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The Plant Food Division at International Minerals can be proud of many things. One of the biggest is the man in charge

Over 30 years' experience in fertilizers is an admirable record. Add to this a variety of jobs ranging from county agent to corporation executive, and you have a breadth of experience that is attained by relatively few men. One of the few is Maurice Lockwood, on whom International Minerals depends to guide the operations of its largest division, Plant Food.

From his office in Chicago, vice president Lockwood is in charge of 26 manufacturing plants spread over 16 states. He's responsible for the production of hundreds of thousands of tons of modern chemical fertilizers each year. All this from a city-bred boy whose love of the out-of-doors led him to study crops, soils, and livestock in college.

With a B.S. degree from the University of Connecticut, Lockwood began his career in 1921 as a county agricultural agent in New Hampshire. His experience there provided background for a brief association with the Western Reserve Farmers' Cooperative, and a much longer stay at Eastern States Farmers' Exchange. Lockwood's success there is well exemplified by his election as chairman of the board of the National Fertilizer Association in 1945. This post led to his leaving Eastern States the following year to assume his duties as the NFA's first full time president. When International Minerals needed a man to head its Plant Food Division, Lockwood's qualifications amply filled the bill.

Although Lockwood modestly hesitates to describe his individual achievements, there have been many. The philosophy that has guided his life is neatly summed up in his own words; "I have always tried to operate as a member of a team, and the teams that I preferred to join were those presented with the biggest challenge."

A weighty challenge existed at Eastern States when he joined the organization in 1924. At that time it was primarily a purchasing co-op, obtaining feeds, fertilizers, and seeds for its members. Lockwood had spent two years as an Eastern States field representative when he was picked to

manage the fertilizer division. One of his accomplishments in this position was paving the way for Eastern States' entry into fertilizer manufacture in 1931.

During the early 1920's, Lockwood was a leading advocate of high analysis fertilizers; he is still one of the industry's strongest promoters of their use. He recalls many of the objections to high analysis materials which now have been largely overcome by education—such as fear of "burning," uncertainty that they would provide necessary minor nutrients, and the difficulty of applying them with equipment geared for low analysis materials.

Philosophy on Government

Lockwood came to the National Fertilizer Association just at the start of the turbulent post war period. He was a member of the group who helped organize a fertilizer industry committee which financed some of the early work in radioactive tracer techniques. A staunch believer in private enterprise, he also played an important part in encouraging the Government to dispose of its ammonia plants.

As a result of the work of Lockwood and others, the Government's nitrogen producing facilities were leased or sold to companies such as Spencer, Allied, Phillips, and Lion. TVA is the only Government agency still operating in the commercial fertilizer field. Lockwood feels that Federal activity in plant foods provides valuable and necessary assistance to private industry. But he has long held that Government's role should be limited to research and development. If its fertilizer production goes beyond what is necessary for development of new compounds and manufacturing techniques, says Lockwood, then it has gone too far.

On the specific subject of TVA, Lockwood declares that "large scale production by TVA or any other Government agency is an unwise and costly effort to push fertilizer evolution. As sound citizens, we should see that TVA gets out of the production and distribution of ammonium nitrate."



Maurice H. Lockwood

Born Aug. 6, 1899, New Britain, Conn. B.S., U. of Conn., 1921. County Agricultural Agent, Conway, N. H., 1921-24. Mgr., Western Reserve Farmers' Coop. Assn., Unionville, Ohio, 1924. Field Rep., Eastern States Farmers' Exchange, 1924-26; Mgr., Fertilizer Division, West Springfield, Mass., 1926-46. Pres., National Fertilizer Assn., Washington, D. C., 1946-48. Vp. Plant Food Div., International Minerals & Chemical Corp., Chicago, Ill., 1948 to date.

Since 1948, Lockwood has helped International Minerals keep pace with expanding technology in fertilizer manufacture. Innovations in the utilization of equipment and power have increased efficiency and made life easier for the fertilizer plant worker. Fertilizer manufacture usually involves processing large volumes of raw materials; under Lockwood's direction, IM&C's Plant Food Division is placing more and more emphasis on better engineering in its plants. Bulk loading facilities, belt conveyors for internal material movements, and palletized package handling are a few of the ways the division is increasing its operating efficiency.

Waste disposal is a vexing problem for many fertilizer manufacturers. But Lockwood is particularly fond of transforming problems into assets. One example of such a transformation is IM&C's current production of hydrofluosilicic acid (for municipal water fluoridation) from fertilizer wastes which were previously considered a disposal hazard. In just a little over a year's time, annual volume of the fluorine compound has reached several thousand tons, and it is rising rapidly. Thus, a material formerly disposed of with difficulty is now converted into an asset for the good of mankind—as well as his company.