins: I just wanted to be sure to get whatever knowledge you have and he simply didn't give you that knowledge.

Rosenzweig: No.

Jenkins: Okay, so you've got him to the United States now. Let's pick up then how the two of you met and kind of carry on from there.

Rosenzweig: Well, my mother had a friend she went to school with in Vienna. He came to visit us after he came to the United States, also during the Holocaust. And when I went to open the door he thought it was my mother who was opening

the door for him. He visited, and they were a family, he and his wife and his son and his daughter, and he had Sunday afternoon parties. And he would invite us to come and visit in his home. And my husband was there and he said he would need some help in writing up his reports in English. But his English was impeccable.

His English was precise like in a book. Of course, he knew no slang, that's for sure. He learned it all from a book. And I said I would help him with it. Well, anyhow, we made a date and we met and he came over and we became friendly and that's the way it happened.

Jenkins: And you were married when and where?

Rosenzweig: In Brooklyn in my mother's home, March 26, 1944.

Jenkins: And from there you went where? How did you get into the glass business in the U.S.?

Rosenzweig: He was being used as a trouble-shooter, you know, and he was sent up to Canada where they were trying to put up an electric furnace, and we went to the little town of Ville Lasalle, where the glass machine was. They make machinery for glassware. They make bottle machinery.

Jenkins: Spell that town for us, if you would.

Rosenzweig: ~~Villa Lasalle~~. It's seven miles from Montreal. Along the St. Lawrence River. And he stayed there for three months and I was still teaching at the time. I kept going back there. I stayed there in the summertime. I had a month

off in May, and then I went back to school and came up weekends and at the end of June I went up and stayed for the summer. Then we went back home again; we had an apartment not far from Mother. We left everything, we closed the apartment, and we went down to Mexico and stayed there three years.

Jenkins: Now tell us about the Mexico experience.

Rosenzweig: In Mexico he went to a factory that was called Vidrio Neutro Neutral Glass. That company was in Atzcopozalzo, a suburb of Mexico City. I don't know whether it is on the map. It's a very little town.

Jenkins: Okay, about how far?

Rosenzweig: Oh, just about seven, ten miles, something like that. It was a very primitive little place at that time. Dirt roads and not many big buildings or anything. But they had a government monopoly of making neutral glass tubing for ampules and syringes.

Jenkins: Now neutral means what?

Rosenzweig: That when you put medical things, medicine and chemicals in them, they would not corrode the glass. They were not having success with the chemistry of the glass, but they had a government monopoly. If they wanted it they had to get it from there, they couldn't get it from outside the country. And they were in the red all the time,

and he was asked to come down for one month to straighten out the chemistry of the glass. He went down there and went back and got our things and got the car and closed off the apartment and stayed three years. And then after we came back we went to New York again.

Jenkins: Now, what was the approximate date of your stay in Mexico?

Rosenzweig: September 16, 1948 we arrived in Mexico City, Mexican Independence Day, and I said that I'd never be able to live there, with such a noisy city with fire engines, etc. And all the poor people from the country come in and display their wares, and they have a show of the strength of the military, and the parades on the Pasa de la Reforma. A funny thing happened when we arrived in Mexico. The man who had arranged for our coming there, to help them out with the glass, was an Austrian. But he died just before we arrived and they had the funeral that day, and before anybody found out that we were arriving at the airport, the manager who ran it after this man died didn't even know we were arriving. The man who was sick and died had known. And we took a taxi from the airport and went to the Hotel Lincoln, that's the one they recommended. And we were gypped of course, on the taxi fare, because he thought that when he said "three each" he thought it was three dollars and it was three pesos. (Laughter) But anyhow, we spent the night there

and the next day contacted the factory and they looked it all up and they found out that he was sent for, and they got us lodgings with a Viennese lady where we had a little apartment upstairs, two rooms, a bath and we had meals downstairs with her. So it was a European pension type of thing.

Jenkins: And then you left there to come back to the United States.

Rosenzweig: Yes, I think it was a little bit less than three years there. I don't remember just what date it was. We went back in between for Christmas or for holidays, ~~when~~.

Jenkins: What did you pick up in the glass business when you came back to the United States from Mexico?

Rosenzweig: Oh, he went down to San Antonio and wanted to start a glass factory there. My husband wanted Mexican people to work with. He said after working with people in all countries, Mexicans are the best glass workers.

Jenkins: Oh, I see.

Rosenzweig: And he met a friend in Monterrey, I think he still has his factory there. I can't remember his name, but he was a very nice man who had a glass factory. I've got his glassware.

Jenkins: Is he the one who's still there?

Rosenzweig: I think he might still be there.

Jenkins: I understand there is still a place.

Rosenzweig: There's a big company in Monterrey.

Jenkins: I think of San Antonio.

Rosenzweig: No, not . . . see, their glasses.

Jenkins: Oh, I see.

Rosenzweig: He sent me some glasses. I didn't need them, but he sent me a big box of glasses.

Jenkins: But he did not start one in San Antone.

Rosenzweig: No, we were diverted. We met somebody there who sent us off to Athens, Texas. We were going through Texas to see where we would start. We stopped at Pelstine first, then we got to Athens and the people there were very interested and very anxious to start a new industry, and they had a building we could use. Of course that building was our undoing because it was small, we couldn't expand, we couldn't build on, we couldn't do anything. But it was on the railroad siding. And we used the railroad to bring in sand from Santa Anna, West Texas. We got the sand there. And we bought gas from Lone Star Gas, which was our undoing, too.

Jenkins: Did the city give you any help?

Rosenzweig: Five citizens of the town were moneyed people, ones who would be stockholders. They got fifty percent of the stock and we got fifty percent of the stock.

Jenkins: So that's how you financed it.

Rosenzweig: That's how we started, how we financed it when we started.

Jenkins: Did you borrow any or was it all from investment?

Rosenzweig: Well, we invested twenty thousand and they invested twenty thousand.

Jenkins: Did you borrow that?

Rosenzweig: We got an additional loan from the bank.

Jenkins: Okay. There in Athens?

Rosenzweig: There.

Jenkins: Was it for the twenty thousand? How much did you borrow to start?

Rosenzweig: I don't know, about ten or twelve thousand dollars.

Jenkins: I see.

Rosenzweig: But then after a while these five people that owned fifty percent of the stock wanted the majority, they wanted control. They were five directors and we were two directors. And we paid them out, fully, and a few other people came in with a thousand dollars each or two thousand dollars each and we had other stockholders. But still we couldn't bring in any Mexicans and we couldn't expand, and we had Lone Star Gas.

Jenkins: Tell us more about those problems, about labor and gas.

Rosenzweig: Well, we had to bring labor from the east. We were given five years for these men who were union workers. The union came down to talk to us and said, "Well, till you

get started we'll allow you five years to pay these men according to what they produce, "piecework" or something like that. We wouldn't have to pay the full union prices because we couldn't afford it. And five years were up and we couldn't get Mexicans to come in.

Jenkins: Why couldn't you get them to come in?

Rosenzweig: Because the town didn't want them. They had had Mexican people there. They had gotten rid of them. There was just one Mexican family living in Malakoff, I think, and they didn't want anybody else to come in. The building had no room to build on and trucks had trouble getting in. The sand in Santa Anna was all right, but we could get better sand nearer from Ardmore, Oklahoma or some other place.

Jenkins: I see.

Rosenzweig: But you couldn't train it in. We would have to truck it in or something like that. Maybe you could get it in by train, but I don't know. And Lone Star Gas is very expensive, and there was no way we could get a pipeline or something of our own. So my husband decided that he was going to look around when the lease is up, we had a five year lease, he would look around for some other town where we might move the factory. So he wrote to towns within a radius of one hundred miles, and from Decatur two people came down. One was Mr. C. P. Datson,

he was the mayor at the time, and Mr. J. A. Ferguson, who was the banker. And they invited us to come up here. Of course they, again, were very interested.

Jenkins: How did they discover you?

Rosenzweig: My husband wrote asking would they be interested in a new factory to come to their town.

Jenkins: How many towns did he write to? Do you know?

Rosenzweig: Quite a number.

Jenkins: I see.

Rosenzweig: He got letters and answers, but these people didn't answer. They just came down right away and they were johnny-on-the-spot. Now when we were getting ready to leave, we started thinking of paying off the people in Athens. We gave them a note that we would pay them off in five years, and they were kind enough to let us leave, owing them money. And the bank transferred the loan from that bank to the bank here. And here some few investors bought stock. If you want to know their names I know some of them. But they're the ones who, unfortunately, were the losers in the long run.

Jenkins: Well, let's do two things. I would like to have those names if you like, but let's go back. Also, you said you bought out their stock?

Rosenzweig: Yes.

Jenkins: In Athens.

Rosenzweig: That time we owned one hundred percent when we came here, and we sold it back to these people here so we'd have working capital.

Jenkins: What did they ask you for the stock there? Simply the face value?

Rosenzweig: Yes.

Jenkins: So they didn't try to gig you?

Rosenzweig: No, they didn't try to take advantage of us.

Jenkins: So you did buy that stock, so you were the one hundred percent owner and you moved to Decatur.

Rosenzweig: Yes.

Jenkins: Now, the reasons why you decided on Decatur were what?

Rosenzweig: There was a piece of land that Mr. Datson sold to us, almost three acres where we could build the factory. It was only three miles from where we'd have to lay a pipeline to a well where we could get gas at a reasonable price. Not Lone Star. The Cora Taylor well. And, of course, it proved to be kind of expensive, too, at times because the line would corrode and the pipe would break. Then we got gas from Christy Mitchell and Mitchell in Bridgeport who owned that gas and sold it to us at a reasonable price. And we were allowed to bring Mexicans in and we started bringing them in right away.

Jenkins: Did you ever experience the problems in Decatur with the Mexican workers that you did in Athens?

Rosenzweig: Some. Of course you have to take the children to school and get them registered because they spoke no English. You had to find them a place to live and nobody wanted to rent to them. It was difficult but it didn't take long before the people we brought in . . . we went to the American Consulate in Monterrey and tried to find these people. And some of them were so nice, fit in so well, the people started to accept them quite well. Now they do all the time. They own houses here and they have beautiful homes and they get good jobs and the children are going to school, North Texas.

Jenkins: Oh, so as far as you know, there are no problems now.

Rosenzweig: No problems now, no.

Jenkins: Okay. For what other reasons did you come to Decatur? What about the source of supply?

Rosenzweig: Well, the source of supply, we got the sand from Ardmore, which is only a hundred and twenty miles away.

Jenkins: Did you truck that in here?

Rosenzweig: We trucked it in.

Jenkins: Your own truck?

Rosenzweig: No. We had problems with that, too, because we didn't have our own truck and we had to hire trucks, and we had to pay fines sometimes to the Interstate Commerce.

Jenkins: Tell us about some of those experiences.

Rosenzweig: Well, in the first place we couldn't keep a truck of our own. We tried it. It was very expensive. We couldn't afford it. So we'd have to hire a common carrier. They didn't have the right to bring the sand, I don't know why. But that's the way the government operated. They wanted us to keep a truck of our own and send the driver out. We did that for a year or two.

Jenkins: Why?

Rosenzweig: Expensive.

Jenkins: Now you said you paid some fines.

Rosenzweig: We paid four hundred dollars one time to the Interstate Commerce for having sent the truck. One of the men who had a truck here. We sent the truck out to go and pick up the sand.

Jenkins: And that was illegal?

Rosenzweig: Illegal. You're not supposed to do that. You see, the laws for Interstate Commerce are very different from the ones that you have just within the state. And we sold interstate.

Jenkins: Well, how did you solve that problem, or did you really?

Rosenzweig: We never really got around to it.

Jenkins: It was just always a pain getting it.

Rosenzweig: It was always a pain. And we got lime from Chico, which is very close. We could get a little truck and truck that in and we had no problem.

And we got soda ash from down in Houston from a big company, and we didn't have a problem. It was just the sand that was a problem.

Jenkins: Coming across the border, apparently, then was the problem.

Rosenzweig: No, . . . Soda ash. I think it was from Louisiana, it came from Louisiana, but bought in the state.

Jenkins: Oh, and you had no problem with that. It was just the sand from Oklahoma that you had problems with.

Rosenzweig: I don't know why.

Jenkins: And you never really knew, I see.

Rosenzweig: There must have been reasons for it, but I didn't understand.

Jenkins: Okay, so you're now setting up in Decatur. Who were those early stockholders, as you can recall?

Rosenzweig: C.P. Datson, Ralph Datson, J. A. Ferguson, Herbert Ferguson, W. B. Woodruff. And I guess that's about all that were there.

Jenkins: What proportion of the stock did you retain?

Rosenzweig: Sixty-two percent.

Jenkins: Oh, so you remained the major stockholder.

Rosenzweig: Yes.

Jenkins: Okay, now give us the history of the factory in Decatur. Kind of run through it as you would like to do it, then I will go back later, perhaps, and pick up some specific things.

Rosenzweig: Well, it may be of interest that we started building it in December of 1957 and we put down a cement slab. And we moved all the equipment from Athens, ten truckloads. We cut up the Tehrs . and everything, they had to be welded together again. When they arrived they were set up on this slab and it started to rain. There was no roof over the place and the mud around it was terrific and it was a real rough time. That was our first financial disaster, because it took so much money to get started and so much time to get started. We thought we'd be in production by the first of the year, and we couldn't start producing. We had a load of orders. ~~We'd got ten good~~ salesmen, we had lots of orders all over the country, we couldn't fill the orders. Orders just dissipate when you can't fill them in time. But we got out of it, and that's when we had to sell some of our stock. We weren't left with sixty-two percent. I don't really remember what happened. But I think we had to raise money somewhere, and I think maybe we sold some more of that stock and we were left with only fifty-something.

Jenkins: But you still retained more than half.

Rosenzweig: Yes we did. And the bank gave us a loan. And a short time after that we got a Small Business loan.

Jenkins: Oh, I see. Now the bank was a local bank?

Rosenzweig: Yes, First National.

Jenkins: Here in Decatur. And you got help from the Small Business Administration?

Rosenzweig: Yes.

Jenkins: Tell us about how you discovered them or they discovered you and your operation.

Rosenzweig: Well, my husband read the Wall Street Journal every day and he was interested in finances and he went to the Small Business and they thought it was a worthwhile project. I suppose they wouldn't have considered it if it wasn't. And we raised I don't know how much, twelve to fifteen thousand, only a small loan. Fifteen thousand I think. And we paid off every cent of it, in spite of the fact that we had such ups and downs.

Jenkins: How long did it take you to pay that off? Do you recall?

Rosenzweig: The very end of it I paid off after my husband died.

Jenkins: I see. So it was about how many years?

Rosenzweig: It was four, three or five years. Either one, I don't know. The loan was for a short period.

Jenkins: Oh, I see. For a short period of time.

- Rosenzweig: Well, we started in '57, '58 and he died in '65, so he wasn't in business here very long.
- Jenkins: And the bank loan, how long did it take you to do that?
- Rosenzweig: When we took the bank loan they asked for insurance. He was uninsurable in some respects. He had a cardiac attack some time before that. But we had a high risk rate when we got insurance for him. And when he died we owed out of the twelve thousand dollars, something about three thousand to the bank and that the insurance paid it all. And there was even a little bit left over that went to me for some things that I had expended money for. So the bank was paid off and the Small Business was paid off. With the first payment that Mr. Sewell made to me, he gave me a third, he was going to give me two-thirds as time went by, you know. With that first money I paid off the gas company. And I paid off the accountant about a thousand dollars. Everybody was paid off and it was free and clear.
- Jenkins: Well, let's go back and experience the plant in Decatur during your husband's lifetime, and talk about growth and such as that. So give us a sketch of the history of the business while your husband was alive. You finally got started that first year after the rain.
- Rosenzweig: Yeah, we got started. And I think we started with the same things we were making in Athens, but they were

expensive to make and didn't return enough money to afford that. It's so expensive to work by hand now.

Jenkins: What kinds of things were you making?

Rosenzweig: Those glasses and bottles and pitchers. So we started to go at the molds that were called iron molds. There are two kinds of molds; paste molds, these, and iron molds that work much faster. Those are the glasses we use now, the textured ones, you know. And he made this textured glass which didn't show up every little flaw in the glass. You didn't have to have so much seconds and cast-offs and things like that.

Jenkins: In Athens, though, you had been making a different kind?

Rosenzweig: We were making paste molds, yes.

Jenkins: Now tell us about paste molds.

Rosenzweig: Paste molds have to be repaired and they have to have very skilled workers and every little flaw shows up and becomes either not usable or usable as seconds. When we made these iron molds we turned it out much faster, we had better results and it was better accepted because it was sold at a cheaper price. It was a price that, like my husband used to say, you can put it in the dishwasher and it didn't break and things like that. The colors were beautiful. We did have success with the equipment once we got started.

Jenkins: But in Athens you were making a different kind of product and you just felt like you had to abandon that.

Rosenzweig: Yes.

Jenkins: Because it wasn't economically feasible.

Rosenzweig: Yes. And then we went back to that smooth textured glass and this time made it in iron molds. It showed seams and that wasn't very acceptable, you know.

Jenkins: Well, let's drop back to Athens and talk about what your market was. Who did you sell your product to?

Rosenzweig: Well, we sold a great deal to A. Harris. At that time it was not Sanger Harris, it was A. Harris. We sold Titcher-Goettinger. We sold all over to the east and at one time we even sold glasses to a Parisian department store. We sold to stamp companies, we sold to people that gave give-aways, all kinds. We had lots of salesmen. We had set up manufacturers representatives.

Jenkins: Tell us about that.

Rosenzweig: Well, we had a manufacturer's representative for Texas and Oklahoma and four state areas around here. I used to go to glass shows in Atlantic City. They have an annual glass show at the beginning of January, and display the glass. We set it up, rent the space and set up tables and display the glass and people would come along and give you their orders, all sorts of orders.

In the meantime, salesmen would come around and say, "I'd like to sell your line." And so we got salesmen that way. And once we got the salesmen we didn't try to sell in that area, but they would. They worked on a ten percent commission,

Jenkins: And how widely were you marketing across the United States? Primarily in these four states?

Rosenzweig: No, all over the United States. We even went up into Canada.

Jenkins: Your salesmen were covering that territory?

Rosenzweig: Yes. Different salesmen were covering the territory and the people who came in from out of state to a show, the salesmen would set up a show in their area.

Jenkins: I see.

Rosenzweig: So somebody in the northeast, say New York, would set up a show and somebody from Montreal, Canada would come in and would buy glassware for their store, their department store.

Jenkins: But your salesmen weren't covering that territory.

Rosenzweig: Some traveled and some didn't travel very much. Of course, . . . my husband always complained that they don't travel, they wait till they come to the shows and he didn't think they were working hard enough.

Jenkins: Now you had how many salesmen while you were in Athens?

Rosenzweig: I don't know about Athens, I can't tell how many salesmen we had then, but we ended up with about eight or nine different representatives, manufacturer's representatives for eight or nine different sections of the country.

Jenkins: That was after you came to Decatur.

Rosenzweig: After we came here, yes.

Jenkins: Do you recall what kind of sales volume you were having in Athens?

Rosenzweig: I imagine we had about sixty thousand dollars when we got going, at the beginning. And it sort of fluctuated, but some seasons were better than others.

Jenkins: Was the sixty thousand, maybe the first year or so?

Rosenzweig: No, I don't think we had that immediately. I think it took a couple of years or so to build up to that.

Jenkins: And by the time you left Athens was it still around sixty?

Rosenzweig: Maybe up to eighty or ninety.

Jenkins: Oh, I see.

Rosenzweig: Yes. Here it must have gone up to about one hundred and twenty or so, maybe more.

Jenkins: You weren't keeping the books at the time.

Rosenzweig: No, no.

Jenkins: But you were working there.

Rosenzweig: In Athens I wasn't really working very much. Well, yes, I worked. I was at the factory supervising the people who were working there and making sales. I was selling the retail sales that we had.

Jenkins: Were you on any kind of salary?

Rosenzweig: No.

Jenkins: I see.

Rosenzweig: When I started getting Social Security I lost out on that. Didn't draw any. But I kept a percentage of the retail sales, that was my income.

Jenkins: I see. Do you have a recollection of what that was?

Rosenzweig: About thirty dollars a week. (Laughter)

Jenkins: I see. So that was your personal income off of it.

Rosenzweig: Yes.

Jenkins: Do you have a notion of what your husband was drawing?

Rosenzweig: He was drawing on the books. He started out with thirty dollars a week. And his expenses, his traveling expenses.

Jenkins: And as far as you know, when you left Athens, that's what he was drawing.

Rosenzweig: Yes. When we got here we set it up for fifty dollars a week for me and fifty dollars a week for him.

Jenkins: Okay, that's very helpful. So you were still building the business.

Rosenzweig: Yes, building it all the time.

Jenkins: Surviving as best you could, in order to build the

business. Okay. Let's take a trip through the plant.

Rosenzweig: Yes. Where, in Athens?

Jenkins: Well, let's do both. Will there be much difference?

Rosenzweig: Yes.

Jenkins: Okay. Let's take a trip through the Athens plant and then let's come and take a trip through the Decatur plant.

Rosenzweig: Okay. In Athens we had this factory building and not enough space for a warehouse. And we had this little warehouse across the little piece of ground that was given to us with the building. We were paying two hundred dollars a month for rent. And we were allowed to use their little warehouse, and we kept glassware there. And we had to go from building to building to put it away when we finished it and packed it in boxes and then bring it in when we were packing it to ship out, which was quite an expenditure that way. And we had no office and we moved into a little house with two bedrooms and we set the office in one bedroom with a typewriter and no adding machine, we added by hand. And we got a little girl who went to junior college to help handle the bookkeeping and the invoices and things like that, while I was at the factory she went home to do it in the house. And when we came here, of course, we had an office and I was there all the time.

Jenkins: Well, were you giving tours through the plant at Athens?

Rosenzweig: Yes.

Jenkins: Well, take me on a tour.

Rosenzweig: Well, people would come in one door and it was just a little place, you just walked down a distance and you saw the big tank.

Jenkins: Give me a tour showing me the process of getting to a completed piece of glass.

Rosenzweig: Well, you come in, walk down a little distance and there was the tank toward the back of the building. In back of that was a storeroom for the raw materials. Because the materials have to be at the back of the tank. And it was built so, the tank was built so that it was very easy to get to the back of the tank.

Jenkins: Now what are you calling the tank? What happens in the tank?

Rosenzweig: The tank is where you put in the raw materials in the back and after a certain amount of time it comes back molten glass in the front.

Jenkins: So It's a furnace?

Rosenzweig: It's a furnace. It's twenty-six hundred degrees in temperature in the hottest spot. And with the raw materials you must put in old broken glass.

Jenkins: Why?

Rosenzweig: Otherwise the temperature would have to be much higher

than it is because as the glass melts it gives off heat and it makes it hotter.

Jenkins: I see, So when the glass is molten, describe the process of getting to a completed piece.

Rosenzweig: Well, you have to have two skilled men. They are the key men to what you call a shop. A shop is a group that works together. One dips in his blow pipe and he takes out glass. Now he has to know how much to take out so it has even thickness and has the same size, each piece, and he has to be quite skillful. And, of course, you have to have somebody who has experience doing that. You couldn't take a raw recruit and put him up there. And that's why Pedro here just does all the gathering, because he can do it better than anybody else. Then he blows into that, gets it started and hands it to the blower who blows in again into a mold. Now when it's taken out from the mold it's cut off from the blow pipe. He lifts it with pliers and pincers, and somebody knocks it off from the blow pipe. When we first started in Athens we had three different machines. One that scratched it, one that burnt it off and one that polished it. That was very expensive to do. When we came here, Herman went around to find a place where they'd make him a machine that burnt it off immediately after it was taken off the pipe. That saved a lot of money, too.

Jenkins: Now you've got it in the mold.

Rosenzweig: We've got it in the mold, taken out, knocked off from the blow pipe. In the meantime, the gatherer who was at the tank is knocking off his excess glass from the blowpipe and starting another one. This was a continuous process.

Jenkins: Now, after it comes out of the mold, what happens?

Rosenzweig: Then you put it on an annealing furnace and a lehr.

Jenkins: And the purpose of that is . . .

Rosenzweig: That starts at a thousand degrees and comes out at room temperature. It takes two and a half hours for the glass to move through the lehr--moving slowly.

Jenkins: Why is that so essential?

Rosenzweig: To relieve the stress on the glass. It would break easily if it was cooled rapidly.

Jenkins: I see.

Rosenzweig: To keep it from cooling rapidly. You've got to work it fast enough so it doesn't get below one thousand degrees by the time he's finished working it. And when he puts it on the lehr it's not getting any hotter, it's getting cooler although it starts at a thousand degrees. Don't forget that when the glass was being formed it came out at twenty-six hundred. While it's being formed it's cooling a little bit but it's still above a thousand degrees. And then he puts it into that annealing lehr.

- Jenkins: Apparently at those temperatures if you throw water on it, it doesn't break as we think of glass breaking.
- Rosenzweig: Yes it would break and as a matter of fact there's some glass that's made crackled on the outside because of water.
- Jenkins: Well, that's what I mean. But it doesn't shatter and destroy the glass.
- Rosenzweig: No, when the glass is finished and comes off the Lehr it's supposed to be very strong because it was cooled slowly.
- Jenkins: Yeah, but I'm going back to a point at which they dipped that in water and instead of shattering it, it only crackled, so at that temperature it doesn't shatter the glass.
- Rosenzweig: No, no.
- Jenkins: And they make designs on it sometimes.
- Rosenzweig: Well you see when you're putting it on, when it's so hot, it's really actually partly molten. It isn't all solid yet.
- Jenkins: So it wouldn't have that tendency.
- Rosenzweig: Right.
- Jenkins: If we came through the plant in Decatur would it differ much from the one, the tour in Athens?
- Rosenzweig: Yes. Well, partly alike and partly different. In the

first place they had a different finishing. They have a burning off machine where the glass was burned off. The glass stands there and goes round and round and the edge is burnt off all at once. Burnt off and beveled all at once. And in Athens we had to do it with three separate machines. As a matter of fact in Athens when it came off it had the top of the glass on it. You put it on the Lehr and you cooled it and that night the man who was tending the furnace and filling it all night had to put it into one machine where it scratched it, put it in another machine that breaks it off, put it in another machine that made a beveled edge. That was very expensive, too, of course. But when we got to Decatur we got a burning-off machine. It was all done at once and the glass was finished. And in two and a half hours after you started blowing it, it was already a glass, perfectly molded.

Jenkins: Do you have any recollection of the cost of some of this equipment? Apparently it is very expensive equipment.

Rosenzweig: It's very expensive if you go to a company and say "Make one for me." And their engineer designs it and their people make it. But my husband did his own designing, his own engineering, and he found people who could do

things for him at a reasonable cost. And so this burning off machine he went down to Mexico to get. He got two from down there. He went to a machine shop and the man did it for him as he directed him to do it.

Jenkins: Do you have any idea what the cost of that machine was?

Rosenzweig: No.

Jenkins: But it's still expensive.

Rosenzweig: Still expensive, yes. But it would have been prohibitive if we had gone and done it through the regular channel.

Jenkins: Oh, I see. So your husband's knowledge enabled you to be in the glass business where you otherwise could not.

Rosenzweig: Could not have. Unless we had a million dollars.

Jenkins: Yes, I see. Let's go back now to the development of the Decatur plant and the sales volume as it grew in Decatur. Give us some idea of how your sales volume grew during the time you were here.

Rosenzweig: It must have doubled, at least doubled. Maybe more.

Jenkins: When you left Athens it was eighty or so thousand.

Rosenzweig: Maybe about that. And I wouldn't want to be held to that either.

Jenkins: We're just kind of getting a notion of, and it increased after you got to Decatur, I suppose.

Rosenzweig: Yes. We did have problems with production, you always do. Sometimes the glass doesn't come out the right color, sometimes the machine didn't work just right. But our

biggest problems were not with the equipment, our biggest problems always at that time in Decatur were sales. To get the salesmen to sell enough and to keep the orders open if we can't fill it right away. Because sometimes we got orders and weren't able to fill it.

Jenkins: Now were your salesmen selling only your products or were they selling others?

Rosenzweig: No, they were selling China and other things.

Jenkins: For lots of people.

Rosenzweig: Lots of people.

Jenkins: I see. I wondered how they could survive.

Rosenzweig: They couldn't have.

Jenkins: So you had other products competing with your salesmen.

Rosenzweig: Yes.

Jenkins: All right. Do you have any idea what the sales were running by the time you sold the company?

Rosenzweig: I really don't. But there are records somewhere of those things. When we came to Decatur, the people who are our stockholders were very helpful. Ralph Datsun did the bookkeeping for nothing at all and at that time I didn't know much about bookkeeping. After a while they taught me and I did the bookkeeping myself, and Mr. Woodruff did the legal work and they were all quite helpful.

Jenkins: So your stockholders all worked for nothing, essentially.

Rosenzweig: Yes. And they seemed to be wanting to build up the business rather than get money right away, too.

Jenkins: Now I'm not sure we recorded, you indicated that when you left Athens you had bought the stock and the company owned all the stock, but you personally owed the stockholders in Athens.

Rosenzweig: Yes.

Jenkins: But you paid them off within five years.

Rosenzweig: Yes.

Jenkins: Okay, so within five years your personal debt for the stock was paid off.

Rosenzweig: Was paid, yes.

Jenkins: Now we've made some statements about sales volume, how about the variety of products that you made? When you were in Athens you were making what kinds of things?

Rosenzweig: Limited, pitchers and small ones and big ones and vases and glasses.

Jenkins: The fancier things.

Rosenzweig: Well, the more difficult things. It was more difficult to make and the loss was more, the imperfections were more.

Jenkins: Now when you got to Decatur, what kind of variety did you have?

Rosenzweig: Well, we had quite a bit. We had pitchers of different sizes, we had glasses all different sizes, juice, water, old fashioned, tea glasses, and we made some great big twenty-four ounce glasses and we made bottles and

decanter and juice glasses with it. We made quite a variety of things. We thought we had a very large line. Lots of things. Of course the salesmen wanted more and more things. They'd come up with ideas of what they wanted. "If I had this I could sell."

Jenkins: Your molds for all of those. You had to have molds for each one of those.

Rosenzweig: Yes.

Jenkins: Where were you getting them?

Rosenzweig: Some of them we got in West Virginia, but some of them we got in Mexico. My husband developed a friendship with a man in Monterrey who had a glass factory and found our mold makers and went down there and had them made in Mexico.

Jenkins: Were those very expensive?

Rosenzweig: Well, they were much cheaper in Mexico than they were here, but of course he had to make the blueprints for them.

Jenkins: Oh, that's right. He did the engineering.

Rosenzweig: He did the engineering.

Jenkins: Go back to Athens and kind of summarize through Athens and through Decatur the number of employees that you had over the years.

Rosenzweig: Well, we had one shop, one group. And we had two skilled workers and we had about three or four apprentices to work

with them on the shop. We had to have three tank men so they could cover every night, and every Saturday and Sunday. Then those tank men very often could do the cutting off at night. Sometimes we couldn't depend on them, we had to have somebody else help out if it was too much, and someone do the tank. But the tank has to be filled every hour and then he's got an hour of free time. So that hour he can set up his cutting off machine and cut it off. Of course we had accidents and we had things that happen. We had to go down in the middle of the night when things happened or something went wrong with the tank. My husband would go down in the middle of the night, the telephone was right near his bed.

Jenkins: Did the number of employees grow while you were in Athens?

Rosenzweig: Not much. We kept up this one shop. But when we came here we did have more, because . . . well, when we made pitchers. That was another problem. We had to pay overtime or get an extra man to work. Our man for the night shift would come in the daytime for the few hours we were making pitchers because you need extra men. You need ten men to make a pitcher. The handle has to be formed at the same time the pitcher is formed and put on when both pieces are the same temperature. It's highly

skilled.

Jenkins: You left Athens with about how many total employees?

Rosenzweig: About twelve.

Jenkins: And you started in Decatur with about how many?

Rosenzweig: We started with twelve and we probably ended up with about twenty-four.

Jenkins: So you did have steady growth.

Rosenzweig: Yes. Yes, we had steady growth. Unfortunately we couldn't have it long enough.

Jenkins: Yes. And you mentioned this before, but the primary source of your employees was Mexico.

Rosenzweig: Mexico. We did have some local boys. We had to fill in with local ones all the time. They weren't very dependable.

Jenkins: But your skills were all from Mexico.

Rosenzweig: Yes, here in Decatur. Not in Athens. In Athens our skill was from West Virginia and Ohio and some place like that.

Jenkins: What about your unskilled workers? Were they principally from Mexico also?

Rosenzweig: Here, yes. We tried to get as many as we could.

Jenkins: How did you actually manage to find them and get them up here.

Rosenzweig: Well, they were recommended. This man who knew my husband sent him his first one and then he recommended

someone that he knew and then sometimes . . . but, of course, the actual work of getting them here would have to be done in the Consulate down there. We made out papers and promised them a fair salary to take care of them and see that they don't become public charges and things like that.

Jenkins: Well, did you actually physically go down there with a truck or a car or anything to find them?

Rosenzweig: No, they came on their own. We just drove down and spoke to the people in the Consulate. We did not bring them back ever, ourselves.

Jenkins: Oh, but you did go down there and recruit.

Rosenzweig: Yes.

Jenkins: But you didn't physically bring any of them.

Rosenzweig: That's right. They got their papers, their working papers, and came here on their own.

Jenkins: I see. In terms of your skilled workers, did most of those stay with you once they got here. Or was there much turnover?

Rosenzweig: No, they stayed. We had three or four that were highly skilled and they stayed. And when some of them left, we replaced them. Some of them are still here.

Jenkins: Of the ones who are still here working for the Decatur Glass Works, how long have they been working in this glass factory?

Rosenzweig: Twenty years.

Jenkins: Is that right?

Rosenzweig: Twenty-one.

Jenkins: From the beginning when you came here.

Rosenzweig: Yes. The only one I know, really is Pedro who's there. Mateo worked there all the time my husband was there and while I was there. See, I was with the factory for four years before it was sold and Mateo stayed on and helped me carry through. But he doesn't work there, now.

Jenkins: What kind of wages? Can you go back to Athens and talk about wages? And then come to Decatur and talk about wages?

Rosenzweig: Yes. In Athens we payed, of course, the minimum wage to the apprentices. We couldn't even hire a school boy under a certain age because of the Interstate Commerce, and we had to pay the minimum wage. Of course the skilled ones we would pay commensurate with their work. When we got to Decatur we tried to set up a piece work system, they got so much per hundred. And we got the idea of how much this was from what the union would pay for it. And we set up so much, say a dollar twenty a hundred pieces of this, or something like that. And then they would have to come up to it to get that much pay. And they made fairly good wages.

- Jenkins: In terms of daily or weekly or monthly income, do you have a recollection of what your skilled workers were making?
- Rosenzweig: Well, I'm not sure of that. I don't know.
- Jenkins: Do you think it was comparable, though, to union wages because you started that as a base.
- Rosenzweig: If they developed enough skill, yes.
- Jenkins: I see. But you really don't know what kind of . . .
- Rosenzweig: No. They certainly got paid more than they did in Mexico.
- Jenkins: Yeah. What kinds of fluctuations did you have in production and sales?
- Rosenzweig: Well, there was a high in the spring when big glasses were needed for drinks and things like that, and a high before Christmas because they were very often Christmas presents and things like that. And we had to build up a stock. That was another reason why you have to have money. You have to build up a stock so when the orders come in September that you have enough stock left to ship out all those orders. And we had some problems with not being able to fill the orders enough. We had more orders than we could fill ~~because~~ we couldn't produce fast enough.
- Jenkins: Did this give you any problems of having to hire extra labor and having to lay off people?

Rosenzweig: Yes. Right at Christmas time we usually closed down the factory and we cleared the tank and the Lehr and everything. They'd go home to Mexico for their holidays and we worked here with a skeleton crew, fix it up and start off again. Because all the sales automatically stopped around Christmas time.

Jenkins: But everyone took a vacation then.

Rosenzweig: Yes.

Jenkins: Well, my question is, did you have enough fluctuations during the year that you had to hire part-time help or you had to lay off any of your permanent help, or were you pretty stable in terms of that?

Rosenzweig: We were pretty stable. We were looking ahead to when we needed it. If we don't need it now we'll need it later. We had a lot of stock.

Jenkins: Building up stock.

Rosenzweig: We had quite a bit of stock, yes.

Jenkins: And your storage space was right here on your own ground.

Rosenzweig: Yes. Storage space was kind of limited. Our place wasn't too large and we had to be very very careful where we stocked it and how it was labeled and how it was stored, so when we go to pack we know where to find it.

Jenkins: What is your knowledge of how the company was financed over the years? Now you have mentioned how it was

financed in Athens and how you got started in Decatur.

Rosenzweig: Yes. And then the Small Business loan helped. And bank loans helped. The bank was not very anxious to lend money. Banks are kind of conservative, I suppose. We put a lot of money back when we drew enough salary. After a while I drew a hundred dollars a week and my husband drew a hundred dollars a week and we put back as much as we could when we needed it. And we made retail sales and that helped pay the expenses. It was surprising what an income we had from retail sales.

Jenkins: Tell us a little about the retail.

Rosenzweig: The retail was seconds merchandise that was not perfect that we might have difficulty if we sold it to stores. So we just put it out in the showroom. We had this, we had that. And we kept it in a separate section of the factory. People would come in to see how the glass was made. They'd bring the children, they'd come from all over the country. As they came out they stopped and bought presents for people they were going home to and for their own. And that money came in almost immediately, so we didn't have to wait thirty days like you do for a business to pay you.

Jenkins: Do you have any idea how that retail income compared to the wholesale income?

Rosenzweig: Well, it wasn't much, compared to it, but it was something. And it was ready money and a cash flow. I wish I knew more about the financing of the factory. But when I started out I wasn't going to be in the factory. And my husband seemed to take all that responsibility himself.

But he fancied himself the financier and he took care of it and I really don't know too much about it.

Jenkins: You did pay back the SBA.

Rosenzweig: Yes.

Jenkins: And you paid back the bank loan, the original one.

Rosenzweig: Yes.

Jenkins: Do you have any knowledge of further financing that he did?

Rosenzweig: No, we paid the gas company everything, paid everybody everything and paid the salesmen what I owed them, paid the . . .

Jenkins: Well, now, I'm talking about before his death, though.

Rosenzweig: Yes.

Jenkins: After paying SBA back and the bank, as far as you know, did he . . .

Rosenzweig: No, no other financing.

Jenkins: No other financing, okay. So he was operating on cash flow from production.

Rosenzweig: Yes. We didn't pay any dividends to the stockholders but we were not exactly in the red, you know.

Jenkins: You weren't borrowing more money as far as you know.

Rosenzweig: No.

Jenkins: Okay, so when you came up to the time of his death, as far as you know there were not outstanding debts, is that what you're saying?

Rosenzweig: Well, the first year after he died we did so well that I had a stockholder's meeting here in the house because I was too sick to go to the factory. And the stockholders seemed to think that if I keep it up next year we'll be paying dividends. But it didn't work that way. It got harder, progressively harder and I got progressively sicker and it was just too hard to run, and it had the same reverses that it had had before. One year was better than the other, so I just didn't . . . we didn't pay dividends.

Jenkins: Well, carry us up through, then, the liquidation. Kind of summarize up to your husband's death and the after effects of that and your eventually selling the company.

Rosenzweig: Well, while he was sick we carried on the best we could, and we were producing glass for selling and paying our bills and paying salary and everything. I was staying with him but I was doing the work in the hotel room. And he'd come down, when he came home in between hospital

sessions he'd go down every afternoon and sit in the office and look over things and do things. Then when he got very sick and couldn't anymore, well he died shortly after that.

Jenkins: And what year was it he died?

Rosenzweig: 1965. And then the first year, as I said, everything went very well and then I had to close down the factory. But we were used to closing down. We used to close down a lot and send the men back to Mexico for a vacation. And we saved money that way. And, of course, there were local people who asked for unemployment insurance and they got it when they lost their job. And some of them always stayed on and helped me carry on. And I kept the factory for four years and then when we sold it we had not too many debts. We had a few thousand dollars from the Small Business, a few thousand dollars to the bank, a little bit to the gas company. Of course, I'd have to have sessions with the gas company and promise them when I was going to pay and things like that.

Jenkins: I know you left in the archives the contract which had many of those figures in them.

Rosenzweig: Did I?

Jenkins: Yes. Give us a little more history of your four years of carrying on after he died. Give us more insight

into what you faced.

Rosenzweig: I really don't remember very much.

Jenkins: Is that right?

Rosenzweig: Yes, I guess I try to keep it out of my mind.

Jenkins: You did take over, though, as manager.

Rosenzweig: Yes, and I went down and I saw that the people who worked there were being paid. I saw that we sold some glass for the retail sales and there were still some orders from the merchandise that we had. But we weren't producing more glass after the first year or year and a half or so.

Jenkins: Oh, you just went out of production.

Rosenzweig: I went out of production for a while.

Jenkins: And did you come back?

Rosenzweig: I think so.

Jenkins: And then you came back into production?

Rosenzweig: No. Not till Sewell came I don't think we came back into production.

Jenkins: Okay, well now we need to go through that, you see, and . . .

Rosenzweig: I don't remember that I did. I may have, but I don't remember.

Jenkins: Okay, now he died in '65.

Rosenzweig: January of '65.

Jenkins: And you produced for another couple of years, you say?

Rosenzweig: I think so.

Jenkins: And then you stopped production, but you continued to .
..

Rosenzweig: As a matter of fact when I stopped I thought I was doing what he was doing all the time, closing down when there weren't enough orders and there wasn't enough work. And there was enough stock to ship from stock. When we had enough to ship from stock we stopped producing for a while.

Jenkins: I see. And then you don't remember whether you actually came back into production.

Rosenzweig: I don't think I did.

Jenkins: I see. So for another couple of years after producing and shutting down you were simply selling from stock.

Rosenzweig: Yes.

Jenkins: And the time came when you decided you had to sell out.

Rosenzweig: Well, I decided, and I spoke to Mr. Ferguson from the bank and he gave me a list that he had gotten from somewhere, of glass companies and I started writing to all these big glass companies whether they were interested. And I wrote to the engineer in Pittsburgh that used to do business with my husband whether he knows of anybody who was interested. We had inquiries. Right after he died people had inquired and I didn't sell it at that time. So I started writing some people I thought I

had contact with. But Mr. Sewell showed up out of the clear blue. I don't know where he came from. He just came in one Sunday and wanted to see the glass factory and wanted to buy it. And I gave him a promise to sell if he wanted it, and I went off somewhere . . .

Somebody called me and I was leaving town going away on Friday night and he came along and wanted to see me. And I came back and he talked to me. And then on Sunday he came back and wanted to buy it and I called my nephew, who is a lawyer all the way in the east and said, "What do I do?" And he said, "Well, just sign the paper that you're willing to sell to him if you want to." Then we started negotiating and he was brutal. He was unbelievable. He was pressing for all sorts of things. I didn't know that it was not his money, that he was buying it for a company. I didn't know anything about it. But the whole negotiation was done by a lawyer friend in Fort Worth, Mr. Gilbert.

Jenkins:

For you?

Rosenzweig:

For me. And he said, "Don't do it. Don't do this, don't do that, don't do that." The stockholders were willing to sell their share, keep their stock and go on. They didn't want to sell theirs. He was paying me ten cents on the dollar. The accountant made out the books and I asked for the money that I had put in,

my own salaries I had put back and things like that. That was \$30,000. Stockholders took seventeen thousand dollars. And we had a meeting, a stockholder's meeting and this lawyer came from Fort Worth and they were represented by one of theirs, one of the stockholders who was a lawyer, and they said that they can only go up, they can't go down. So they decided to stay, but they did go down.

Jenkins: Now you say Mr. Sewell actually was buying for someone else.

Rosenzweig: Yes.

Jenkins: So you didn't know that. And at what time did you actually sell? It looks like the approximate date of the sale was '69.

Rosenzweig: March or April or sometime in '69.

Jenkins: Now apparently from the documents there, there were two companies involved. Explain that to us.

Rosenzweig: Well, when we first came to Decatur and when the business was set up, it was set up as two companies. One owning the land and the building, the other owning the equipment and the glass stock and the merchandise and all the equipment.

Jenkins: The stockholders were the same.

Rosenzweig: The same stockholders owned the same amount of stock they had in one company in the other.

Jenkins: I see. Do you know the reason for making two companies at that time?

Rosenzweig: I don't know. But I thought the lawyer said it might be a tax saving. Oh, the one that owned the company and building owned the pipeline, too.

Jenkins: I see. Let's go through your recollection now of your negotiation and sale with Mr. Sewell again. How he came into it and your recollection of how those things came about.

Rosenzweig: Mr. Sewell came down and he said he wanted to see me and talk to me about it. He said he was willing to buy the glass factory, he didn't tell me for whom or . . . well he told me how he would pay it, in three installments. He would pay me a down payment of one third and then pay out two-thirds at different dates. And he was going to buy the whole thing, both companies. And after that we had a stockholder's meeting, and one of their stockholders was a lawyer. My lawyer came from Fort Worth and they set it up that way. I don't know just exactly how much was paid for each share of stock, but the stockholders decided to stay in the company. He had offered their people . . . he had the people who were buying it come down. They were there. I saw them there, and they offered to pay them out if they wanted to, but it was such a little amount they thought they'd like to stick

in and see if they'd make a go of it.

Jenkins: So Sewell was representing someone.

Rosenzweig: Represented them, yes.

Jenkins: What is your knowledge of how the plant operated under those people? And how they eventually got out of it ?

Rosenzweig: Sewell was very secretive as far as his negotiations with them and what he was doing in the factory. I went as far as the office and never went into the building or never saw anything. Sewell had made an agreement with me that I was to stay with him for six months to help him get started. He'd pay me a hundred dollars a week. But after two or three weeks he asked me would I leave. And I, being in the condition I was in I was glad to leave.

Jenkins: So you really had no further knowledge of what happened.

Rosenzweig: No.

Jenkins: And you don't have any real knowledge of the company that he represented selling out to the present company?

Rosenzweig: No.

Jenkins: Okay. Let's look at the kind of organization structure you had over the years. Was it always a corporation?

Rosenzweig: Always.

Jenkins: Tell us who the officers were and the chairman of the board and . . .

Rosenzweig: In Decatur?

Jenkins: Well, let's start with Athens.

Rosenzweig: Well, in Athens my husband was the president and I don't know who was the vice-president, one of the other stockholders probably. And they were five and he was one, or maybe I was some sort of an officer, I don't know. And, of course, they had equal power with him because they had fifty percent of the vote when it came to voting. And when we came here he was the president, I was the vice-president, Ralph Datsón was the secretary, he was keeping the books, and Mr. C. P. Datsón was the chairman of the board.

Jenkins: And that structure remained pretty steady, I suppose?

Rosenzweig: Well, no, I don't know. I don't think Ralph Datsón remained the secretary, I think we changed it. I think my husband was the president, I was the vice-president and the accountant was the secretary. The one we hired. We hired another accountant. My husband felt that he would do better that way.

Jenkins: So, all through the years you and your husband always owned more than fifty percent?

Rosenzweig: Yes.

Jenkins: So this really has been very much a family business.

Rosenzweig: Yes.

Jenkins: In which both of you worked at the time.

Rosenzweig: Yes.

- Jenkins: What about, did you ever think about, did you ever worry about competition? What was your awareness of competition?
- Rosenzweig: Well, all the factories and manufacturers of machine-made glassware at a cheaper price were competition. All the Mexican hand plants were competition. They manufactured at a lower price. Yes, we had competition.
- Jenkins: I got the impression, though, that your biggest problem, was getting salesmen? You could have produced more if you could have got more sales? How did you feel about that?
- Rosenzweig: Well, I don't know. I think if we had had more capital so we could invest in more stock, boost the sales that way we might have been able to do better. But we were limited in how much we could keep in merchandise, how much we could keep in stock.
- Jenkins: I see.
- Rosenzweig: We had to depend on the fact that ours was a better glass, prettier glass, and that's why we had to sell it for a little bit more and that wouldn't go over very strong. You know, people would just as soon buy cheap machine-made glass that they're going to drop as they would buy a better one.
- Jenkins: Were you keeping up with what your salesmen could

sell? In terms of production.

Rosenzweig: Well, they'd come back sometimes with far fetched ideas.

"If you made me a bowl like this, I could sell it."

"Well, I can't make a bowl like this 'cause I can't spend the money for the mold now, I can't start a new production. Sell what I've got. Sell everything I've got and then I'll make you another mold." That didn't go.

Jenkins: I see. So probably the limited capitalization was one of the biggest problems.

Rosenzweig: Yes.

Jenkins: And the really big manufacturers.

Rosenzweig: That was the big problem.

Jenkins: I noticed in some of the articles they talked about a typical day at the plant. Go back and talk about, if there was such a thing, a typical day of getting down there and how you would spend your time.

Rosenzweig: Well, when my husband started getting sick I got down there at seven o'clock in the morning, found that some people had signed in even though they weren't there. Somebody had signed in for them and they came in late. Things like that that I had to check up on. And they started working at seven o'clock and worked until four, with an hour for lunch. At four o'clock the tank men came on. The tank men started ladeling out

glass and filling in glass. The thing in a continuous tank is that you have to keep the glass moving, you can't just fill in, you've got to ladle out, too. That glass has to move all the time. The glass that they took out they dropped into cold water, and broke up and we saved bins of glass because we had to have our glass to make glass. In other words, if you want to keep it the same quality and the same color and the same form of glass, you've got to store up enough reserve glass to fill in with the raw material when you're making the new batch of it. Every Friday afternoon we'd have to start ladling it out and changing the color. By Monday morning that color has to be ready.

My husband would go down every night at twelve o'clock at night to see what was going on. He found out where the man had fallen asleep and not taken care of it one hour. If he didn't fill it in every hour he thought well he'd sleep through a couple of hours and put in two batches at once. That doesn't work. You've got to do it every hour. It takes time to melt and he could tell. He did that when he lived in Mexico. He'd go down at twelve o'clock night and check the factory and find out what they did was wrong. That's how he straightened them out. And it was constant work and constant supervision.

Jenkins: And ya'll spent long hours.

Rosenzweig: Long hours. Of course, we'd go home for lunch or for dinner and somebody would call and say they want to buy glass and we'd go back to sell glass. But those few cents that came in, two, three, four dollars was all worth every penny and it was worthwhile having.

Jenkins: There was something said in one of the articles about opening a plant in Bowie. That's the first time I'd run across that.

Rosenzweig: Well, that had nothing to do with TexGlass. That was totally independent.

Jenkins: Oh, I see.

Rosenzweig: But he did try to start a glass factory in Bowie where they make glass beads for highway paints.

Jenkins: I see. Did he do that?

Rosenzweig: Started it and got sick and couldn't go on. And they sold out after a while. It was going, they were selling it for a while. They were making something of it. He had started it and the others carried it on.

Jenkins: And this was a separate corporation?

Rosenzweig: Separate, altogether separate. It had nothing to do with this.

Jenkins: But your husband was the principal . . .

Rosenzweig: Yes, he and two other men got together and started it. They bought some equipment and he engineered it and

the others had the work done.

Jenkins: But at his illness he had to sell out.

Rosenzweig: Yes.

Jenkins: I see. While we were off, were talking about some other things, actually, that the company got involved in, mention those if you would.

Rosenzweig: Well, we made glass for industrial purposes. For example, we made clear glass, broke it up in chips and put it in sacks, put it on a truck and sent it to Grand View where they use it to melt down and make glass fiber with. They were making glass fiber there. And sometimes we'd sell them glass even in Dallas. Some buildings went up, like the Blue Cross building. They used some of our blue glass in the front of the building. They used it for Terrazo floors sometimes.

Jenkins: Chips?

Rosenzweig: Chips. Glass chips. Since we had to work and keep the tank moving all the time we got the opportunity to make glass that we could sell commercially, besides what we saved for our own use. We were glad to do that.

Jenkins: I see. Were there any other types of things like that that . . .

Rosenzweig: I can't remember.

Jenkins: Okay. In all the time that you were in the glass business, you were never involved in unions.

Rosenzweig: No, we had contacts with the union when we were in Athens. They came down and conferred with my husband and gave him permission to run a non-union shop for five years, to get a start.

Jenkins: I recall. But after that there simply was no contact.

Rosenzweig: After five years we were gone from Athens and we had no contact.

Jenkins: Never heard from them again.

Rosenzweig: No.

Jenkins: I see. Let's go back now and pick up some more threads. In terms of your skilled people, some of them you said were skilled when you found them, but you trained some of them?

Rosenzweig: Yes, we had about three of them that came here experienced and the rest were trained right here.

Jenkins: How long does it take for a person to get to that level of skill?

Rosenzweig: Well, it depends on the amount of skill they have, it depends on the person who's being trained. The ones that were skilled had had years of experience in Mexico. But we trained some quickly. Some had an aptitude for it, and some took longer. But the gathering and the blowing we usually had done by the very skilled ones that came here skilled. It took a long time before you could put them up there.

Jenkins: Well, that's what I am talking about. The most skilled
. . .

Rosenzweig: The most skilled take a long time.

Jenkins: You hired as skilled. You did not even train any of
those. Did you have any people who were. . .

Rosenzweig: Eventually, yes. Some of the unskilled ones took over
in times when we needed to change or in emergencies.
They were able to take over sometimes. Maybe with not
quite as quick or good results, but they did take over.

Jenkins: Well, did any of them ever become permanent skilled
employees?

Rosenzweig: Yes. After that some became . . .

Jenkins: Well, apparently this is a matter of years.

Rosenzweig: Yes. It's something not taught in books. It's something
that you have to just do.

Jenkins: What about your other employees? How much training did
you have to do with the others?

Rosenzweig: The local boys were very hard to work with. It was hard
to get them trained. But the ones from Mexico . . . we
had quite a turnover at times.

Jenkins: But typically, if there is such a thing, how long would it
take for someone who had no glass experience to come in
and get to where they were productive for you?

Rosenzweig: Oh, a year at least.

Jenkins: I see. So turnover really hurt you.

Rosenzweig: Yes.

Jenkins: When you lost someone it was very difficult.

Rosenzweig: Yes.

Jenkins: Tell us about any insurance programs.

Rosenzweig: Well, there's an interesting story connected with that. When they first started coming, we had to prove that they would not become dependents. And so my husband got health maximum insurance for them, a group insurance. There had to be ten, a minimum of ten. Now, we paid for that for a long time and then after a while the men started saying they don't want to pay insurance, they're not getting anything out of it.

Jenkins: The employees were paying?

Rosenzweig: The employees. We were part of that plan, too.

Jenkins: Were you contributing or were they paying for it?

Rosenzweig: They were paying for it.

Jenkins: Okay.

Rosenzweig: They were paying for it and we were paying for our share and we had ten or twelve or something. When they started dropping out the number got too low and we couldn't keep the group insurance. If we had been wise we would have paid for them. Of course when my husband got sick he had surgery five months after he had gotten the high risk insurance and we had to wait six months and I had to pay the whole bill myself. If I had kept the group

insurance I would have been well off. But I wasn't. Well, anyhow, one man went back to Mexico for Christmas with his family. He was the foreman. He was the head man. And he got killed in an automobile accident. It was just about twenty days since we had cancelled that insurance. It struck my husband all of sudden that it was only twenty days and not thirty. And he got the woman, the wife ten thousand dollars from the insurance company. That was a lucky thing.

Jenkins: Did you have any other kind of benefit programs. Was there any profit sharing or . . .

Rosenzweig: There was no profit to share.

Jenkins: Okay. Safety programs, what kind of safety programs did you have?

Rosenzweig: Well, they were quite stringent about that. You know, we had to have fire extinguishers, for example, to keep our insurance down. But there was one man who used to come in that insisted the men wear goggles when they break off the glass, when they work at the glass. We had an awful time imposing that on them. Boy, we used to have to fight with them. They wouldn't wear goggles. And of course Herman expected them to put on a mask, a cloth mask when they were mixing the materials.

Jenkins: What kinds of government regulations did you have to be particularly aware of in this business?

Rosenzweig: Well, because it's interstate commerce you have to have a minimum wage, you have to have a minimum age. We once hired a boy fourteen, we didn't know. You're supposed to be sixteen to work in a factory. And the transportation of the sand from Mill Creek, Oklahoma. We had to keep our own truck, really and truly we were supposed to have our own truck and we did for a while, but not all the time.

Jenkins: This was before what we call OSHA now, Occupational Safety and Health Administration, so you didn't . . .

Rosenzweig: No, we didn't have that.

Jenkins: Were you aware at all of any state safety regulations that they inspected you for?

Rosenzweig: No.

Jenkins: And you never got involved with the EEOC. That was before their time. But since you hired lots of Mexican labor they probably wouldn't have been involved.

Rosenzweig: What is EEOC?

Jenkins: Equal Employment Opportunity Commission.

Rosenzweig: Oh, no. We didn't have that.

Jenkins: Those questions never arose, I guess, with you.

Rosenzweig: No.

Jenkins: Let's talk a little bit here about advertising and public relations. What kinds of advertising did you do?

Rosenzweig: Well, we didn't do very much advertising except we had displays at shows, we went to the Dallas fair and displayed our wares. I guess a great deal of it was done by word of mouth, because it was such a new industry in Texas. But the stores that bought merchandise very often would advertise in the papers that they had Tex-Glass for sale.

Jenkins: Oh, I see. So that's where you got your advertising. It appears that you got a lot of local and area newspaper coverage.

Rosenzweig: Free publicity. Yes.

Jenkins: I noticed it from the file that you did that. You encouraged trips through the plant, apparently.

Rosenzweig: Yes.

Jenkins: What kinds of groups came through?

Rosenzweig: Sometimes it was clubs, women's clubs; sometimes it was people with children who wanted to show them how they make glass. Sometimes it was people who were curious to see it.

Jenkins: Did you spend much time showing people through?

Rosenzweig: Well, I would do a great deal of that. My husband would do that, and sometimes somebody in the plant, one of the men, would have to take them when somebody took the glass off when they cooled and they were standing around and had a little time. He would take them back there.

- Jenkins: Apparently you did appearances at clubs and such, too.
- Rosenzweig: Sometimes, yes.
- Jenkins: What kinds of civic involvement did you and your husband get into over your lifetime? Not just in Decatur, but did he or you get much involved in civic activities?
- Rosenzweig: No, except the woman's club in Athens and the woman's club here and he belonged to the Lions' Club and Rotary Club in Athens. He was asked to talk to groups sometimes from the college. Sometimes about history, civics and sometimes about glass making. I was asked over to the college one time by the lady who was teaching a class on religion to come and talk about the Old Testament, things like that. And I talked to them.
- Jenkins: It's been a little difficult to get involved in church work, hasn't it?
- Rosenzweig: Well, we went to Fort Worth and went to the Temple Service every Friday night when he was well. We did that for a while and then we didn't do it anymore.
- Jenkins: Did he every get involved in glass trade associations, for instance?
- Rosenzweig: Well, he got all the trade journals. He was interested in that and that's the form of advertising he may have done. He may have done advertising for salesmen or in trade journals.
- Jenkins: Did he every get actively involved in any trade association?

Rosenzweig: No, I don't think so.

Jenkins: I'm going to ask you, and again this is going to have to be your knowledge of his feelings, which, of course, is always difficult. Here is a man who is highly skilled, has lots of knowledge of the thing, I have a notion that if he had decided to stay with a big company he could have financially done much better. How do you think he felt about going into this thing for himself and seeing it through?

Rosenzweig: Well, I think for one thing he thought that he could take better care of his health, it would be easier on him if he worked at his own pace. It wasn't, it was very hard, but he went home and had a nap in the afternoon if he had to get up at night or something like that. He left that factory that he started in Europe and I think he always had a yen that he would have another to replace it or something like that. It was sort of an obsession with him. I think he would have done much better as a consultant. He did very well in Mexico. The money we made to go into the factory was made in Mexico as a consultant.

Jenkins: But apparently he wanted to do this.

Rosenzweig: Yes.

Jenkins: And it was more important to him to do what he wanted than the other part of it.

Rosenzweig: Yes.

Jenkins: Recently you have had contact with the present owners, or at least the present operators of this business, and you have gone through and you expressed some feelings about what your husband had eventually wanted to do. and how what they're doing now compares to that. Could you speak to that?

Rosenzweig: Well, he was interested in making the lamps that they make now, but he wasn't interested in making it that way.

Jenkins: I see.

Rosenzweig: In the first place, they have different tanks and things. I don't know enough about the glass business to really express an opinion on that, except it seems to me that it's a little bit amateurish compared to what he had in mind. He had more of a big factory plan in his mind and bins of glass. I don't know where they get their glass now, where they keep it or what they do with the broken glass. I understand Mr. Ritter got rid of a great number of tons of glass when he had to dig the gas well. They made that a prerequisite. They wouldn't let him build otherwise. And why should he have to get rid of glass. I just talked to the man who used to be the foreman. He said, "We never had glass to get rid of that we couldn't get rid of ourselves." You reuse the glass.

You save a lot of raw material that way. But I don't know whether he reuses the broken glass or what he does. But I also don't know the kind of tanks he's operating. I never saw that kind of operation. Ours was a miniature of a tank in a great big company, you see. His is a day tank and not a continuous one which never stops, never cools off, never does anything like that. Except when you stopped it for good. That's why we went through most of the year and just before Christmas closed down for a few weeks and at that time when it was cooled off and closed down we were able to repair the tank, because it eventually wears out.

Jenkins: Well, the manager was indicating to me that these have to be kept at a certain temperature or they have to start all over and even repair the tank. So apparently they're very similar in that respect.

Rosenzweig: Yes.

Jenkins: Are there any other observations you'd like to make?

Rosenzweig: When I heard they were making lamps, he had always planned that he would like to do that. And I felt very happy that they were carrying on what he had planned to do. And I hope the business thrives and continues to be a business that he's left behind and hope it's not just a fly-by-night or tax loss, but a real going concern. I wish them an awful lot of luck.

- Jenkins: And that you can sit here and see the fruits, really, of what you started.
- Rosenzweig: For the time being I can sit here. I don't know how long.
- Jenkins: Give us an idea of what you personally actually realized out of this. And you were also telling us something interesting about a reparations pension you get.
- Rosenzweig: Well, in the first place I have the money that I paid into my pension fund when I was teaching with interest on it. Nothing the city gave me, cause I didn't retire, I resigned. And I had savings and government bonds and things like that. My husband wouldn't touch any of my money when he came to me. Then I had the money that I got from the factory, which came to about twenty-five thousand dollars after I paid off debts. And now I get a widow's pension as reparations for my husband's losses in Austria, I get that from the Austrian government every month.
- Jenkins: Tell us a little bit more about the background, if you know of it.
- Rosenzweig: Well, yes, I didn't know about it, but I found out from other people that German people from Germany were getting reparations for a long time. But Austria came out just not too long ago and a relative of my husband's told me to go this German-speaking lawyer who would work

it out. And he worked it all out in Austria. It started off with a small amount every month and gets more and more. And he had left behind an apartment with furniture and the factory and holdings, you see, which had been usurped, and taken away from him. And now with the dollar being at such a low ebb. It amounts to quite an amount.

Jenkins: So this is in payment for properties that were confiscated.

Rosenzweig: Confiscated. And also for, I think it includes what he would have gotten if he had drawn social security at retirement.

Jenkins: Oh, I see. Okay. So you're living comfortably.

Rosenzweig: I'm very comfortable.

Jenkins: And you're engaged in some things that you've been telling me about since your retirement. How do you spend your time?

Rosenzweig: Well, I have very dear friends, most of them young. A lady is going to take me to the opera on Sunday. I have my own tickets and I pay my own way. I always pay my own way. And I have young people come and stay with me for a weekend, take me places. I go to the opera, I go to movies, I love television. I'm very content. When I'm watching television I really need the rest. I'm tired. (Laughter)

Jenkins: You have a somewhat unique relationship with the Catholic church here. Will you speak to that?

Rosenzweig: Well, when I first came, nine years ago on November 11, I was standing outside the courthouse waiting for a ceremony they were going to conduct, Armistice Day. And I saw a young priest walk up the street. Well, previous to that I had gone to a service and my rabbi said to me, "Do you know Father Judge in Decatur?" And I said, "No." And he said, "Well, I met him the other day and he's so nice and I told him I had one parisioner up there," because I'm the only Jew here. And he said, "Tell her to come over and see me and I'll speak to her." But I never did. So when I saw this young priest walking up the street I said, "Are you Father Judge?" And he said, "No, but I'm Father Michael." And we became fast friends, we had lunch together that day at the ceremony, then he invited me to dinner. He used to take me to a service at the Jewish temple, I go to his Catholic services. He comes to dinner with me, he invites me out to lunch with him. And as a matter of fact, I'm very happy that he's coming back to the United States tomorrow, he's away on a trip. And we have a fast friendship. We celebrate every year, November 11.

Jenkins: The present managers of the glass factory had a dinner not long ago and you had an unusual experience in going

to that, and the person that you went with. Tell that story if you would.

Rosenzweig: Well, three years ago my brother died here in Decatur and I called Father Michael and I didn't know whether he could come up here for the service. My brother had expressed a desire and his interest in Catholicism because they teach love and they teach kindness. And so I thought, there's no use trying to get somebody else to conduct the funeral service. The Catholic priest would be just as good. So I asked Father Francis from here. He's friends with Father Michael and we became fast friends and he'd come and have dinner with me every once in a while. When I take him to Fort Worth for some errand sometimes he takes me out to lunch and was here the other day. When he was asked to come to the glass factory party, they said he had to bring a date. He said if I could be his date he'll come. So he took me as his date. So we had a very good time.

Jenkins: And you kind of got reacquainted with the glass company.

Rosenzweig: Yes. I was very happy. They were very nice to me and I feel like I could go in there and see it if I want to sometimes and take somebody. I had felt estranged when Mr. Sewell was there. I felt that he didn't want me around. But they seem to be much more friendly.

Jenkins: I've covered the questions that I have about the history

of the company and of you and your husband, before we close, are there any things that you can think of that we've missed that you'd like to add?

Rosenzweig: There probably are things, but I can't think of them.

Jenkins: If there are no other things that you think of at the moment, we'll close the tape and thank you for a fascinating interview.