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Prominent conservationist and industrial leader, USP's president tackles jobs with energy and enthusiasm



Horace M. Albright

President, general manager, and director, United States Potash Co. Born Jan. 6, 1890, Bishop, Calif.; University of California, 1912, B.L.; Georgetown University, 1914, L.L.B. Member of staff, Secretary of Interior, 1913-15; assistant attorney, Department of Interior, 1915-17; assistant director, National Park Service, 1917-19; superintendent, Yellowstone National Park, 1919-29; director, National Park Service, 1929-33; vice president and general manager (chief executive officer) and director, United States Potash Co., 1933-46; director, American Potash Institute; wartime member, government advisory committees on chemical, fertilizer, and potash industries; member, numerous conservation organizations.

CONTINUING its strides as one of the nation's foremost producers of potash, United States Potash Co. is drawing up plans for spending \$3 million on expanded facilities at its huge processing plants near Carlsbad, N. M. There, both its mine output and refining facilities will be enlarged to boost the company's productive capacity by at least 20%.

Sparking USP's latest expansion program is Horace M. Albright, president. An energetic man who tackles jobs with enthusiasm, Albright has been the guiding force in the company's steady growth almost since its very beginning. Indicative of this growth, the company's net sales last year reached \$15.8 million, a jump of 25% over 1950. Net sales this year are expected to rise even higher.

In 1933, Albright joined U. S. Potash as vice president and general manager, a position equivalent to chief executive officer. Marked for top leadership at the outset, he became president and general manager in 1946. While modestly declining to take credit for any personal contributions to the American fertilizer industry, he does, however, express tremendous pride in USP and all who work for it. "We've been a pioneer company in supplying this country with domestic potash. If it hadn't been for our own output and that of other U. S. producers, this country would have been in a whale of a fix in World War II." Albright doesn't hesitate to pay special tribute to American users who, in the early days, often could have purchased potash more cheaply from Germany, France, and Spain but, in an effort to strengthen the domestic industry, chose instead to buy it in the U. S.

As he has done for some years, Albright makes his headquarters in a spacious office on the 34th floor of the RCA Building in Rockefeller Center. Often, however, he travels to the West not only to keep tabs on company affairs but to visit the part of the country he loves most.

As a youngster, Albright worked at odd jobs around the mines, in grain and feed mills, in lumber camps, and on cattle ranches. Raised in an atmosphere of mining and ranching, he came to know intimately the adventure, the

hardships, the isolation, the arduous work. Although his parents wanted him to become a mining engineer, he decided instead to take up law.

He received his undergraduate degree from the University of California in 1912. Among his classmates was Earl Warren, Chief Justice of the Supreme Court. He and Warren have remained close friends; when Warren visits New York, he frequently uses Albright's office as headquarters.

Taking a job with the Department of Interior in Washington in 1913, Albright went to Georgetown University at night to obtain his law degree in 1914.

At the Department of Interior, he helped draft the legislation setting up the National Park Service. Long months of work reached fruition on Aug. 25, 1916, when Woodrow Wilson signed the bill establishing the National Parks system. Between 1917 and 1919, Albright was assistant director of the National Parks—a job that called upon all his skill and resourcefulness. In those early days, the bureau faced towering obstacles, not the least of which was an almost complete lack of funds.

Director of Yellowstone

During the years between 1919 and 1929, Albright was director of Yellowstone National Park, an area almost as large as the state of Connecticut. He helped develop Yellowstone into one of the nation's foremost tourist attractions. He saw to it that roads and trails were improved, that camp grounds with modern facilities were installed, and that more and better services of all types were provided. In Washington, he fought vigorously for increased funds.

Between 1929 and 1933, Albright directed the entire National Parks system. With the fast-growing popularity of automobile and vacation travel in general, he effectively paved the way for the mounting influx of park visitors, which now number over 40 million a year. Today his interest in the National Parks is as real and lively as ever. His office is lined with pictures of the National Parks. At one end of the room hangs an enormous bear skin.

In his work with the National Parks, Albright developed an intense interest in

conservation. As a boy, he had seen land ruinously overgrazed, soil stripped away by rampaging floods, forests ruthlessly cut down, fires that left irreparable destruction in their wake. As he grew older, he thrived on the writings of Theodore Roosevelt, Gifford Pinchot, and other leading conservationists. "Essentially," Albright says, "I was imbued with the spirit of the times." Yet, he has also added much of his own crusading spirit to the conservation movement.

For example, he was one of the four men who founded the Civilian Conservation Corps under Franklin D. Roosevelt. He is chairman of Resources for the Future (which directs research projects with grants from the Ford Foundation), is a member of the Interstate Park Commission of New York and New Jersey, and is a trustee of colonial Williamsburg. Today, Albright is associated with virtually every major conservation organization in America. He has devoted himself to the saving of California redwoods and the scenic splendor of Dinosaur National Monument. "These treasures," he says, "must be preserved for our children, our grandchildren, and all who come after them."

Albright's vital interest in conservation is as clearly expressed in his business operations. "At Carlsbad," he says, "we use the best processing method available to recover the maximum amount of product from the ore. We also place a major stress on safety, which, after all, is just conservation of life and limb."