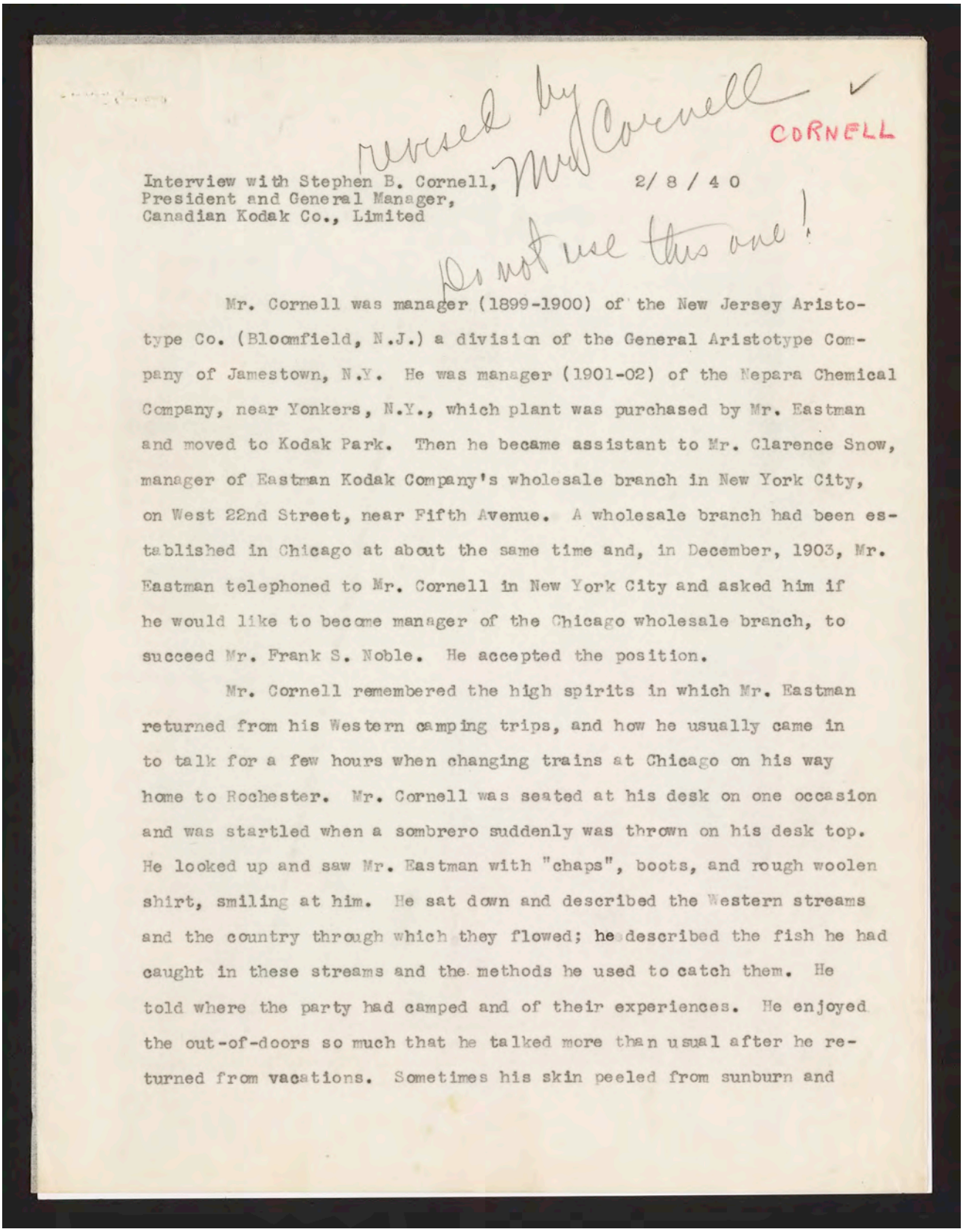
This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation



revised by Mr Cornell ✓

CORNELL

Interview with Stephen B. Cornell, 2/8/40
President and General Manager,
Canadian Kodak Co., Limited

Do not use this one!

Mr. Cornell was manager (1899-1900) of the New Jersey Aristotype Co. (Bloomfield, N.J.) a division of the General Aristotype Company of Jamestown, N.Y. He was manager (1901-02) of the Nepara Chemical Company, near Yonkers, N.Y., which plant was purchased by Mr. Eastman and moved to Kodak Park. Then he became assistant to Mr. Clarence Snow, manager of Eastman Kodak Company's wholesale branch in New York City, on West 22nd Street, near Fifth Avenue. A wholesale branch had been established in Chicago at about the same time and, in December, 1903, Mr. Eastman telephoned to Mr. Cornell in New York City and asked him if he would like to become manager of the Chicago wholesale branch, to succeed Mr. Frank S. Noble. He accepted the position.

Mr. Cornell remembered the high spirits in which Mr. Eastman returned from his Western camping trips, and how he usually came in to talk for a few hours when changing trains at Chicago on his way home to Rochester. Mr. Cornell was seated at his desk on one occasion and was startled when a sombrero suddenly was thrown on his desk top. He looked up and saw Mr. Eastman with "chaps", boots, and rough woolen shirt, smiling at him. He sat down and described the Western streams and the country through which they flowed; he described the fish he had caught in these streams and the methods he used to catch them. He told where the party had camped and of their experiences. He enjoyed the out-of-doors so much that he talked more than usual after he returned from vacations. Sometimes his skin peeled from sunburn and

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

Mr. Cornell said to him "You certainly look as if you had been living out of doors. Mr. Eastman replied heartily "I certainly feel as if I had been.

During the seven years that Mr. Cornell was manager of the wholesale office in Chicago he came to Rochester regularly twice a year. Mr. Eastman's greeting invariably was cordial "Glad to see you, Cornell. Take a seat. What's the worst you know?" This question put it up to Mr. Cornell to lead in the conversation. Mr. Eastman proceeded to open and read his mail while Mr. Cornell talked, so Mr. Cornell stopped talking. Mr. Eastman said "Go ahead. I can read these and get what you say at the same time." (Apparently information which he obtained through vision was not confused in his mind with that which he obtained simultaneously through the sense of hearing.)

Mr. Eastman invited Mr. Cornell, in 1910, to Rochester to confer with him. The outcome of their conference was that Mr. Cornell was sent to Toronto as Assistant General Manager (Mr. John G. Palmer was General Manager.) of Canadian Kodak Co., Limited. When Mr. Cornell came with Mr. Palmer to Rochester to see Mr. Eastman occasionally Mr. Eastman usually made the remark as the two men entered his office "I see you came over in tandem again." He usually did not smile when he made pleasant remarks of this sort, but there was a twinkle in his eye.

Mr. Cornell was glad Mr. Eastman knew the difficulties in the manufacture of sensitized goods for when the Toronto plant ran into trouble Mr. Eastman understood and was reasonable. He asked if the trouble had been straightened out and how much the loss was. On one occasion Mr. Cornell had quite a large manufacturing loss and when he

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

told Mr. Eastman about it he understandingly asked "Are you ever going to get into that trouble again?" Mr. Cornell replied "No, because we have too many danger signals out." (signs by which the superintendents knew when emulsion was going bad.) Mr. Eastman concluded "Maybe you will find the experience was worth what it cost."

Mr. Eastman, Mr. Frank W. Lovejoy, and Mr. Frank S. Havens went to Toronto as bearers for the funeral of Mr. John G. Palmer (he died August 4, 1921) who was a director of Canadian Kodak Co., Limited. Messrs. Eastman, Lovejoy, Havens and Cornell lunched at the King Edward Hotel and commented that as Mr. Frank S. Noble, also a director of Canadian Kodak Co., Limited, had died on July 5, 1921, there was need to elect two new directors. Three directors were necessary for a quorum and, with Mr. Eastman and Mr. Lovejoy in Rochester and Mr. Cornell in Toronto, it might be difficult to obtain one when it was necessary. Mr. Eastman said "You should be reorganized immediately. You have only three directors today, and a month ago there were five."

They went to the office of Mr. Walter J. Boland, the company's attorney, and with him acting as secretary pro-tem, they elected two new directors, Mr. Lloyd B. Jones, and Mr. George M. Snowball. Mr. Eastman reviewed Mr. Cornell's positions "Director, Assistant General Manager, Secretary and Treasurer. Cornell, you have too many jobs." A quorum was present so they held a directors' meeting and asked Mr. Cornell to resign these jobs and the motions were made and carried. After they had all been carried Mr. Eastman pleasantly remarked "Now you've resigned, what are you going to do?" Mr. Cornell replied in the same vein. "Well, I should like to have my name left on the payroll

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

for a while longer." Mr. Eastman then introduced a resolution for Mr. Cornell to be made President of Canadian Kodak Company, Limited, which was carried. He introduced a motion to make him General Manager of that company and this was carried. It was left to Mr. Cornell to appoint whom he chose for Treasurer and Secretary. Mr. Eastman left for Rochester that afternoon, after this rapid reorganization.

It was interesting that Mr. Eastman wanted recommendations, not suggestions. A recommendation entailed study, while a suggestion might be made on impulse, without careful thought preceding it. So Mr. Eastman, when in doubt, inquired, "Are you suggesting it, or recommending it?"

When the Chicago branch at Indiana Ave. and 18th Streets was being erected in 1904-05, Mr. Eastman came into the office at 45 Randolph Street and Mr. Cornell offered to take him over to the new structure by taxi. Mr. Eastman decided a street car would do. There was a ladder and they climbed up the skeleton framework and walked about it, four stories above the street. Mr. Eastman walked about on the narrow girders as though he had done it all his life and when they came down he calmly brushed the dust off his hands and inquired the way to the station--by street car.

Mr. Eastman was interested in the prices of even small items he bought and was annoyed when their prices seemed to him to be exorbitant. Mr. Cornell once conversed with Mr. Eastman in the lobby of King Edward Hotel in 1921-22 when he took a party of friends to a concert in Toronto and paid for fourteen tickets rather than take them free as had been offered. Fourteen tickets and the travelling expenses of his party meant little to him but he was interested that

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

the price of Lucky Strike cigarettes was 35¢ a pack. "It's an outrage" he said to Mr. Cornell. "Tell me why they are so high." Mr. Cornell replied the duty was high on tobacco and the excise tax was also higher than in the United States. He could buy Canadian cigarettes more cheaply than those imported from the United States. Mr. Eastman listened and replied "I understand. I believe in protection for home industries."

When, in June, 1913, property was bought outside the city of Toronto for Kodak Co. Limited new plant, entailing an investment of more than $100,000 no written confirmation was sent to Mr. Cornell of the directors' agreement to go ahead with this. Mr. Frank S. Noble, Mr. Frank W. Lovejoy, Mr. James H. Haste and Mr. Perley S. Wilcox listened and after the discussion was finished Mr. Eastman asked "Are we all certain I told Mr. Cornell he could buy that property at that price?" The directors replied "Yes," and this was Mr. Cornell's authorization. Progress pictures were sent to Mr. Eastman at least once a month while the building was being erected. Mr. C.K. Flint was the engineer in charge of erecting the building. It stood on a 25-acre plot, which has since been increased to 40 acres.

There was discussion concerning a proper name for this site. One day Mr. Cornell, Mr. John G. Palmer and Mr. Perley S. Wilcox were driving about the rolling country around Toronto and as they went over a hill and saw the plant rising on a height in the distance Mr. Cornell said to Mr. Wilcox, who had just mentioned something about the name, "I've got a name for it, Perley--Kodak Heights." Mr. Palmer and Mr. Wilcox thought that sounded well and Mr. Cornell wrote to Mr. Eastman

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

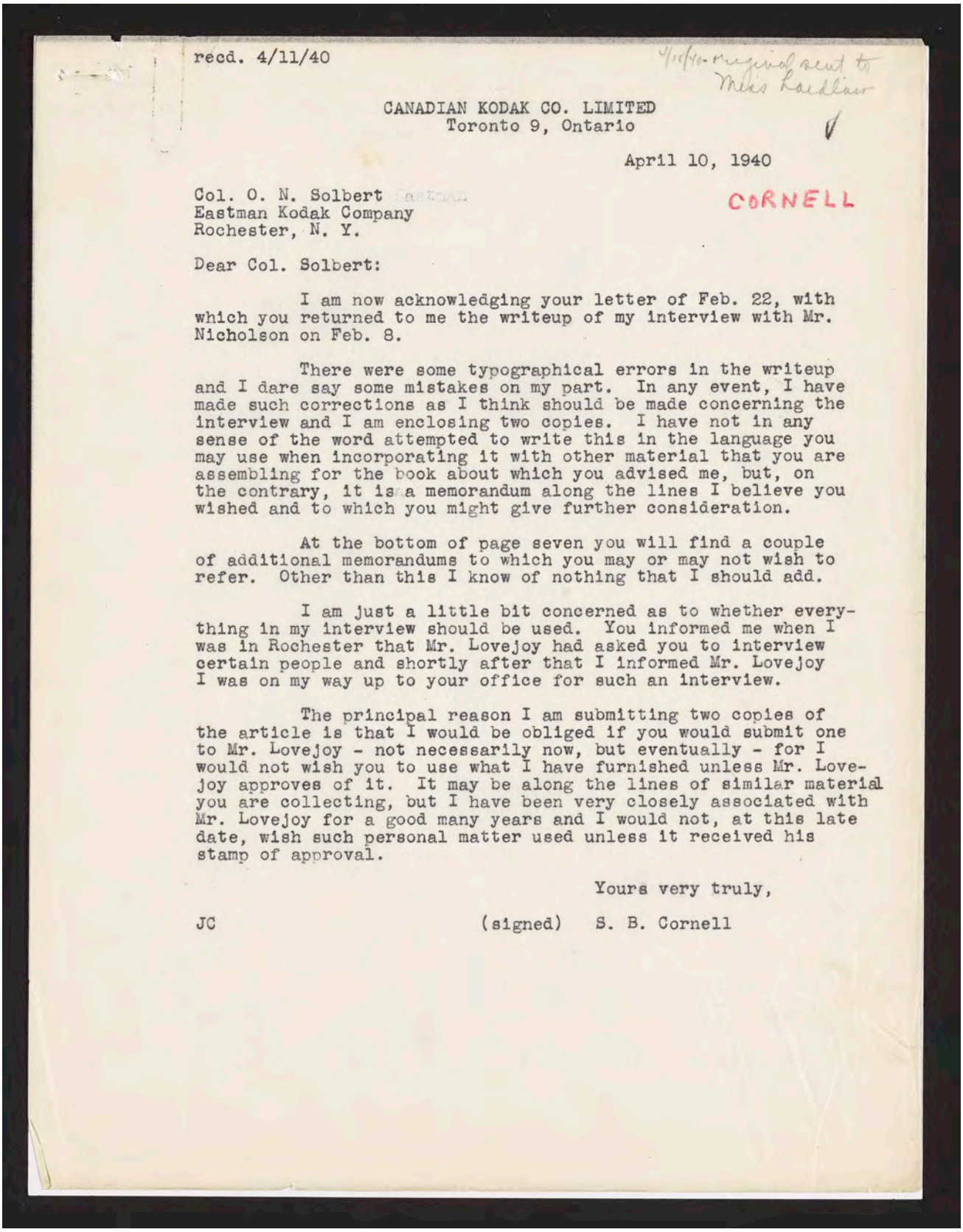
suggesting the adoption of this name. The reply, written on the back of Mr. Cornell's letter in green pencil, was "O.K.,G.E."

Mr. Eastman visited Toronto after the plant was completed, A party met him in downtown Toronto and they drove out to the plant. When about a mile distant from it, they saw the chimney of Kodak Heights appearing beyond a hill. Mr. Eastman had the driver stop the car on Weston Road and pointed "See that plant," he said, "that's Kodak Heights." I haven't seen it, but I recognize it from the progress pictures I've received."

Mr. Cornell's recollection of Mr. Eastman toward the end of his life is rather a sad one. He came here from Toronto and he saw Mr. Eastman come into Kodak Office and walk down the corridor to the elevators with his hand against the wall to steady him. Mr. Cornell went up and identified himself, "Good morning, Mr. Eastman, I'm Cornell of Toronto." Mr. Eastman feebly shook his hand and talked a few minutes and then walked on, as briskly as he could, to the elevator, while Mr. Cornell's eyes filled with tears.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation



recd. 4/11/40

4/11/40 - original sent to Miss Laidlaw

CANADIAN KODAK CO. LIMITED
Toronto 9, Ontario

April 10, 1940

CORNELL

Col. O. N. Solbert
Eastman Kodak Company
Rochester, N. Y.

Dear Col. Solbert:

I am now acknowledging your letter of Feb. 22, with which you returned to me the writeup of my interview with Mr. Nicholson on Feb. 8.

There were some typographical errors in the writeup and I dare say some mistakes on my part. In any event, I have made such corrections as I think should be made concerning the interview and I am enclosing two copies. I have not in any sense of the word attempted to write this in the language you may use when incorporating it with other material that you are assembling for the book about which you advised me, but, on the contrary, it is a memorandum along the lines I believe you wished and to which you might give further consideration.

At the bottom of page seven you will find a couple of additional memorandums to which you may or may not wish to refer. Other than this I know of nothing that I should add.

I am just a little bit concerned as to whether everything in my interview should be used. You informed me when I was in Rochester that Mr. Lovejoy had asked you to interview certain people and shortly after that I informed Mr. Lovejoy I was on my way up to your office for such an interview.

The principal reason I am submitting two copies of the article is that I would be obliged if you would submit one to Mr. Lovejoy - not necessarily now, but eventually - for I would not wish you to use what I have furnished unless Mr. Lovejoy approves of it. It may be along the lines of similar material you are collecting, but I have been very closely associated with Mr. Lovejoy for a good many years and I would not, at this late date, wish such personal matter used unless it received his stamp of approval.

Yours very truly,

JC (signed) S. B. Cornell

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

rec'd. 4/11/40—
see his letter (4/10) re:
7 M&S ok on this.
2/ 8 / 40.

Interview with Stephen B. Cornell,
President and General Manager,
Canadian Kodak Co., Limited

Mr. Cornell first met Mr. Eastman in the Spring of 1899 when he was associated with the New Jersey Aristotype Co. (Bloomfield, N.J.) which was later purchased by the General Aristo Company. He was manager of this business in 1900-01 and later this plant was consolidated with the Nepera Chemical Company, near Yonkers, N.Y., which plant was also purchased by Mr. Eastman for the General Aristo Company and later moved to Kodak Park. Then he became assistant manager of Eastman Kodak Company's wholesale branch in New York City, on West 22nd Street, near Fifth Avenue. A wholesale branch had been established in Chicago at about the same time and, in December, 1903, Mr. Eastman telephoned to Mr. Cornell in New York City and asked him if he would like to become manager of the Chicago wholesale branch, to succeed Mr. Frank S. Noble. He accepted the position.

Mr. Cornell remembered the high spirits in which Mr. Eastman returned from his Western camping trips, and how he usually came in to talk for awhile when changing trains at Chicago on his way home to Rochester. Mr. Cornell was seated at his desk on one occasion and was startled when a Stetson hat suddenly was thrown on his desk top. He looked up and saw Mr. Eastman with part of his Western outfit and rough woolen shirt, smiling at him. He sat down and described the Western

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

streams, the country through which they flowed, the fish he had caught in these streams and the methods he used to catch and cook them. He told where the party had camped and of their experiences. He enjoyed the out-of-doors so much that he talked more than usual after he returned from vacations. Sometimes his skin peeled from sunburn and Mr. Cornell said to him, "You certainly look as if you had been living out-of-doors." Mr. Eastman replied heartily, "I certainly feel as if I had been."

During the seven years that Mr. Cornell was manager of the wholesale office in Chicago he came to Rochester usually twice a year. Mr. Eastman's greeting invariably was cordial "Glad to see you, Cornell. Take a seat. What's the worst you know?" This question put it up to Mr. Cornell to lead in the conversation. Mr. Eastman proceeded to open and read his mail while Mr. Cornell talked, so Mr. Cornell stopped talking. Mr. Eastman said, "Go ahead. I can read these and get what you say at the same time." (Apparently information which he obtained through vision was not confused in his mind with that which he obtained simultaneously through the sense of hearing.)

Mr. Eastman invited Mr. Cornell, in 1910, to Rochester to confer with him. The outcome of their conference was that Mr. Cornell was transferred to Toronto as Assistant General Manager (Mr. John G. Palmer was General Manager.) of Canadian Kodak Co., Limited. When Mr. Cornell came with Mr. Palmer to Rochester to see Mr. Eastman occasionally Mr. Eastman usually

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

made the remark as the two men entered his office "I see you came over in tandem again." He usually did not smile when he made pleasant remarks of this sort, but there was a twinkle in his eye.

Mr. Cornell was glad Mr. Eastman knew the difficulties in the manufacture of sensitized goods for when the Toronto plant ran into trouble Mr. Eastman understood and was reasonable. He would ask if the trouble had been straightened out and how much the loss was. On one occasion Mr. Cornell had quite a large manufacturing loss and when he told Mr. Eastman about it he understandingly asked, "Are you ever going to get into that trouble again?" Mr. Cornell replied "No, because we have too many danger signals out." (signs by which the superintendents could anticipate sensitized photographic trouble.) Mr. Eastman concluded, "Maybe you will find the experience was worth what it cost."

Mr. Eastman, Mr. Frank W. Lovejoy, and Mr. James S. Havens went to Toronto as bearers for the funeral of Mr. John G. Palmer (he died August 4, 1921) who was President and Director of Canadian Kodak Co., Limited. Messrs. Eastman, Lovejoy, Havens and Cornell lunched at the King Edward Hotel and Mr. Cornell commented that as Mr. Frank S. Noble, also a director of Canadian Kodak Co., Limited, had died on July 5, 1921, there was need to elect two new directors. Three directors were necessary for a quorum and, with Mr. Eastman and Mr. Lovejoy in Rochester and Mr. Cornell in Toronto, it might be difficult to obtain one when it was necessary. Mr. Eastman said, "You should be reorganized immediately. You have

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

only three directors today and a month ago there were five."

They went to the office of Mr. Walter J. Boland, the Company's attorney, and with him acting as secretary pro-tem, they elected two new directors, Mr. Lewis B. Jones and Mr. George M. Snowball. Mr. Eastman reviewed Mr. Cornell's positions, "Director, Assistant General Manager, Secretary and Treasurer. Cornell, you have too many jobs." A quorum was present so they held a Directors' meeting and Mr. Eastman asked Mr. Cornell to resign the three latter positions and the motions were made and carried. After they had all been carried Mr. Eastman pleasantly remarked, "Now you've resigned these positions what are you going to do?" Mr. Cornell replied in the same vein, "Well, I should like to have my name left on the payroll for awhile longer." Mr. Eastman then introduced a resolution for Mr. Cornell to be made President of Canadian Kodak Co., Limited, which was carried. He introduced a motion to make him General Manager of that company and this was carried. It was left to Mr. Cornell to appoint whom he chose for Treasurer and Secretary. Mr. Eastman left for Rochester that afternoon, after this rapid reorganization.

It was interesting that Mr. Eastman wanted recommendations, not suggestions. A recommendation entailed study, while a suggestion might be made on impulse, without careful thought preceding it. So Mr. Eastman, when in doubt, inquired, "Are you suggesting it, or recommending it?"

When the Chicago branch at Indiana Ave. and 18th Streets was being erected in 1904-05, Mr. Eastman came into the office at 45 Randolph Street and Mr. Cornell offered to take him over to the new structure by taxi. Mr. Eastman decided a street car would do. There was a ladder and they

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

climbed up the skeleton framework and walked about it, four stories above the street. Mr. Eastman walked about on the narrow girders as though he had done it all his life and when they came down he calmly brushed the dust off his hands and inquired the way to the station--by street car.

Mr. Eastman was interested in the prices of even small items he bought and was annoyed when their prices seemed to him to be exorbitant. Mr. Cornell once conversed with Mr. Eastman in the lobby of King Edward Hotel when he took a party of friends to a musical in Toronto and paid for fourteen tickets rather than take them free as had been offered. Fourteen tickets and the travelling expenses of his party meant little to him but he was interested that the price of Lucky Strike cigarettes was 40¢ a pack. "Explain it to me," he said to Mr. Cornell, "Tell me why they are so high." Mr. Cornell replied the duty was very high on packaged tobacco and the excise tax was also higher than in the United States. He could buy Canadian cigarettes more cheaply than those imported from the United States. Mr. Eastman listened and replied, "I understand. I believe in protection for home industries."

In June, 1913, Mr. Eastman authorized Mr. Cornell to purchase property outside the City of Toronto for Canadian Kodak Co. Limited's new plant, entailing an investment of more than $100,000. No written confirmation was sent to Mr. Cornell to go ahead with this. Mr. Frank S. Noble, Mr. Frank W. Lovejoy and several others were present at this interview and after the discussion was finished Mr. Eastman asked, "Do you all understand I told Mr. Cornell he could buy that property at that price?" All present replied, "Yes" and

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

this was Mr. Cornell's authorization. Progress pictures were sent to Mr. Eastman at least once a month while the building was being erected. Mr. C. K. Flint was the engineer in charge of erecting the buildings. They stood on a 25-acre plot, which has since been increased to 41 acres.

The question arose concerning a proper name for this site. One day Mr. Cornell, Mr. John G. Palmer and Mr. Perley S. Wilcox were driving about the rolling country around Toronto and as they went over a hill and saw the plant rising on a height in the distance Mr. Cornell said to Mr. Wilcox, who had just mentioned something about the name, "I've got a name for it, Perley-- Kodak Heights." Mr. Palmer and Mr. Wilcox thought that sounded well and Mr. Cornell wrote to Mr. Eastman suggesting the adoption of this name. The reply, written on the face of Mr. Cornell's letter in green pencil, was "O.K., G.E."

Mr. Eastman visited Toronto after the plant was completed, a party met him in downtown Toronto and they drove out to the plant. When about three-quarters of a mile distant from it, they saw the chimney of "Kodak Heights" appearing beyond a hill. Mr. Eastman asked Mr. Cornell to stop the car on Weston Road and pointed. "See that plant," he said to his friends, "that's Kodak Heights. I haven't seen it, but I recognize it from the progress pictures I've received."

Mr. Cornell's recollection of Mr. Eastman toward the end of his life is rather a sad one. He came to Rochester from Toronto and saw Mr. Eastman enter the Kodak Office building and walk down the corridor to the elevators with

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

his hand against the wall to steady him. Mr. Cornell, realizing his failing eyesight, went up and identified himself, "Good morning, Mr. Eastman, I'm Cornell of Toronto." Mr. Eastman feebly shook his hand and talked a few minutes and then walked on, as briskly as he could, to the elevator, while Mr. Cornell's eyes filled with tears.

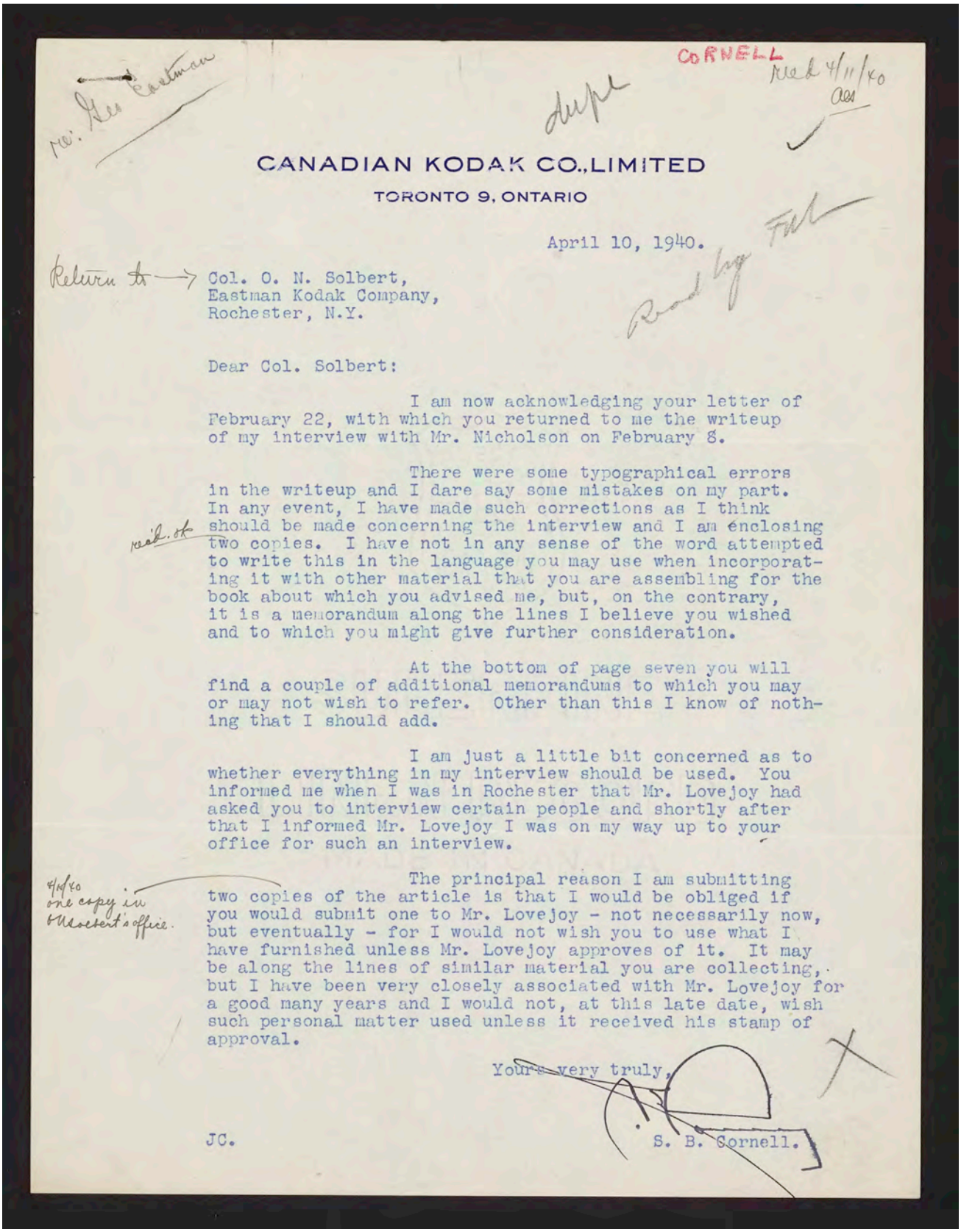
Toronto, April 10, 1940.

In 1905 Mr. Eastman invited Mr. Cornell to the house-warming party at 900 East Avenue. It was a very lovely affair, general entertainment, organ music and fireworks in the cardens.

From 1903 to 1932 when Mr. Eastman died Mr. Cornell made continual trips to Rochester - often several times a year. He always made it a point to inquire for Mr. Eastman and on all occasions when he was in Rochester Mr. Eastman accorded an interview. Some of these interviews were short and some of them longer - all depending on business conditions - but Mr. Eastman was always cordial and never critical.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation



CANADIAN KODAK CO., LIMITED

TORONTO 9, ONTARIO

April 10, 1940.

Col. O. N. Solbert,
Eastman Kodak Company,
Rochester, N.Y.

Dear Col. Solbert:

I am now acknowledging your letter of February 22, with which you returned to me the writeup of my interview with Mr. Nicholson on February 8.

There were some typographical errors in the writeup and I dare say some mistakes on my part. In any event, I have made such corrections as I think should be made concerning the interview and I am enclosing two copies. I have not in any sense of the word attempted to write this in the language you may use when incorporating it with other material that you are assembling for the book about which you advised me, but, on the contrary, it is a memorandum along the lines I believe you wished and to which you might give further consideration.

At the bottom of page seven you will find a couple of additional memorandums to which you may or may not wish to refer. Other than this I know of nothing that I should add.

I am just a little bit concerned as to whether everything in my interview should be used. You informed me when I was in Rochester that Mr. Lovejoy had asked you to interview certain people and shortly after that I informed Mr. Lovejoy I was on my way up to your office for such an interview.

The principal reason I am submitting two copies of the article is that I would be obliged if you would submit one to Mr. Lovejoy - not necessarily now, but eventually - for I would not wish you to use what I have furnished unless Mr. Lovejoy approves of it. It may be along the lines of similar material you are collecting, but I have been very closely associated with Mr. Lovejoy for a good many years and I would not, at this late date, wish such personal matter used unless it received his stamp of approval.

Yours very truly,

JC.

S. B. Cornell.

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

2/ 8 / 40.

Interview with Stephen B. Cornell,
President and General Manager,
Canadian Kodak Co., Limited

Mr. Cornell first met Mr. Eastman in the Spring of 1899 when he was associated with the New Jersey Aristotype Co. (Bloomfield, N.J.) which was later purchased by the General Aristo Company. He was manager of this business in 1900-01 and later this plant was consolidated with the Nepera Chemical Company, near Yonkers, N.Y., which plant was also purchased by Mr. Eastman for the General Aristo Company and later moved to Kodak Park. Then he became assistant manager of Eastman Kodak Company's wholesale branch in New York City, on West 22nd Street, near Fifth Avenue. A wholesale branch had been established in Chicago at about the same time and, in December, 1903, Mr. Eastman telephoned to Mr. Cornell in New York City and asked him if he would like to become manager of the Chicago wholesale branch, to succeed Mr. Frank S. Noble. He accepted the position.

Mr. Cornell remembered the high spirits in which Mr. Eastman returned from his Western camping trips, and how he usually came in to talk for awhile when changing trains at Chicago on his way home to Rochester. Mr. Cornell was seated at his desk on one occasion and was startled when a Stetson hat suddenly was thrown on his desk top. He looked up and saw Mr. Eastman with part of his Western outfit and rough woolen shirt, smiling at him. He sat down and described the Western

Cornell, Stephen B.

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

streams, the country through which they flowed, the fish he had caught in these streams and the methods he used to catch and cook them. He told where the party had camped and of their experiences. He enjoyed the out-of-doors so much that he talked more than usual after he returned from vacations. Sometimes his skin peeled from sunburn and Mr. Cornell said to him, "You certainly look as if you had been living out-of-doors." Mr. Eastman replied heartily, "I certainly feel as if I had been."

During the seven years that Mr. Cornell was manager of the wholesale office in Chicago he came to Rochester usually twice a year. Mr. Eastman's greeting invariably was cordial "Glad to see you, Cornell. Take a seat. What's the worst you know?" This question put it up to Mr. Cornell to lead in the conversation. Mr. Eastman proceeded to open and read his mail while Mr. Cornell talked, so Mr. Cornell stopped talking. Mr. Eastman said, "Go ahead. I can read these and get what you say at the same time." (Apparently information which he obtained through vision was not confused in his mind with that which he obtained simultaneously through the sense of hearing.)

Mr. Eastman invited Mr. Cornell, in 1910, to Rochester to confer with him. The outcome of their conference was that Mr. Cornell was transferred to Toronto as Assistant General Manager (Mr. John G. Palmer was General Manager.) of Canadian Kodak Co., Limited. When Mr. Cornell came with Mr. Palmer to Rochester to see Mr. Eastman occasionally Mr. Eastman usually

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

made the remark as the two men entered his office "I see you came over in tandem again." He usually did not smile when he made pleasant remarks of this sort, but there was a twinkle in his eye.

Mr. Cornell was glad Mr. Eastman knew the difficulties in the manufacture of sensitized goods for when the Toronto plant ran into trouble Mr. Eastman understood and was reasonable. He would ask if the trouble had been straightened out and how much the loss was. On one occasion Mr. Cornell had quite a large manufacturing loss and when he told Mr. Eastman about it he understandingly asked, "Are you ever going to get into that trouble again?" Mr. Cornell replied "No, because we have too many danger signals out." (signs by which the superintendents could anticipate sensitized photographic trouble.) Mr. Eastman concluded, "Maybe you will find the experience was worth what it cost."

Mr. Eastman, Mr. Frank W. Lovejoy, and Mr. James S. Havens went to Toronto as bearers for the funeral of Mr. John G. Palmer (he died August 4, 1921) who was President and Director of Canadian Kodak Co., Limited. Messrs. Eastman, Lovejoy, Havens and Cornell lunched at the King Edward Hotel and Mr. Cornell commented that as Mr. Frank S. Noble, also a director of Canadian Kodak Co., Limited, had died on July 5, 1921, there was need to elect two new directors. Three directors were necessary for a quorum and, with Mr. Eastman and Mr. Lovejoy in Rochester and Mr. Cornell in Toronto, it might be difficult to obtain one when it was necessary. Mr. Eastman said, "You should be reorganized immediately. You have

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

only three directors today and a month ago there were five."

They went to the office of Mr. Walter J. Boland, the Company's attorney, and with him acting as secretary pro-tem, they elected two new directors, Mr. Lewis B. Jones and Mr. George M. Snowball. Mr. Eastman reviewed Mr. Cornell's positions, "Director, Assistant General Manager, Secretary and Treasurer. Cornell, you have too many jobs." A quorum was present so they held a Directors' meeting and Mr. Eastman asked Mr. Cornell to resign the three latter positions and the motions were made and carried. After they had all been carried Mr. Eastman pleasantly remarked, "Now you've resigned these positions what are you going to do?" Mr. Cornell replied in the same vein, "Well, I should like to have my name left on the payroll for awhile longer." Mr. Eastman then introduced a resolution for Mr. Cornell to be made President of Canadian Kodak Co., Limited, which was carried. He introduced a motion to make him General Manager of that company and this was carried. It was left to Mr. Cornell to appoint whom he chose for Treasurer and Secretary. Mr. Eastman left for Rochester that afternoon, after this rapid reorganization.

It was interesting that Mr. Eastman wanted recommendations, not suggestions. A recommendation entailed study, while a suggestion might be made on impulse, without careful thought preceding it. So Mr. Eastman, when in doubt, inquired, "Are you suggesting it, or recommending it?"

When the Chicago branch at Indiana Ave. and 18th Streets was being erected in 1904-05, Mr. Eastman came into the office at 45 Randolph Street and Mr. Cornell offered to take him over to the new structure by taxi. Mr. Eastman decided a street car would do. There was a ladder and they

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

climbed up the skeleton framework and walked about it, four stories above the street. Mr. Eastman walked about on the narrow girders as though he had done it all his life and when they came down he calmly brushed the dust off his hands and inquired the way to the station--by street car.

Mr. Eastman was interested in the prices of even small items he bought and was annoyed when their prices seemed to him to be exorbitant. Mr. Cornell once conversed with Mr. Eastman in the lobby of King Edward Hotel when he took a party of friends to a musical in Toronto and paid for fourteen tickets rather than take them free as had been offered. Fourteen tickets and the travelling expenses of his party meant little to him but he was interested that the price of Lucky Strike cigarettes was 40¢ a pack. "Explain it to me," he said to Mr. Cornell, "Tell me why they are so high." Mr. Cornell replied the duty was very high on packaged tobacco and the excise tax was also higher than in the United States. He could buy Canadian cigarettes more cheaply than those imported from the United States. Mr. Eastman listened and replied, "I understand. I believe in protection for home industries."

In June, 1913, Mr. Eastman authorized Mr. Cornell to purchase property outside the City of Toronto for Canadian Kodak Co. Limited's new plant, entailing an investment of more than $100,000. No written confirmation was sent to Mr. Cornell to go ahead with this. Mr. Frank S. Noble, Mr. Frank W. Lovejoy and several others were present at this interview and after the discussion was finished Mr. Eastman asked, "Do you all understand I told Mr. Cornell he could buy that property at that price?" All present replied, "Yes" and

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

this was Mr. Cornell's authorization. Progress pictures were sent to Mr. Eastman at least once a month while the building was being erected. Mr. C. K. Flint was the engineer in charge of erecting the buildings. They stood on a 25-acre plot, which has since been increased to 41 acres.

The question arose concerning a proper name for this site. One day Mr. Cornell, Mr. John G. Palmer and Mr. Perley S. Wilcox were driving about the rolling country around Toronto and as they went over a hill and saw the plant rising on a height in the distance Mr. Cornell said to Mr. Wilcox, who had just mentioned something about the name, "I've got a name for it, Perley-- Kodak Heights." Mr. Palmer and Mr. Wilcox thought that sounded well and Mr. Cornell wrote to Mr. Eastman suggesting the adoption of this name. The reply, written on the face of Mr. Cornell's letter in green pencil, was "O.K., G.E."

Mr. Eastman visited Toronto after the plant was completed, a party met him in downtown Toronto and they drove out to the plant. When about three-quarters of a mile distant from it, they saw the chimney of "Kodak Heights" appearing beyond a hill. Mr. Eastman asked Mr. Cornell to stop the car on Weston Road and pointed. "See that plant," he said to his friends, "that's Kodak Heights. I haven't seen it, but I recognize it from the progress pictures I've received."

Mr. Cornell's recollection of Mr. Eastman toward the end of his life is rather a sad one. He came to Rochester from Toronto and saw Mr. Eastman enter the Kodak Office building and walkdown the corridor to the elevators with

This material is provided for reference purposes only.
Original now in the George Eastman Legacy Collection
George Eastman Museum

University of Rochester
River Campus Libraries
Rare Books, Special Collections & Preservation

his hand against the wall to steady him. Mr. Cornell, realizing his failing eyesight, went up and identified himself, "Good morning, Mr. Eastman, I'm Cornell of Toronto." Mr. Eastman feebly shook his hand and talked a few minutes and then walked on, as briskly as he could, to the elevator, while Mr. Cornell's eyes filled with tears.

Toronto, April 10, 1940.

In 1905 Mr. Eastman invited Mr. Cornell to the house-warming party at 900 East Avenue. It was a very lovely affair, general entertainment, organ music and fireworks in the cardens.

From 1903 to 1932 when Mr. Eastman died Mr. Cornell made continual trips to Rochester - often several times a year. He always made it a point to inquire for Mr. Eastman and on all occasions when he was in Rochester Mr. Eastman accorded an interview. Some of these interviews were short and some of them longer - all depending on business conditions - but Mr. Eastman was always cordial and never critical.

Cornell, Stephen B.