

Finding Aid

➤ **Dana Holding Corporation Records** ◀

MSS-242

Size: 298 linear feet

Provenance: Received from Dana Holding Corporation through The History Factory

Access: Open

Collection Summary: The records of the Dana Holding Corporation, formerly known as the Dana Corporation and before that, Spicer Manufacturing, range from a 1891 bond held by a relative of Dana's founder Clarence Spicer to the January 2012 Toledo *Blade* obituary for former Dana executive Philip J. Mazziotti. The collection offers an array of research possibilities for anyone interested in not only Toledo history but also the history of the automobile industry, both nationally and internationally. Major figures in the collection include Clarence W. Spicer, Charles A. Dana, Ralph Carpenter, Rene "Ren" McPherson, John "Jack" Martin, Gerry Mitchell, Southwood "Woody" Morcott, and Joseph Magliochetti, among others. There are engineering drawings that offer a glimpse into Spicer's mind as he developed the encased universal joint, journals that document Spicer's early years in business, photographs of plants that illustrate the growth of the Dana Corporation, flags, banners, and commendations signed by U.S. President George W. Bush when Dana reached its centennial in 2004, and much more.

Subjects: [Business and Commerce](#)

Processing Note: While noted throughout this finding aid, please be aware that many items show signs of age and wear. In some cases of bound volumes, the text block has pulled away from the covers and/or leather bindings may have crumbled and left behind red staining in the boxes. Regarding photographs, a few are stuck together and there are stacks of prints curled along the edges.

Copyright: The literary rights to this collection are assumed to rest with the person(s) responsible for the production of the particular items within the collection, or with their heirs or assigns. Researchers bear full legal responsibility for the acquisition to publish from any part of said collection per *Title 17, United States Code*. The **Ward M. Canaday Center for Special Collections** may reserve the right to intervene as intermediary at its own discretion.

Completed by: Amanda Riebersal, Timothy Fritz, Sara Mouch, December 2012; Jeff Hammye, October; revised by Tamara Jones, February 2020; Dakota McGee, September 2022

Historical Sketch

An international company with nearly 100 facilities in 26 countries, the Dana Holding Corporation has been a leading manufacturer of automobile and industrial components for more than 100 years. Since 1904, when Clarence Spicer opened for business in the corner of a warehouse in Plainfield, New Jersey, a succession of innovative leaders and employees empowered to implement their own ideas have made Dana what it is today.

Clarence Winfred Spicer was born on November 30, 1875. He grew up on a dairy farm in Edelstein, Illinois, during a time when farmers saw increased mechanization. His father, John, had no interest in the machines that helped him to make his living, thus leaving the care and maintenance of them to his son. With strong technical abilities and a passion for quality, Clarence went on to Albert College where he took engineering courses that led him to Cornell University's Sibley College of Mechanical Engineering and Mechanical Arts. It was during his time at Cornell that Spicer invented the encased universal joint as part of a class project, leading him to found C.W. Spicer, the first of what would be many incarnations of the Dana Corporation.

C.W. Spicer may never have come into being had it not been for the support of Clarence Spicer's professors at Cornell. The project assigned to the young engineer in the spring of 1902 was to design an automobile, the self-propelled carriage that was a revolutionary breakthrough since Gottlieb Daimler developed a practical internal combustion engine in 1886. Dean Robert Thurston guided Clarence through his project. Spicer, involved mainly with the issue of power transmission, developed a propeller shaft attached to the engine and rear axle with encased universal joints as a better alternative to the previous dirty, fragile, and unreliable sprocket and chain mechanism. Impressed with their student's design, Thurston and Spicer's other professors not only gave Clarence additional time to complete the project but also encouraged him to patent his specialized universal joint. Issued to Spicer on May 19, 1903, the publication of the patent led automobile manufacturers to contact him and in 1904, Spicer left Cornell to produce and sell his creation.

Clarence Spicer set up shop in the corner of the Potter Printing Press in Plainfield, New Jersey, on April 1, 1904, after moving his wife, Anna, and three children from Ithaca, New York. By this time, automobile manufacturers were designing new vehicles with Spicer's universal joint in mind, and orders started coming in quickly. Within a year, the demand was more than Clarence, his three employees, equipment, and small space could handle. C.W. Spicer needed to expand production. To secure additional financing, the company incorporated in New Jersey under the Spicer Universal Joint Manufacturing Company on May 25, 1905. Sales doubled within two years. The company moved to a larger location on Madison Avenue and added more employees and new machinery.

By 1913, the Spicer Manufacturing Company (renamed in 1909) had more than 100 vehicle manufacturers on its customer list, independent sales agents visiting customers on its behalf, and advertisements running on a regular basis in specialty publications. Continued success appeared to be a sure thing. However, the growth of the automobile industry strained Spicer's resources, and competition, which led to infringement lawsuits, further challenged the company's bottom line. It became clear to Clarence Spicer that he needed an influx of cash to stay afloat.

With the pursuit of financing came Charles A. Dana, a young attorney from New York with acumen for business management. Dana was born in New York City on April 25, 1881, into a prominent New England family. His father was a retired banking executive and his uncle,

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for whom Charles was named, owned and edited the *New York Sun*. After earning a bachelor's in liberal arts at Columbia University, Charles Dana continued at Columbia to earn his master's degree in international law. Practicing law in various capacities, Dana served on the New York state legislature three times and by age 27 was president of two utility companies. A visit to an investment bank in 1913 led Charles to the struggling but promising company owned by Clarence Spicer. Dana agreed to lend the company \$15,000, secured by a mortgage on the company's real estate, for a year. Spicer's board of directors accepted his terms on December 16, 1913.

By early 1914, Charles Dana went from a board director to the new vice president in as little as two months. In 1915, he owned nearly half the company and succeeded Clarence Spicer as president, who stayed on as vice president. It was obvious in the short time Dana had been involved with the Spicer Manufacturing Company that he contributed significantly to its progress and expansion that led Spicer to move operations to a new complex in South Plainfield, New Jersey. The relocation meant that, with a larger factory and new machines, the Spicer Manufacturing Corporation (renamed in 1916) was better equipped to meet the production demands of World War I, which was just beginning. In 1917, after the U.S. entered the war, Clarence Spicer traveled to Washington D.C. to help design what became the Class B "Liberty", a standardized truck that was easy to maintain. During the war, in which 130 Spicer employees fought, Spicer universal joints and propeller shafts were installed in most military vehicles.

The years immediately following the war were eventful. Spicer employees fought the Spanish flu, which 300 of the company's 1,000 people contracted and from which 10 died. Spicer's annual sales topped \$30 million. In addition, Charles Dana eyed opportunities for growth, starting with the acquisition of Chadwick Engine Works, Parish Pressed Steel, Sheldon Axle & Spring, and Salisbury Axle in 1919. However, 1920 and 1921 brought that growth to a halt with labor strikes, material shortages, and high interest rates. U.S. vehicle output dropped more than 30% and Spicer's sales plummeted from \$18 million to \$5 million.

Despite the losses, Spicer rallied in the 1920s, starting with the company's first appearance on the New York Stock Exchange in 1921. The automotive market grew and became more competitive, leading some automakers and suppliers to fail. This gave Spicer the opportunity to purchase the assets of failing companies at bargain prices. Although Spicer was a survivor, they still competed against other universal joint, axle, and frame manufacturers, including European companies entering the U.S. markets. Charles Dana, forever seeing opportunities, bought interests in companies across the Atlantic, including E.J. Hardy & Company in England and Societè Spicer-Glaenzer in France. This growth continued until the end of the decade with the acquisition of the Brown-Lipe Gear Company, a manufacturer of transmissions and clutches.

Nineteen twenty-nine was also the year of a major move for Spicer. By this time, General Motors, Ford, and Chrysler accounted for more than 80% of all new car sales in the U.S., and Detroit had clearly become the center of automotive production. To be closer to the industry, Spicer moved from New Jersey to a brand new factory complex on Bennett Road in Toledo, Ohio. This move, along with the manufacture of more products and an expanding international business helped Spicer's sales to climb back up to \$17 million, a 70% increase from 1922. The 1920s appeared to be ending on a lucrative note for Spicer, until October 24, 1929.

The Great Stock Market Crash had a devastating effect on the U.S. economy. Thousands of businesses went bankrupt and by 1931, Spicer operated at just 25% of its production capacity. When automobile production in the United States sank 75% in 1932, Spicer's sales also dropped

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nearly 90% to \$2 million. As a result, Spicer was forced to lay off employees and cut the wages of those who remained by 40%. Shortly thereafter, on February 23, 1934, 4,000 workers from four Toledo-based auto suppliers, including Spicer, walked off the job. The peaceful strike, during which Charles Dana frequented the picket lines with cups of coffee for the strikers, ended just days later when the auto suppliers and United Auto Workers' federal labor union reached a settlement. The agreement led to pay increases, a permanent pay scale, and the right to collective bargaining, which became law and led to a similar organization of General Motors and Chrysler two years later, and Ford in 1941.

Following the strike, Spicer continued to innovate with new products and greater scrutiny on the development of those products, and quality became vitally important. Despite this effort, sales fluctuated wildly coming out of the Great Depression. Recovering nearly to pre-depression levels in 1937, Spicer dropped by a third to \$10 million in 1938. However, it would only be another two years before World War II required an increase in production.

Just before the war, in 1939, the founder of the Spicer Manufacturing Corporation passed away. In 35 years, Clarence Spicer was issued 27 U.S. patents and 5 French patents. His creativity and determination also earned him the presidency of the Society of Automotive Engineers, and kept the Spicer® u-joints a top brand long after his death.

The late Clarence Spicer's company was hard at work in 1941, shifting into battle mode for the World War II. All automobile production was suspended in order to focus on the demand for military vehicles such as Jeep, built by Willys-Overland. Not only did transmissions, frames, u-joints, and axles come out of Spicer, but also Parish workers produced field kitchens, gun carriages and mounts, ammunition bundling accessories, and housing for fight planes. Sales jumped from \$10 million in 1939 to \$109 million in 1945, requiring additional capacity in the form of the acquisition of General Drop Forge and Atlas Drop Forge. However, at the end of the war, massive military-related order cancellations led to an 80% drop in sales.

The return to peacetime meant a long wait for the demand for civilian cars. Automakers used this time to update factories and retool vehicle designs, including Spicer. In addition to changes in manufacturing, the officials at Spicer Manufacturing decided to rename the company. In honor of his 32 years of leadership, Charles Dana's family name was chosen as the new corporate name. Spicer remained the brand name for many core products, including the original u-joint.

Additional changes came in the years that followed, specifically in regards to leadership. The company president at the time, Ralph Carpenter, recommended to Charles Dana the need for a successor. He suggested John "Jack" Martin, group president of Firestone Tire & Rubber in Akron, Ohio. With Carpenter's insistence Dana welcomed Martin to the company in 1952 as vice president and in 1953, he stepped up to president. Nineteen fifty-four marked the 50th anniversary of the company and by this time, Dana employed 10,000 people in nine cities. Martin took the event of the anniversary for self-appraisal and found a need for better cooperation with labor unions and money-saving measures.

The elimination of waste led to leaner manufacturing and opportunities for the development of new products. "Highly specialized products," as Charles Dana called them, such as the very successful Powr-Lok® that provided better traction on slippery roads, kept the Dana Corporation profitable throughout the 1950s, often outperforming competitors. Despite the success, Dana's decision to unload their European affiliates and focus on stateside markets sent their 80% share of the production of the world's trucks, cars, and buses to 35%. Getting into the international market was more important than ever.

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Dana expanded into Brazil, purchasing stake in Albarus, a universal joint manufacturer. In addition, production moved into Argentina, Venezuela, and Mexico, and Dana reestablished its presence in Europe. By 1966, the corporation had licensing agreements with 34 companies and partial ownership of 10 other firms all over the world, accounting for \$100 million of its sales.

Altogether, sales exceeded \$300 million in the 1960s. Dana's increasing size motivated Jack Martin to divide the company into seven autonomous units, focusing on engineering, manufacturing, and sales. In addition, the company made a stronger effort to improve employee-training, setting up programs at several colleges and universities. By the end of the decade, Dana had employed more than 19,000 people and doubled its profit.

The 1970s started with a big move. Dana's growth meant that the Bennett Road complex would no longer be sufficient as a corporate headquarters. With the purchase of 84 acres on Dorr Street came the opening of a Georgian Colonial-style home office in the fall of 1970. The 1970s also saw the influence of Rene "Ren" McPherson, who succeeded Jack Martin as company president in 1968. Possessing a revolutionary leadership style, McPherson challenged the hierarchical structure of Dana, pushing decision-making and accountability all the way to the shop floor. He tossed out volumes of corporate policies and procedures, and to help employees rise to higher expectations, established Dana University in 1969 to teach first-line managers and supervisors the basics of cost control and asset management.

It was also at this time that American companies produced only 25% of the world's automobiles as it fought the competition from other countries, particularly Japan. As a result, Dana's sales of car components fell dramatically. In an effort to boost revenue, Dana started to manufacture industrial equipment in addition to vehicle parts. As a result, between 1966 and 1979, sales grew from \$450 million to just under \$3 billion. However, it was more than just the manufacture of industrial components that accounted for Dana's growth. With more than 50 acquisitions in 14 years, as well as the encouragement of employees to implement their ideas, success appeared to be a given.

Yet, with the start of a new decade came an oil-induced recession. Americans gravitated towards smaller, more fuel-efficient vehicles, causing sales of large automobiles to drop significantly and Japanese manufacturers to make large gains in the U.S. market. For the first time in a few years, Dana did not set new sales records in 1980. The economic slump lasted for two years and led to layoffs, resulting in a worldwide employment drop for the company from 44,000 in 1979 to 29,000 by 1982.

The eighties was also a time for new leadership. Ren McPherson left the company in 1979 to take a position as a graduate school dean at Stanford University. Gerry Mitchell became chairman and chief executive officer and Stan Gustafson was elected president in 1980. Together, Mitchell and Gustafson sought to weather the tough economic times by focusing on the Dana Style, a commitment to quality and communication within the company. They visited upwards of 50 facilities each year to keep employees apprised of the company's performance and to listen to their ideas and concerns. Mitchell, particularly, encouraged feedback, establishing a "Talk Back to the Boss" campaign in 1982.

Dana also reorganized their basic product groups in 1982. To get closer to the markets they served, they established automotive distribution, direct distribution, highway vehicle, trucks parts distribution, trail equipment, mobile off-highway, industrial equipment, and shelter and security divisions. The last division was an effort to make the company recession-proof by handling the company's insurance and financial needs, providing housing, insurance, financing,

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and leasing services. Ultimately, the Dana Credit Corporation (DCC) was created, managing loans, acquiring property, and overall, saving money for the company. With an outstanding reputation for quality and customer service, the DCC became one of the largest leasing companies in the U.S. by the mid-1990s.

The decade continued with additional acquisitions, including Tyrone Hydraulics, Gresen Manufacturing, and Warner Electric Brake & Clutch. The company also embarked on a major restructuring of its production facilities. Dana moved from fewer, larger plants to smaller regional facilities. With revamped operations came reduced production times and new technology, improving quality and sales. By 1989, Dana sales reached \$4.9 billion, double the figure in 1980.

Southwood "Woody" Morcott succeeded Gerry Mitchell as chairman and CEO in 1990. He continued Dana's idea program by transforming ideas from an implied expectation to a measurable objective by charging every Dana employee to submit two ideas per month with an 80% implementation rate. This led to a flood of ideas from facilities around the world by 1992, which made it a perfect time to come out with a new slogan: *People Finding a Better Way*.

Dana's sales continued to climb in the nineties, with record sales of \$6.6 billion in 1994. Innovative new product lines led to award wins, such as the PACE Award in 1995 for a driveshaft design. Clarence Spicer was inducted into the Automotive Hall of Fame. Facilities were formally recognized for quality, productivity, employee involvement, and health and safety. By the end of the decade, Dana clearly far exceeded even its own expectations.

Unfortunately, by 2000, the vehicle industry headed toward another downturn, just as Joe Magliochetti stepped in as president. Dana reported a net loss of \$298 million and a reduction in the workforce of about 20,000 people. Despite the tough times, Dana employees continued the mission of quality customer service and innovation. In 2000, the Spicer Driveshaft Division became the second Dana operation to earn the Malcolm Baldrige National Quality Award. Other honors were granted in 2001 and 2002 to the Canadian driveshaft division, as well as a plant in Brazil in 2003.

Two thousand three also experienced the sudden need for a new president when Joe Magliochetti died in September. Glen Hiner, formerly chairman of Owens-Corning, stepped in as acting president and CEO until Mike Burns accepted the position in 2004. Burns continued the company's focus on its core businesses, a return to its roots of specific attention to vehicle makers. With \$4 billion worth of divestitures, that included their automotive aftermarket business, the company reported a 2003 net income of \$220 million, a \$500 million swing from the earnings loss just two years prior. The centennial was fast approaching, and Dana appeared to be back on track.

Downturns being cyclical, however, Dana experienced yet more financial hardship in March 2006 when the company's U.S. operations filed for Chapter 11 reorganization. Fortunately, Dana successfully emerged from Chapter 11 in February 2008 with a new board of directors, new chairman John Devine, and a renewed focus on returning the company to a leadership position in the global vehicular supply industry. The renewal included the sale of its Dorr St. headquarters in 2009 and a move to its smaller technical center in Maumee.

From a small operation in the corner of a printing press factory in 1904 to a global company with facilities in 26 countries in 2012, the Dana Holding Corporation has repeatedly overcome hardship to continue to be a leader in automobile industry. A combination of innovation and technology keeps Clarence Spicer's brainchild going strong into its second century.

Scope & Content Note

The Dana Holding Corporation Records consist of a variety of materials, from print items to photographs, film reels to DVDs, artwork to posters, and flags to shovels. **Record Group I** is comprised of eight series relating to the main corporate entity. **Series One, Administrative Files**, includes bound volumes of annual meeting minutes dating back to 1904, human resource materials, and project files. **Series Two, Financial & Legal Files**, documents the financial and legal history of the Dana Corporation through cashbooks, ledgers, stock certificates, patents, contracts, and miscellaneous financial resources. **Series Three** is dedicated to Dana's advertising and marketing campaigns over the past century. From proofs and draft notes to the final ad runs, the **Advertising and Marketing Files** represents not only Spicer and Dana, but also affiliated brand products and client companies, such as Chevrolet. The largest series in the collection, **Series Four** encompasses the materials published by and about Dana and other relevant organizations. Books, catalogs, newsletters, article clippings, press releases, price lists, as well as other content of **Print Publications** come in the form of individually published items, scrapbooks, and bound volumes of multiple journals. **Series Five, Biography and History Files**, documents the lives and accomplishments of many Dana executives, as well as illustrates the company's beginnings with Clarence Spicer, including both his engineering drawing of the concept car that prompted his design of the encased universal joint and a journal Mr. Spicer kept of his first years in business. Dana's expansion over the years with the establishment of multiple plants and divisions can be observed in the materials of **Series Six, Plant Files**, which consists of publications, blueprints, maps, and other technical files relevant to the various Dana/Spicer locations, including Fort Wayne, Pottstown, South Plainfield, and Toledo. **Series Seven** represents Dana's character via audio-visual materials. From the early days of Spicer to Dana of the twenty-first century, the people, places, products and events of this company are illustrated in film, video, photographic prints, slides and negatives. The final series of **Record Group I, Series Eight**, contains the artifacts of the Dana Corporation. Commemorative banners, key chains, cuff links, pens, calendars, and posters celebrate the company's centennial anniversary. Other anniversaries, such as Spicer's 50th, are documented via coins and plates. The results of projects also make up the **Artifacts** series, such as a bicycle fitted with a three-speed transmission. Finally, paperweights, lab coats, flags, toy replicas of trucks, decals, and brand-related patches round out the series.

Record Group II contains the materials related to Dana's affiliated and subsidiary companies, including Brown Brothers Limited, Parish Pressed Steel, Perfect Circle, and Victor. The collection is broken down into 30 series, for each company, and further divided by print and audiovisual materials, as well as artifacts, when applicable. Content includes annual reports, catalogs, advertisements, contracts, news releases, plant photos, patches, and anniversary plates.

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Box & Folder Inventory

NOTE: In all series, the “†” denotes that items are in oversize or irregularly shaped or sized boxes.

Box	Folder	Record Group 1: Company Records
		Series 1: Administrative Files
		Subseries A: Annual Reports/Meetings
†1	n/a	Annual Meeting Minutes, Spicer, May 25, 1905 – June 14, 1917
†2	n/a	Annual Meeting Minutes, Spicer, October 12, 1916 – December 18, 1918 – <i>Box contains loose pages of articles of incorporation tucked into the front of the bound volume, 1957.</i>
†3	n/a	Annual Meeting Minutes, Spicer, February 17, 1919 – March 7, 1921
†4	n/a	Annual Meeting Minutes, Spicer, March 21, 1921 – April 20, 1925
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†8	n/a	Annual Meeting Minutes, Spicer, May 14, 1935 – September 29, 1941
9	n/a	Annual Meeting Minutes, Spicer, November 3, 1941 – November 16, 1944 – <i>Box contains loose pages of a charter tucked into the front of the bound volume, 1942.</i>
10	n/a	Annual Meeting Minutes, Spicer, December 18, 1944 – December 26, 1945
11	n/a	Annual Meeting Minutes, Spicer, February 4, 1946 – September 17, 1946
12	n/a	Annual Meeting Minutes, Dana, November 6, 1946 – October 31, 1949
13	n/a	Annual Meeting Minutes, Dana, December 19, 1949 – November 26, 1951
14	n/a	Annual Meeting Minutes, Dana, December 17, 1951 – December 24, 1954
15	n/a	Annual Meeting Minutes, Dana, February 10, 1955 – October 17, 1957
16	n/a	Annual Meeting Minutes, Dana, December 11, 1957 – September 28,

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1959

17	n/a	Annual Meeting Minutes, Dana, October 14, 1959 – April 28, 1961
18	n/a	Annual Meeting Minutes, Dana, May 15, 1961 – October 13, 1962
19	n/a	Annual Meeting Minutes, Dana, December 5, 1962 – October 28, 1963
20	n/a	Annual Meeting Minutes, Dana, December 4, 1963 – February 23, 1965 – <i>Some pages are loose within the bound volume.</i>
21	n/a	Annual Meeting Minutes, Dana, March 30, 1965 – June 27, 1966
22	n/a	Annual Meeting Minutes, Dana, July 11, 1966 – November 21, 1966
23	1	Annual Reports, 1917-1918
23	2	Annual Reports, 1920-1921
23	3	Annual Reports, 1922-1923
23	4	Annual Reports, 1924-1925
23	5	Annual Reports, 1926-1927
23	6	Annual Reports, 1928-1929
23	7	Annual Reports, 1930-1931
23	8	Annual Reports, 1932-1933
23	9	Annual Reports, 1934-1935
23	10	Annual Reports, 1936-1937
23	11	Annual Reports, 1938-1939
23	12	Annual Reports, 1940-1941
23	13	Annual Reports, 1942-1943
23	14	Annual Reports, 1944-1945
23	15	Annual Reports, 1946-1947
23	16	Annual Reports, 1948-1949
23	17	Annual Reports, 1950-1951
23	18	Annual Reports, 1952-1953
23	19	Annual Reports, 1954-1955
23	20	Annual Reports, 1956-1957
23	21	Annual Reports, 1958-1959
23	22	Annual Reports, 1960-1961
23	23	Annual Reports, 1962-1963

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23	24	Annual Reports, 1964-1965
23	25	Annual Reports, 1966-1967
23	26	Annual Reports, 1968-1969
23	27	Annual Reports, 1970-1971
23	28	Annual Reports, 1972-1973
23	29	Annual Reports, 1974-1975
23	30	Annual Reports, 1976-1977
23	31	Annual Reports, 1978-1979
23	32	Annual Reports, 1980-1981
23	33	Annual Reports, 1982-1983
23	34	Annual Reports, 1984-1985
23	35	Annual Reports, 1986-1987
23	36	Annual Reports, 1988-1989
23	37	Annual Reports, 1990-1991
23	38	Annual Reports, 1992-1993
23	39	Annual Reports, 1994-1995
23	40	Annual Reports, 1996-1997
23	41	Annual Reports, 1998-1999
23	42	Annual Reports, 2002-2003
273	2	Annual Reports, 1958-1969
273	3	Annual Reports, 1970-1974
273	4	Annual Reports, 1975-1979
273	5	Annual Reports, 1980-1985
273	6	Annual Reports, 1986-1989
273	7	Annual Reports, 1990-1995
273	8	Annual Reports, 1996-1999
273	9	Annual Reports, 2000-2002
273	10	Annual Reports, 2003-2007
273	11	Annual Reports, 2010-2014
24	1	Annual Reports, Production Files, 1965-1968
24	2	Annual Reports, Production Files, 1975-1976

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24	3	Annual Reports, Production Files, 1982
24	4	Annual Reports, Production Files, 1983
24	5	Annual Reports, Production Files, 1999-2001
24	6	Board and Committee Meetings, 1928-1929
24	7	Board and Committee Meetings, 1979-1980
24	8	Board and Committee Meetings, 1981
24	9	Board and Committee Meetings, 1982
24	10	Board and Committee Meetings, 1983
24	11	Board and Committee Meetings, 1984
273	1	Clark Annual Reports, 1988-1994
24	12	Dana Commercial Credit Annual Report, 1987
24	13	Dana Commercial Credit Annual Report, 1988-1989
24	14	Dana Commercial Credit Annual Report, 1990-1991
24	15	Dana Commercial Credit Annual Report, 1992-1993
24	16	Dana Commercial Credit Annual Report, 1994-1995
24	17	Dana Commercial Credit Annual Report, 1996-1997
24	18	Dana Commercial Credit Annual Report, 1998
273	12	Dana Commercial Credit Annual Report, 1999
24	19	Global Communications Meeting, 1999
24	20	Global Communications Meeting, 2000
24	21	Global Leaders Group Meeting, 1998
24	22	Global Senior Management Meeting, 1996
24	23	Global Senior Management Meeting, 1997
24	24	Ottawa Meetings, 1995
24	25	Quarterly Reports, 1977-1979
24	26	Spicer Board of Directors Meeting Minutes, 1904-1943

Subseries B: Dana University

25	1	Dana Corporation Education Programs, 1972-1977
25	2	Dana University, 1981-2003
25	3	Dana University Certificate of Achievement, 1990, 1996-1997

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|----|---|--|
| 25 | 4 | Dana University Education Program, 1977-1980 |
| 25 | 5 | Dana University Pamphlets and Brochures, 1969-1985 |

Subseries C: General Administrative Files

- | | | |
|-----|----|------------------------------------|
| 25 | 6 | Berry College (includes DVD), 2004 |
| 273 | 13 | Brand Strategy Presentation, 2011 |
| 25 | 7 | Chart of Accounts, 1914 |
| 25 | 8 | Correspondence, 1897 |
| 25 | 9 | Correspondence, 1914 |
| 25 | 10 | Correspondence, 1929 |
| 25 | 11 | Correspondence, 1935 |
| 25 | 12 | Correspondence, 1936-1937 |
| 25 | 13 | Correspondence, 1944, 1946 |
| 25 | 14 | Correspondence, 1952, 1956 |
| 25 | 15 | Correspondence, 1957 |
| 25 | 16 | Correspondence, 1958 |
| 25 | 17 | Correspondence, 1959 |
| 25 | 18 | Correspondence, 1960 |
| 25 | 19 | Correspondence, 1961 |
| 25 | 20 | Correspondence, 1962 |
| 25 | 21 | Correspondence, 1964 |
| 25 | 22 | Correspondence, 1966-1967 |
| 25 | 23 | Correspondence, 1968-1969 |
| 25 | 24 | Correspondence, 1970-1971 |
| 25 | 25 | Correspondence, 1972-1973 |
| 25 | 26 | Correspondence, 1974-1975 |
| 25 | 27 | Correspondence, 1976-1977 |
| 25 | 28 | Correspondence, 1978-1979 |
| 25 | 29 | Correspondence, 1980-1981 |
| 25 | 30 | Correspondence, 1980-1981 |
| 25 | 31 | Correspondence, 1982 |
| 25 | 32 | Correspondence, 1984-1985 |

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25	33	Correspondence, 1986-1988
25	34	Correspondence, 1994-1995
25	35	Correspondence, 1996
25	36	Correspondence, 1997-1998
25	37	Correspondence, 1999
25	38	Correspondence, 2001
25	39	Correspondence, 2003-2004
25	40	Correspondence, n.d.
25	41	Correspondence, <i>Truck Quarterly</i> , 1975-1977
25	42	Notices, 1933-1939
25	43	Notices, 1940-1949
25	44	Notices, 1950-1959
25	45	Notices, 1960-1969
25	46	Notices, 1977-1979
25	47	Notices, 1980-1989
25	48	Notices, 1990-1997
273	14	PACE Awards Application, 2012
304	17	Permit to Tap Sewers – Hagerstown (P.C.)
25	49	Speeches, 1964
25	50	Speeches, 1974
25	51	Speeches, 1975
25	52	Speeches, 1979-1982
25	53	Speeches, 1987
25	54	Speeches, n.d.
26	1	Dana Woodrow Wilson Program, 1982
26	2	Directories, 1986, 1988
26	3	Directories, 1995
26	4	Directories, 1997-1998
26	5	Graphic Standards Manual, 1996
26	6	Organizational Charts, 1959-1961, 1963
26	7	Organizational Charts, 1995

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26	8	Organizational Charts, 1996-1997
26	9	Organizational Charts, 1998-1999
26	10	Organizational Charts, 2000-2001
26	11	Organizational Charts, 2002
26	12	Press List, 1962-1974
26	13	Table of Organization, 1972, 1989-1998
26	14	2001 Dana Worldwide Facility Data Book, 2001
26	15	2001 Dana Worldwide Facility Data Book, 2001
292	n/a	Standard Policy & Procedure Manual, 1966
293	33	Record Retention & Destruction Guide, 1999
299	3	Victor Gasket Materials Fact Book Volume 1
299	4	Victor Hard Gasket Materials Fact Book Volume 2
299	5	Victor Products Division General Info Binder
299	6	Victor Sealing Products Exclusively
300	3	Victor Soft Gasket Material Development Engineering
300	4	Victor Test Procedures Binder

Subseries D: Labor/Human Resources Material

26	16	Actuarial Reports, 1965
26	17	Actuarial Reports, 1968
26	18	Actuarial Reports, 1969
26	19	Actuarial Reports, 1970
26	20	Actuarial Reports, 1971
26	21	Actuarial Reports, 1971
26	22	Actuarial Reports, 1972
26	23	Actuarial Reports, 1972
26	24	Actuarial Reports, 1973
26	25	Actuarial Reports, 1973
26	26	Actuarial Reports, 1974
26	27	Actuarial Reports, 1974
26	28	Actuarial Reports, 1975
26	29	Actuarial Reports, 1976

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26	30	Customer List, 1960
26	31	Dana Retiree Roster, 1980
26	32	Dana Retiree Roster, 1973
26	33	Dana Retiree Roster, 1975
27	1	Dana Retiree Roster, 1977
27	2	Dana Retiree Roster, n.d.
27	3	Dana Retiree Roster Production Files, 1977
27	4	Dana Retiree Roster Production Files, 1979
27	5	Dana Retiree Roster Production Files, 1980
†28	n/a	Employee Roster, 2001
27	6	Health Care Materials, 2000
27	7	Labor Materials, n.d.
27	8	Management and Department Head Compensation, 1949
27	9	Management Resource Program, 1985
27	10	Master-Trade Paper Mailing List, n.d.
27	11	Minority Supplier Development Program, 1990
303	1	Nuvinci Desktop Demo Operating Instructions
303	2	Nuvinci Desktop Demo Machine
27	12	Policies, 1981
27	13	Policy and Procedure, 1959, 1962
27	14	Retirement Income Plan, 1961-1966
27	21	Telephone Directory, n.d.
27	15	UAW Organization Files, 1967-1972
27	16	UAW Organization Files, 1973-1976
27	17	UAW Organization Files, 1977
27	18	UAW Organization Files, 1978-1980
27	19	UAW Organization Files, 1983
27	20	UAW Organization Files, 1983-1984

Subseries E: Project Files

27	2	Bike Files, 1973-1975
27	23	Bike Files, 1973-1975

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27 24 Centennial Book Files, Chuck Hartlage, n.d.
27 25 Centennial Book Files, Chuck Hartlage, n.d.

Box Folder

Series 2: Financial & Legal Files

Subseries A: Agreements/Contracts

†30	n/a	Financial and Legal Booklet, 1916-1949 – <i>Cover is damaged, the binding is loose, and the page edges are torn.</i> Agreement/Contracts
297	1	American Car and Foundry Company Government Contract No. DA-20-089-ORD-2972, ACE Purchase Ord. No. 1-3541-18
29	1	Agreement of board officer assignment for Plainfield Manufacturing Company, 1929
302	1	Agreements (Columbia) Victor de Colombia – Sale of Majority to Sr. Gomez et Al.
297	2	Astro-Electronics Division – RCA Perfect Circle (Controls Division)
297	3	Atlas Drop Forge Company-Detroit Ordnance District-Department of the Army Contract No. DA-20-018-ORD-15660
297	4	Cleveland Ordnance District Contract DA-33-019-ORD-700, Storage Agreement Contract No. DA-33-019-ORD-1431 for Government-Owned-Tools
297	5	Cleveland Ordnance District Facilities Contract DA-33-019-ORD-979
297	6	Cleveland Ordnance District Tooling Storage Contract No. DA-33-019-ORD-1431
297	7	Contract AF, 33(038)-30022
29	2	Contract Granting Invention Ownership, 1923
29	3	Employee Agreements, 1963
298	13	“Factual Appendix A”, Wright-Patterson Air Force Base Supplement No. 1
298	14	“Factual Appendix A”, Wright-Patterson Air Force Base Enclosure #1, Supplement 2
298	15	“Factual Appendix A”, Supplement Number 3
298	16	“Factual Appendix A”, Enclosure 1, Supplement Number 3

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298	17	“Factual Appendix A”, Enclosure 2, Supplement Number 3
298	18	“Factual Appendix A”, Supplement Number 4
298	19	“Factual Appendix A”, Enclosure 1, Supplement Number 4
298	20	“Factual Appendix A”, Supplement Number 5
298	21	“Factual Appendix A”, Supplement Number 6
298	22	“Factual Appendix A”, Supplement Number 7
298	23	“Factual Appendix A”, Enclosure 1, Supplement Number 7
298	24	“Factual Appendix A”, Supplement Number 8
298	25	“Factual Appendix A”, Supplement Number 9
298	26	“Factual Appendix A”, Supplement Number 10
298	27	“Factual Appendix A”, Supplement Number 11
298	28	“Factual Appendix A”, Supplement Number 12
298	29	“Factual Appendix A”, Supplement Number 13
297	8	Fort Wayne – Aircraft Gear Division Contract AF 33(038)-30022
297	9	Howard W. Simpson and Dana Corporation
29	4	Letters of dissolution of The Corporation Trust Company, 1931
29	5	Loan Agreement between Spicer & Charles Dana, 1914
297	10	Mayer Pollock Co. Pottstown Inter-Company Correspondences
297	12	Navy Department-Helicopter Contract NOAS 53-241-C Work to be Performed by Aircraft Gear Division
302	4	Perfect Circle (Holland) N.V. and Perfect Circle Corporation Loan Agreement
297	15	Pickands Mather and Co.- Dana License Agreements V347
297	16	Platka De Mexico – Trademark License Agreement
302	5	Pow-R-Oil Asset Acquisition and Shermin Katz Agreement
297	17	P.T. Inti Ganda Perdana and Dana Technology Licensing Agreement V713
29	6	Old Salary Pension Plan, 1956
297	13	Perfect Circle Australia Pty. Ltd. July 27, 1965
297	14	Pevisa S.A. – Peru Trademark and Technical Assistance Agreement
298	32	Pinkerton’s Inc., Confidential, Confirmation of Order for Services

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297	18	P.T. Spicer, Indonesia
297	19	P.T. Tri Satria Utama P.T. Superior Coach
29	7	Various Mortgages & Loan Agreements, 1914, 1921
293	1	Hillsdale Joint Venture, 1970
293	2	Correspondence, 1943
293	3	Correspondence, 1944
293	4	Correspondence, 1945
293	5	Correspondence w/Schedule, 1946
293	6	Correspondence, 1947
293	7	Dana Supplemental Agreement w/Schedule, 1946
293	8	Dana Supplemental Agreement, 1946
293	9	Changing Name from Spicer to Dana, 1945-1946
293	27	Hillsdale Joint Venture Contracts, 1970
297	20	Racine Hydraulics Sale to Robert Bosch Co. (Racine Fluid Power) V586
297	21	Remotion Company, Kentner B. Wilson and Dana – License and Assignment Agreement
297	22	Repcos Limited License and Technology Assistance Agreement
297	31	Saint Louis Railroad Company (Sidetrack Agreement)
298	34	Salisbury Axle Works – Fort Wayne: Summary of Appendix A
297	23	Schellens, E. Peter: Abstract Agreement
297	24	Scoville MFG. Co. and Weatherhead License Agreement
297	25	Sidaven S.A. Patent License and Technology Assistance Agreement
297	26	Smyth, Robert, William and Ralston: Abstract and Agreement
297	27	Sonnerdale Limited and Dana Corp. January 1, 1955, and June 2, 1964
297	28	S.O.M.A and Dana Patent License Technical Assistance and Trademark Agreements
297	29	Spicer, S.A. – License and Technical Assistance Agreement
297	30	Steiber Precision TM License Agreement - India
297	32	Technical Assistance: Wix De Venezuela C.A. (Wixvenca) and Dana Corporation V-591
297	33	T.F. Victor, S.A. De C.V. Patent and Trademark License Agreement

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297	34	U.S. Navy Department Contract Bureau of Ships NObs-1428 (Folder 1)
297	35	U.S. Navy Department Contract Bureau of Ships Nobs-1428 (Folder 2)
297	36	Victor Gaskets India Limited Trademark and License Agreements
297	37	Wright-Patterson Air Force Base Dayton, Ohio Contract No. AF-33-038-30022
297	38	Wright-Patterson Air Force Base Storage Agreement Contract AF 33 (600)-28487 (Aircraft Gear Division)

By Laws

29	8	Spicer, 1929
29	9	Toledo Area Dana Retirees Association, 1984

Charters

29	10	Certificate of Incorporation, 1924
29	11	Dana Corporation, 1946

Proxies

29	12	Assigning Charles Dana, Leslie Soper or Whiting Faulkner agent to vote on stock-shares, 1929
29	13	Various Proxy Agreements, 1939-1968

Subseries B: Cash Books/Invoices/ Purchases

29	14	Cash Book, 1899-1907
†31	n/a	Cash Books, 1913-1914, 1915-1916 – <i>Leather is pulling away from boards and there is red staining inside storage box.</i>
†32	n/a	Cash Books, 1914-1915, 1917-1918, 1918-1919 – <i>There is red staining inside storage box, likely from the leather.</i>
†33	n/a	Cash Books, 1912-1913, 1916-1917, 1917-1918 – <i>There is red staining inside storage box and the leather is crumbling.</i>
29	15	Cash Book, 1919
†34	n/a	Cash Book, 1926-1948
†35	n/a	Cash Book, 1930-1952
305	1	Financial Analysis Book, 1951-1956
29	16	Invoices, 1973
29	17	Invoices, 1976-1977

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29	18	Invoices, 1979
29	19	Invoices, 1980-1981
29	20	Invoices, 1982
29	21	Invoices, 1983
†36	n/a	Ledgers, 1912-1915, 1915-1916
†37	n/a	Ledgers, 1914-1915, 1917-1919, 1918-1919, 1942-1943, n.d - <i>Pages are loose and there is no cover.</i>
293	10	Part Order Reports, 2012
304	16	Pennsylvania RR – New Castle (P.C.) Industry Track – Lease for Fence
29	22	Purchase Records, 1914
293	11	Public Vouchers, 1953
293	12	Equipment Schedules/Correspondence, 1944
293	13	Sale of Property/Correspondence, 1946
293	14	Receipts, 1944-1945
293	15	Material Inspection Report, 1952
293	16	Invoices – Cinci. Milling & Grinding – Microfilm Negatives, 1951-1952
293	23	Invoices – Cleveland Ordnance District Orders, 1953
293	24	Invoices – Orders, 1953
293	25	Requisitioner’s Copy, 1951-1952
293	26	Equipment Lists/Correspondence, 1954-1956
295	4	Differential Data Table, 1931-1938
300	1	Victor Sales, Fluid Product Sales Division Material Sales
300	2	Victor Sales, Industrial Material Sales
Subseries C: Financial Analysis/Statements		
298	1	1941 Yearly Research Report
298	2	Address by Frank J. Voss, Before the Rotary Club, June 3, 1975
29	23	Annual Report, Spicer, 1924-1925
29	24	Consolidated Balance Sheet of Spicer and Subsidiary Companies, 1932-1975
298	3	Dana 2018 Annual Report
298	4	Dana: 2019 Annual Report

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298	5	Dana: 2020 Annual Report
298	12	Dana Summary Restructuring and Improvement
298	6	Dana: 2021 Annual Report
298	10	Division of Dana Corporation: Appendix A, Machining, Heat Treatment, Inspection and Service Department Equipment
298	11	Division of Dana Corporation: Appendix C, All Categories of Surplus Machines
29	25	Economics Department Memo from the U.S Economic Outlook, 1982-1985
29	26	Financial Analysis of Dana including Security, Capitalization, Investment Opinions, Earnings, Stock Comment, 1959
29	27	Financial Statement including Balance Sheet, Statement of Income, and Expenditures, 1982
298	30	First, Second, and Third Yearly Examiners, 2002 - 2003
29	28	Fiscal Year Statement of Spicer & Dana including Assets, Liabilities, Losses, and Profits, 1918-1959
298	31	Perfect Circle – Town of Hagerstown
29	29	Pro Forma Consolidated Balance Sheet of Spicer including Assets, Liabilities, Surplus, Cumulative Preference Stock, 1928
29	30	Underwriters’ Meeting in regards to Cumulative and Preference Stocks dealing with Purchase Contract, 1946
29	31	“Zero to Sixty: A Monthly Review of Automotive Related Stocks”, 1984
292	n/a	Shareholder Dividends w/Correspondence & Tables, 1974-1998
293	18	Cost Summary/Correspondence, 1954
298	35	Scrap Sales Recap and Purchasing Debt Copies

Subseries D: Other Financial & Legal Files

29	32	Acquisition Files, 1995
298	7	Dana Royalties: December 13, 1938 – January 10, 1945
298	8	Dana Royalties: April 30, 1945 – April 25, 1950
298	9	Dana Royalties: February 14, 1951 – October 11, 1954

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29	33	Financial and Development Resources, n.d.
29	34	Miscellaneous Financial Items, 1974-2003
293	17	Correspondence, 1944-1947
293	19	Correspondence, 1951-1952
293	20	Microfilm Negatives, 1952
293	21	Tables/Correspondence, 1953
293	22	Proposed Survey, 1953
304	35	Summary Scrap Sales No. 1 Subpoena and Hearings Letter
304	30	Victor Manufacturing and Gasket Company Trademarks

Subseries E: Patents

302	3	J.H. Victor Method for Increasing the Effective Thickness and Resiliency of Sheet Metal and Sheets Produced Thereby and Patent
29	35	Patent Material, 1903-1930
29	36	Patent Material, 1914
29	37	Patent Material, 1916
29	38	Patent Material, 1924
29	39	Patent Material, 1925
29	40	Patent Material, 1926
29	41	Patent Material, 1927
29	42	Patent Material, 1932
29	43	Patent Material, 1936-1939
29	44	Patent Material, 1940-1949
29	45	Patent Material, 1950-1962
29	46	Patent Material, 1973
29	47	Patent Material, 1976-1999
298	32	P.F. Gasketing Material and Patent

Subseries F: Stock Materials

302	2	Creating Shareholder Value by Transforming Our Business Model Faster
29	48	Cumulative Preference Stock, Spicer, 1929, 1933
29	49	Optional Stock Dividend Policy, 1979
29	50	Shareholder Relation- Recommended Offers, 1978

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302	6	S.O.M.A Europe Transmission: Shareholder Meeting
29	51	Stock Certificates, 1955-1974
29	52	Stock Certificates, n.d
†38	n/a	Stock Certificates, 1919-1931, 1960-1966, 1950-1960, 1963-1966
†39	n/a	Stock Certificates, 1919-1929, 1929-1931, 1956-1960
†40	n/a	Stock Certificates, 1954-1956
305	2	Stock Holders Ledger, 1954-1964
302	7	Victor Manufacturing and Gasket Trustee's Certificates (\$100)
302	8	Victor Manufacturing and Gasket Trustee's Certificates (\$500)
302	9	Victor Manufacturing and Gasket Trustee's Certificates (\$1,000)
302	10	Victor Manufacturing Stock Certificate Booklet 1
302	11	Victor Manufacturing Stock Certificate Booklet 2

Box Folder Series 3: Advertising & Marketing Files

Subseries A: Advertisements

41	1	Ads, various, 1910, 1920
41	2	Ads, various, 1910-1929
41	3	Ads, various, 1930s
41	4	Ads, various, 1940s
41	5	Ads, various, 1940s
41	6	Ads, various, 1944-1945
41	7	Ads, various, 1946
41	8	Ads, various, 1947
41	9	Ads, various, 1948
41	10	Ads, various, 1949
41	11	Ads, various, 1950s
41	12	Ads, various, 1950-1953
41	13	Ads, various, 1954-1956
41	14	Ads, various, 1957-1959
41	15	Ads, various, 1960
41	16	Ads, various, 1962
41	17	Ads, various, 1963

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41	18	Ads, various, 1964-1965
41	19	Ads, various, 1967-1969
41	20	Ads, various, 1970-1973
41	21	Ads, various, 1975-1977
41	22	Ads, various, 1979
41	23	Ads, various, 1980
41	24	Ads, various, 1981
41	25	Ads, various, 1983-1984
41	26	Ads, various, 1987
41	27	Ads, various, 1988-1989
41	28	Ads, various, 1991
41	29	Ads, various, 1992-1993
41	30	Ads, various, 1994-1995
41	31	Ads, various, 2000
41	32	Ads, various, n.d
274	2	Automotive Systems Products, 2005
309	2	Advertisements CA, 1915: Long Distance Coolers
†272	n/a	Chevrolet Rear Axle Positraction Ad, n.d.
41	33	Community Service Ads, 2000
†44	n/a	Cover Ad for “Spicer Presents” booklet, 1944
274	3	Eaton, 2000
274	4	Echlin, n.d.
274	5	Fluid & Engine Systems, 2000-2002
274	6	Fuel Cell Components, 2007-2008
274	7	Drivetrain – Miscellaneous, n.d.
274	8	Dana International – Asia/Pacific – Product Guides, n.d.
274	9	Dana International – Glacier Vandervell – Product/Company Overview, n.d.
274	10	Dana International – Spicer – Italy – Technical Catalogs, 1996-2003
274	11	Dana International – Long – Thermal Products, 2011
274	12	Dana International – South America – Miscellaneous, n.d.

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274	13	Dana International – Spicer – Europe – Product Guides, 2006-2007
274	14	Dana International – Spicer – Off-Highway Systems, 2011
274	15	Dana International – Spicer – Off-Highway Systems, 2011
274	16	Dana – Long- Thermal Products, 2010-2011
274	17	Dana – Spicer – Off-Highway Components – Misc., 1999-2001
274	18	Dana – Spicer – Off-Highway Systems, 1999-2008
274	19	Dana – Spicer – Off-Highway Products – Kits/Specifications, 2000-2003
274	20	Dana – Spicer – Off-Highway Systems – Driveshafts, 2011
274	21	Dana – Spicer – Off-Highway Systems – Drivetrain, 2010-2011
274	22	Dana – Spicer – Off-Highway Systems – Drivetrain, 2011
274	23	Dana – Spicer – Off-Highway Systems – Product Guides, 2004
274	24	Dana – Spicer – Off-Highway Systems – Product Guides, 2005-2008
274	25	Dana – Spicer – Off-Highway Systems – Product Guides, 2005-2008
274	26	Dana – Spicer – Off-Highway Systems – Product Guides, n.d.
274	27	Dana – Spicer – Off-Highway Systems – Recommended Specifications, 2001
274	28	Dana – Dana International – Victor Reinz – Product Guides, 2011
274	29	Dana – Product Guide Overview, n.d.
274	30	Dana – Roadranger, 2000-2007
274	31	Dana – Roadranger – Product Guides, 1999-2003
274	32	Dana – Roadranger – Product Guides, 2003-2007
274	33	Dana – Roadranger – Product Guides, 2007
274	34	Dana – Spicer Bendix, 2005-2007
274	35	Dana – Spicer – Miscellaneous, 1998-2007
274	36	Dana – Spicer – Miscellaneous, 2008-2013
274	37	Dana – Thermal Products, 2003
274	38	Dana – Truetrac Traction, n.d.
274	39	Dana – Victor Reinz – Catalogs, n.d.
274	40	Dana – Victor Reinz – Catalogs, 2007-2008
274	41	Dana – Victor Reinz – Sealing Products, 2003-2009
275	9	GWB – Service Kits for Driveshafts, 1976

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275	10	Hardy Spicer – GKN, n.d.
275	11	Hardy Spicer, 1966-1974
275	12	Spicer – Axle Specifications, 1982
275	13	Spicer – Axle Division Guide, n.d.
275	14	Spicer – Parts Catalog, 1926-1939
275	15	Spicer – Parts Catalog, 1941-1946
275	16	Spicer – Parts Catalog, 1951-1959
275	17	Spicer – Parts Catalog, 1963-1964
275	18	Spicer – Parts Catalog, 1971-1977
275	19	Spicer – Parts Catalog
275	21	Spicer – P.T.O. U Joint Catalog, 1963-1969
275	22	Spicer – Supplemental Catalogs, 1957-1970
275	24	Spicer – U Joint Kit Catalogs, 1970-1973
275	25	Spicer – Universal Joints Catalog, 1958
275	26	Spicer – Universal Joints Catalog, 1960-1961
275	27	Spicer – Universal Joints Kit, 1965-1968
275	28	Spicer – Universal Joint Kits, 1963-1969
275	29	Spicer – Universal Joint Kits, 1956
275	30	Spicer – Positive Generator Drives – Maintenance/Engineering Bulletins, n.d.
275	31	Spicer – CV Joints & Components, 1988
275	32	Spicer – Service Instructions, n.d.
275	33	Spicer – Driveshafts – Service Guide, 1982
275	34	Spicer – Service Manuals, 1992-2004
†45	n/a	Spicer Ad Boards, 1925-1947
†46	n/a	Spicer Ads, Framed, 1924
296	14	Spicer Aftermarket Performance 1
296	15	Spicer Aftermarket Performance 2
296	16	Spicer Blue Coated Performance U-Joints Info
296	17	Spicer Mr. Beaver Advertisement
41	34	Trade Ads, 1957-1962

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- | | | |
|-----|---|-----------------------------------|
| 309 | 1 | Dana Print Advertisements, 1997 |
| 308 | 2 | Victor Gasket Guide Advertisement |

Subseries B: Brochure Materials

- | | | |
|-----|----|--------------------------------------|
| 306 | 2 | Dana Corporation Brochures, 1980 |
| 41 | 35 | Brochure Production Files, 1967-1974 |
| 41 | 36 | Brochure Production Files, 1978 |
| 41 | 37 | Brochure Production Files, 1979 |
| 41 | 38 | Brochure Production Files, 1981-1982 |
| 41 | 39 | Brochure Production Files, 1991 |
| 41 | 40 | Brochure Production Files, 1992 |
| 41 | 41 | Brochure Production Files, 1995 |
| 41 | 42 | Brochure Production Files, 1996 |
| 41 | 43 | Brochure Production Files, 1996 |
| 41 | 44 | Brochure Production Files, 1996-1997 |
| 41 | 45 | Brochure Production Files, 1997 |
| 41 | 46 | Brochure Production Files, 1998 |
| 41 | 47 | Brochure Production Files, 1998 |
| 41 | 48 | Brochure Production Files, 1998-1999 |
| 41 | 49 | Brochure Production Files, n.d |

Subseries C: Drafts & Proofs

- | | | |
|----|----|-------------------|
| 42 | 1 | Drafts, 1940s |
| 42 | 2 | Drafts, 1947 |
| 42 | 3 | Drafts, 1948 |
| 42 | 4 | Drafts, 1949 |
| 42 | 5 | Drafts, 1976 |
| 42 | 6 | Drafts, 1977 |
| 42 | 7 | Drafts, 1980 |
| 42 | 8 | Drafts, 1981 |
| 42 | 9 | Drafts, 1982 |
| 42 | 10 | Drafts, 1981-1983 |
| 42 | 11 | Drafts, 1984 |

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42	12	Drafts, 1985
42	13	Drafts, 1986
42	14	Drafts, 1987
42	15	Drafts, 1987
42	16	Drafts, 1988
42	17	Drafts, 1988
42	18	Institutional and Products Ad Proofs, 1956-1957
274	42	Dana – Draft Brochures, 2002-n.d.

Subseries D: Marketing Correspondence & Administration

42	19	Advertising List, n.d.
42	20	Corporate Advertising Department, 1986, n.d.
42	21	Marketing, 1978-1979
42	22	Marketing, 1980
42	23	Marketing, 1983
42	24	Marketing, 1984
42	25	Marketing, 1986
42	26	Marketing, 1987
42	27	Marketing, 1988
42	28	Release Forms, 1981

Subseries E: Public/Press Relations

42	29	Coordinated Ad Program, n.d.
42	30	Coordinated Ad Program, n.d.
42	31	Press Folder, 1996
43	1	Public Relations, 1971-1975
43	2	Public Relations, 1972-1976
43	3	Public Relations, 1981
43	4	Public Relations, 1989
43	5	Public Relations, 1990
43	6	Public Relations, 1991
43	7	Public Relations, 1993
43	8	TV Campaign, 1979

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Subseries F: Scrapbooks

†47	n/a	Print Ads, 1911-1986
†48	n/a	Print Ads, 1911-1986
†49	n/a	Print Ads, 1930s, 1942, 1963-1964, 1979
†50	n/a	Print Ads, 1956-1970
†51	n/a	Print Ads, 1957-1963
†52	n/a	Print Ads, 1957-1964
†53	n/a	Print Ads, 1957-1970
†54	n/a	Print Ads, 1957-1975
†55	n/a	Print Ads, 1957-1978
†56	n/a	Print Ads, 1959-1970, n.d.
†57	n/a	Print Ads, 1963-1977
†58	n/a	Print Ads, bound & loose, 1955-1957
†59	n/a	Print Ads, drafts, n.d.
†60	n/a	Print Ads, exhibit boards, 1999

Box Folder

Series 4: Print Publications

Subseries A: Books, Booklets, & Scrapbooks

Books

†61	1	<i>Automobile: A Century of Progress</i> , SAE Historical Committee, 1997
†61	2	<i>The Automobile From Steam to Gasoline</i> , Enzo Angelucci & Alberta Bellucci, 1975
†61	3	<i>The Big Book of Caterpillar</i> , Robert N. Pripps, 2000
†61	4	<i>Century on Wheels: The Story of the American Auto Industry</i> , Edward Miller, 1987
†61	5	<i>Charley Teetor's Home Town</i> , Charles Teetor, 1994
†62	1	<i>The Dana Family in America</i> , Elizabeth Ellery Dana, 1956
299	2	<i>Desc 25 Anos de Historia</i> , 1998
†63	n/a	<i>The Ford Century</i> , Russ Bonham, 2002
†62	2	<i>First Fifty Years of Clark Equipment</i> , Clark Equipment Company, 1953
†62	3	<i>Full Steam Ahead: JI Case Tractors And Equipment 1842-1955</i> , Vol. 1, David Erb and Eldon Brumbaugh, 1993

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- | | | |
|-----|-----|---|
| †62 | 4 | <i>John Deere's Company: A History of Deere and Company and Its Times</i> , Wayne G. Broehl Jr. 1984 |
| †64 | 1 | <i>The Legend of Ingersoll-Rand</i> , Jeffrey L. Rodengen, 1995 |
| †65 | n/a | <i>Mack: Driven for a Century</i> , John Heilig, 1999 |
| †64 | 2 | <i>Master of Precision</i> , Henry M. Leland, 1996 |
| †66 | n/a | <i>The Morcott Decade, 1990-1999</i> |
| †64 | 3 | <i>One Man's Vision: The Life of Automotive Pioneer Ralph R. Teetor</i> , Marjorie Teetor Meyer, 1995 |
| †64 | 4 | <i>People Finding a Better Way: The Dana Heritage</i> , The History Factory, 1995 |
| †64 | 5 | <i>The Power of a Story: Voices of Prudential and Its People</i> , Arthur F. Ryan, 2001 |
| †67 | 1 | <i>The Proud Heritage of AGCO Tractors</i> , Norm Swinford, 1999 |
| †67 | 2 | <i>The Story of the Dana Corporation</i> , Chuck Hartlage, 2004 |
| †67 | 3 | <i>Those Wonderful Old Automobiles</i> , Floyd Clymer, 1958 |
| †67 | 4 | <i>Trucking in America: Moving the Goods: A Nostalgic Reflection on the Rigs That Rolled the Roads of America in the Glory Years of Truck History</i> , Ron Kowalke, 1995 |
| †67 | 5 | <i>100 Years of Semi-Trucks</i> , Ronald G. Adams, 2000 |
| †68 | 1 | Heritage Resource Management Program Files for the publication of the Dana History book, 1995 |
| †68 | 2 | Heritage Resource Management Program Files for the publication of the Dana History book, 1995 |
| †68 | 3 | Heritage Resource Management Program Files for the publication of the Dana History book, 1995 |
| †68 | 4 | Heritage Resource Management Program Files for the publication of the Dana History book, 1995 |
| †68 | 5 | Heritage Resource Management Program Files for the publication of the Dana History book, includes audiocassettes, 1995 |
| †68 | 6 | Heritage Resource Management Program Files for the publication of the Dana History book, negatives and transparencies, 1995 |

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†68	7	Heritage Resource Management Program Files for the publication of the Dana History book, photographs and scans, 1995
†68	8	Heritage Resource Management Program Files for the publication of the Dana History book, slides, 1995
†68	9	“History of the Chrysler/American Motors Merger”, booklet, 1987
†69	n/a	Heritage Resource Management Program Files for the publication of the Dana History book, <i>Automotive News</i> , 1993
†69	n/a	<i>100 Years of the Automobile, 1886-1986</i> , Marco Ruiz, 1984
293	3	Nothing Works Like Our People, 2010
293	4	Retiree Roster, 1977

Booklets

70	1	“Accelerating Vehicular Innovation: Technologic”, 2002
70	2	“Chronology of the Automobile Industry: A Historical Memorandum”, 1939
70	3	Corporate Identification Guide, n.d.
70	4	“Customer 101”, 1994
70	5	Dana Booklets, n.d.
70	6	Dana Booklets, n.d.
70	7	“Dana: A World of Solutions”, 1992, 1998
70	8	“Spicer Driveshaft Global Perspective”, n.d.
70	9	“Ren McPherson: Nothing Works Like People”, Homer Brickey, 2010
70	10	“Road Race Round the World, Revised Edition”, Robert Jackson, 1977
70	11	“Spicer Clutch Division”, Dana Corporation, 1978
70	12	“Spicer Presents,” 1944
70	13	“Spicer Propeller Shaft for Motor Cars,” n.d.
70	14	Technical Center, 1973, 1981
70	15	“The Dana Foundation”, 1950-1960
70	16	“The Dana Story”, 1978-1979
70	17	“The Horseless Age,” 1895
70	18	“Toward the Year 2000”, Draft, 1970s
70	19	“Toward the Year 2000”, Draft, 1973, 1977-1979

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70	20	“Toward the Year 2000,” n.d.
70	21	“Turning Power into Progress Around the World,” 1973-1977
70	22	War Time Material, 1940s
70	23	“We’ve Come a Long Way: 50 Years of Progress”, n.d.

Scrapbooks

†71	n/a	<i>Financial News</i> clippings, 1920-1929 – <i>The text block has pulled away from the cover.</i>
†72	n/a	Scrapbook, 1930s
†73	n/a	Scrapbook, 1953-1963
†74	n/a	Scrapbook, 1960-1967
†75	n/a	Scrapbook, 1963-1970
†76	n/a	Scrapbook, 1967-1968
†77	n/a	Scrapbook, 1968-1970
†78	n/a	Scrapbook, 1969-1971
†79	n/a	Scrapbook, 1971-1972
†80	n/a	Scrapbook, 1973
†81	n/a	Scrapbook, 1974
†82	n/a	Scrapbook, 1975
†83	n/a	Scrapbook, 1975
†84	n/a	Scrapbook, 1976
†85	n/a	Scrapbook, 1976
†86	n/a	Scrapbook, 1977
†87	n/a	Scrapbook, 1978
†88	n/a	Scrapbook, 1978-1979
†89	n/a	Scrapbook, 1980
†90	n/a	Scrapbook, 1981-1982
†91	n/a	Scrapbook, 1983-1984
†92	n/a	Scrapbook, 1984-1985
†93	n/a	Scrapbook, 1986-1987
†94	n/a	Scrapbook, 1987-1988
†94	n/a	Scrapbook, 1988

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†95	n/a	Scrapbook, 1988-1989
†95	n/a	Scrapbook, 1989
†96	n/a	Scrapbook, 1989-1991
†96	n/a	Scrapbook, 1990-1991
†97	n/a	Scrapbook, Dana Heritage, 2004
†97	n/a	Scrapbook, Dana Heritage, 2004
†98	n/a	Scrapbook, Powr-Lok, 1956-1959 – <i>Scrapbook pages are loose.</i>

Subseries B: Catalogs & Manuals

99	1	Caruncho: Productos Para Automaciòn, n.d.
99	2	Casa Peña: Juntas de Calidad, n.d.
296	1	Commitment Excellence In Sealing Products and You Know We're Number 1
99	3	Cortiris: Juntas de Para Motor, 1970
99	4	Coordinated Components for Power Transmission, 1984
296	2	DANA Catalog, 1983
296	3	The DANA Communication Style Guide
296	4	DANA Corporate Identity Manual
296	5	DANA Gasket Materials Manual
99	5	Dana Spicer: Needle Bearing Universal Joints, 1960
99	6	Data Guide, 1966
296	6	DANA Innovation: Technologic Customer Catalog
296	7	DANA National Accounts Division Service Graph
296	8	DANA Newsletters
296	9	DANA News Release Guidelines
306	1	Dana-Spicer Engineer's Reference Book
296	10	DANA Threespeed Bicycle Transmission Installation Instructions and Parts and Prices List
296	11	
99	7	Donit: Base Materials for Printed Circuits, n.d.
99	8	Donit: Cu Cart, n.d.
99	9	Elring: Compact Program, 1975

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99	10	Gelenkwellenbau Universal Shafts, 1987
99	11	Glaenzer-Spicer, n.d.
99	12	Manual de Especificaciones: Motores de Combustión, 1969
99	13	Meillor: Les Joints Meillor, n.d.
99	14	Najico, 1991, 1995
99	15	Payen Gaskets, n.d.
99	16	Replacement Parts for Volkswagen, 1974
99	17	Roger – Listado de Precios Juntas, n.d.
99	18	Roger – Manual Tècnico Retenes
99	19	Spesso Guarnizioni Sector, 1969
99	20	Spicer Axles, 1972, 1976
99	21	Spicer Axle Maintenance Manual, 1968-1970
99	22	Spicer Maintenance Manual, 1979
99	23	Spicer, 1980
99	24	Spicer Manufacturing General Parts Catalog & Price Lists, n.d.
99	25	Spicer Manufacturing Needle Bearing Joints, 1934
99	26	Spicer Manufacturing Needle Bearing Universal Joints, 1933, 1941-1946
99	27	Spicer Manufacturing Service Manual, Parts Catalog, & Price Lists, 1937
99	28	Spicer Manufacturing Service Manual & Parts Catalog, 1946
99	29	Spicer Power Train Components, 1971
100	1	Spicer Superseding List for Universal Joints, 1982
100	2	Spicer – The Universal Joint Specialist, 1956-1962
100	3	Spicer Transmissions, 1966, 1972
100	4	Spicer Universal Joints, 1965-1971
100	5	Spicer Universal Joint Couplings for Industrial Applications, 1981
100	6	Spicer Universal Joint Kit Catalog, 1976
100	7	Spicer Universal Joint Kit, 1943, 1965
100	8	Tesnilka Filter, n.d.
296	19	Various DANA Catalogs and Manuals 1
296	20	Various DANA Catalogs and Manuals 2
296	22	Victor Gasket Division Info Manual

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296 23 Victor Sealing Products Catalog

Subseries C: Clippings

Articles

100 9 Articles, 1899,1917,1926,1938,1939

100 10 Articles, 1952-1959

100 11 Articles, 1960-1969

100 12 Articles, 1971-1974

100 13 Articles, 1975-1979

100 14 Articles, 1980

100 15 Articles, 1981

100 16 Articles, 1982-1983

100 17 Articles, 1986-1989

100 18 Articles, 1992-1995

100 19 Articles, 1996

100 20 Articles, 1997

100 21 Articles, 1998

100 22 Articles, 1999

100 23 Articles, 2000

100 24 Articles, 2001

100 25 Articles, 2002

100 26 Articles, 2003

100 27 Articles, 2004

100 28 Articles, 2005

100 29 Articles, n.d

100 30 "Auto Magic", *Alfred Magazine*, 2004

100 31 "Innovation by Design", 2002

296 11 Newspaper Clippings: DANA Corporation Attributes, 80 Years of
Success to Keeping an Eye on the Future, 1999

296 12 Newspaper Clippings: Hearings on Luria Brothers Continue in Michigan

296 13 Newspaper Clippings: Misc.

Magazines

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100	32	“Automotive Hall of Fame 1939-1991”, <i>Automotive Record</i> , 2004
100	33	<i>Automotive Industries</i> , 1995
†110	n/a	<i>Automotive News</i> , 1963-1964
100	34	<i>Corporate</i> , 1976
†111	n/a	<i>Dana Clippings</i> , 1968-1973
†112	n/a	<i>Dana Clippings</i> , 1974-1979
†113	n/a	<i>Dana Clippings</i> , 1980-1981
†114	n/a	<i>Dana World</i> , 1970-1972
100	35	<i>Focus</i> , 2004
100	36	<i>Forbes</i> , 1997
100	37	<i>Fortune</i> , 1981-1982
100	38	<i>Life: 100 Years of the Automobile in America</i> , 1996
101	1	<i>Motor Age</i> , 1976
101	2	<i>Roll N Wheels</i> , 1974
101	3	<i>S.A.E Journal</i> , 1940
101	4	<i>Truck</i> , 1992- 1994
101	5	<i>Truck</i> , 1995-1996
101	6	<i>Truck Quarterly</i> , 1976
101	7	<i>Truck Quarterly</i> , 1977
101	8	<i>Truck Quarterly</i> , 1978
101	9	<i>Truck Quarterly</i> , 1979
101	10	<i>Truck Quarterly</i> , 1980
101	11	<i>Truck Quarterly</i> , 1993-1997
101	12	<i>Wheels of Time</i> , 1994
293	38	Automotive Engineering/ Lightweighting World, 2002-2019
		Newspaper
101	13	“Dana Corporation First Quarter 1997 Clip Report”, 1997
101	14	Dana clippings, 1978-1981
101	15	Dana clippings, 1991-1992
101	16	Dana clippings, 1993
101	17	Dana clippings, 1994

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306	3	The Dana Heritage: Corporation Newspaper Clippings Booklet 1
306	4	The Dana Heritage: Spicer Corporation Newspaper Clippings Booklet 2
101	18	Dana Media Coverage Results & Analysis, 1997
101	19	Dana Media Coverage Results & Analysis, 1997
101	20	Dana Media Coverage Results & Analysis, 1997
101	21	<i>Dana Weekly</i> clippings, 1995
101	22	<i>Dana Weekly</i> clippings, 1995
101	23	<i>Dana Weekly</i> clippings, 1995
†115	n/a	<i>Marion Leader Tribune & The Marion Chronicle, 1952 – There are some tears along creases of newspapers.</i>
101	24	Newspaper clippings, 1924, 1928-1929
101	25	Newspaper clippings, 1929-1932
101	26	Newspaper clippings, 1934
101	27	Newspaper clippings, 1945-1949
101	28	Newspaper clippings, 1951- 1952
101	29	Newspaper clippings, 1955- 1956
101	30	Newspaper clippings, 1960- 1969
101	31	Newspaper clippings, 1971-1977
101	32	Newspaper clippings, 1978
102	1	Newspaper clippings, 1979
102	2	Newspaper clippings, 1980
102	3	Newspaper clippings, 1981
102	4	Newspaper clippings, 1982
102	5	Newspaper clippings, 1982
102	6	Newspaper clippings, 1983- 1986
102	7	Newspaper clippings, 1987-1988
102	8	Newspaper clippings, 1991-1999
102	9	Newspaper clippings, 2001-2004
102	10	Newspaper clippings, 2008
102	11	Newspaper clippings, 2009
102	12	Newspaper clippings, 2012

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102	13	Newspaper clippings, n.d
†114	n/a	Newspaper clippings, 1990-1999
†116	n/a	<i>Spicer Unit News</i> , 1972, 1977-1981
293	11	Journal Gazette, 1989
293	12	Palladium Item/Daily Star, 1955
293	13	Palladium Item, 1973
293	14	Palladium Item, 1996
293	22	News Herald – Dana, n.d.
293	35	Miscellaneous, 1979-2017

Subseries D: Event Publications

102	14	American Ordinance Association, 1951
102	15	Appreciation Party, 1955
102	16	A Big Day At Dana’s Test Track: S.A.E Program, 1970
102	17	Centennial Celebration, 2004
102	18	Charles Dana 75 th Birthday Party, 1956
102	19	Charles Dana 80 th Birthday Party, 1961
102	20	Dana Anniversary Party, 1954
102	21	Dana Audit Staff 25 th Reunion, 1977
102	22	Dana Credit Corporation World Headquarters, groundbreaking ceremony, 1995
102	23	Dana Day, 2004
102	24	Dana Management Golf Tournament, 1956-1959
102	25	Dana Pro-Am Program, 1987
102	26	Dana 100 th Anniversary Files, 2003
102	27	Dinner Program for the 12 th Annual Dinner of the Merchants & Manufacturers Association of the Toledo Club, 1930
102	28	Frank Voss, 1971, 1975-1976
102	29	Global Presidents’ Group Meeting, 1997
102	30	Guide: Special Twenty-Fifth Anniversary Issue, Channel 30, 1985
102	31	Hell Week, 1973-1974
102	32	National Antique Truck Show, 1996

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102	33	Navy Day, 1941
102	34	Production Award to Spicer Manufacturing, 1942
102	35	Proposal for Dana Corporation 90 th Anniversary, n.d
102	36	Report on Dana Corporation, 1963-1967
102	37	Retirement Party, 1958
102	38	Retirement Party, 1959, 1960
102	39	S.A.E: National Passenger Car Body & Materials Meeting, 1954
102	40	Spicer Minstrels, 1924
102	41	Spicer Quarter Century Club, 1945
102	42	Spicer, Silver Anniversary Year 1904-1929
102	43	Spicer Transmission Division, open house, 1974
102	44	Spicer Universal Joint Division Open House, Toledo, 1977 Lima, 1978
102	45	The Energy Crunch, 1973
296	18	Three Years of Progress Event
304	21	U.S. President Donald Trump USMCA Policy Speech January 30, 2020
102	46	40 th Anniversary, Spicer Manufacturing, open house, 1944
102	47	25 Years, Spicer Driveshaft Division, Lima, Ohio, 1970-1995
102	48	100 th Anniversary of the Dana Corporation, 2004
102	49	100 th Anniversary of the Dana Corporation, Reprint of Blade Articles, 2004
102	50	2000 Malcolm Baldrige Award Winner, 2000
293	5	Off-Highway Technology Center Grand Opening, 2002
293	6	Inverness, 1993-2001
293	7	Dana Headquarters – Invitations, 1995-1997
293	8	Press Materials, 2004
293	9	Presentation – Drivelines Providing Torsional Flexibility, 1963
293	10	The Newcomen Society – Ren C. McPherson – Toward the Year 2000, 1973

Subseries E: Newsletters

103	1	<i>The Atkins Journal</i> , 1991-1994
103	2	<i>Axle Action</i> , 1972-1973

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103	3	<i>Axle Action, 1974-1975</i>
103	4	<i>Axle Action, 1976-1977</i>
103	5	<i>Axle Action, 1978-1979</i>
103	6	<i>Axle Action, 1980-1981</i>
103	7	<i>Axle Action, 1981-1982</i>
103	8	<i>Axle Action, 1983-1991</i>
†117	n/a	<i>Better Transmissions & Drive Line, 1941-1943</i>
103	9	<i>The Blue Diamond Review, 1993</i>
103	10	<i>The Boston Informer, 1995</i>
103	11	<i>The Carrier, 1957-1964</i>
103	12	<i>The Carrier, 1971-1975</i>
103	13	<i>The Carrier, 1977-1978</i>
103	14	<i>The Carrier, 1979-1982</i>
103	15	<i>The Center Section, 1994-1995</i>
103	16	<i>Circle Talk, 1981</i>
103	17	<i>Contact, 1973, 1994</i>
103	18	<i>Communique, 1977</i>
103	19	<i>Dana Clippings, 1980</i>
103	20	<i>Dana Communications, 1982</i>
103	21	<i>Dana Communications, 1983</i>
103	22	<i>Dana Communications, 1984</i>
103	23	<i>Dana Communications, 1985</i>
103	24	<i>Dana Communications, 1986</i>
103	25	<i>Dana Communications, 1987</i>
103	26	<i>Dana Communications, 1988</i>
103	27	<i>Dana Communications, 1989</i>
103	28	<i>Dana Communications, 1990</i>
103	29	<i>Dana Communications, 1991</i>
103	30	<i>Dana Communications, 1992</i>
103	31	<i>Dana Communications, 1993</i>
103	32	<i>Dana Communications, 1994</i>

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103	33	<i>Dana Communications, 1995</i>
103	34	<i>Dana Communications, 1996</i>
103	35	<i>Dana Communications, 1997</i>
103	36	<i>Dana Communications, 1998</i>
103	37	<i>Dana Communications, 1999</i>
103	38	<i>Dana Communications, 2000</i>
103	39	<i>Dana Communications, 2001</i>
103	40	<i>Dana Communications, 2002</i>
103	41	<i>Dana Communications, 2003</i>
103	42	<i>Dana Communications, 2004</i>
103	43	<i>Dana Communications, 2005</i>
103	44	<i>Dana Communications, French, 2002-2003</i>
103	45	<i>Dana Communications, German, 2002-2003</i>
103	46	<i>Dana Communications, Italian, 2002-2003</i>
103	47	<i>Dana Communications, Portuguese, 2002-2003</i>
103	48	<i>Dana Communications, Spanish, 2002-2003</i>
103	49	<i>The Dana Data, 1975-1976</i>
103	50	<i>Dana Digest, 1960</i>
103	51	<i>Dana Digest, 1960-1961</i>
103	52	<i>Dana Digest, 1961</i>
103	53	<i>Dana Digest, 1961-1962</i>
103	54	<i>Dana Digest, 1962</i>
103	55	<i>Dana Digest, 1962-1963</i>
103	56	<i>Dana Digest, 1963</i>
103	57	<i>Dana Digest, 1963-1964</i>
103	58	<i>Dana Digest, 1964</i>
103	59	<i>Dana Digest, 1964-1965</i>
103	60	<i>Dana Digest, 1965</i>
103	61	<i>Dana Digest, 1966</i>
103	62	<i>Dana Digest, 1967</i>
103	63	<i>Dana Digest, 1968</i>

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103	64	<i>Dana Digest</i> , 1969
103	65	<i>Dana Digest</i> , 1970
103	66	<i>Dana Digest</i> , 1971
103	67	<i>Dana Digest</i> , 1972
103	68	<i>Dana Digest</i> , 1973
103	69	<i>Dana Digest</i> , 1974
103	70	<i>Dana Digest</i> , 1975
103	71	<i>Dana Digest</i> , 1976
103	72	<i>Dana Digest</i> , 1977
104	1	<i>Dana Digest</i> , 1978
104	2	<i>Dana Digest</i> , 1979
104	3	<i>Dana Digest</i> (bound), Volume 1, 1960-1961
104	4	<i>Dana Digest</i> (bound), Volume 2, 1961-1962
104	5	<i>Dana Digest</i> (bound), Volume 3, 1962-1963
104	6	<i>Dana Digest</i> (bound), Volume 4, 1963-1964
104	7	<i>Dana Digest</i> (bound), Volume 5, 1964-1965
104	8	<i>Dana Digest</i> (bound), Volume 6, 1965-1966
104	9	<i>Dana Digest</i> (bound), Volume 7, 1966-1967
104	10	<i>Dana Digest</i> (bound), Volume 8, 1967-1968
104	11	<i>Dana Digest</i> (bound), Volume 9, 1969
104	12	<i>Dana Digest</i> (bound), Volume 10, 1970-1971
104	13	<i>Dana Digest</i> (bound), Volume 11, 1971-1972
104	14	<i>Dana Digest</i> (bound), Volume 12, 1972-1973
104	15	<i>Dana Digest</i> (bound), Volume 13, 1974-1975
104	16	<i>Dana Digest</i> (bound), Volume 14, 1975-1976
104	17	<i>Dana Dimensions</i> , 2006-2007
104	18	<i>Dana Dimensions</i> , 2008-2009
104	19	<i>Dana Doings</i> , 1977-1982
104	20	<i>Dana Legal News</i> , 1990-1995
104	21	<i>Dana Legal News</i> , 1996-1999
104	22	<i>Dana Legal News</i> , 2000

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104	23	<i>Dana People, 1994</i>
104	24	<i>Dana Prop Shaft News, 1959-1964</i>
104	25	<i>Dana's Southern Side, 1982</i>
105	1	<i>The Depot Dispatch, 1977-1980</i>
105	2	<i>Diamond's Point, 1979</i>
105	3	<i>Diamond Chips, n.d.</i>
105	4	<i>The Distributor Quarterly, n.d.</i>
105	5	<i>Drive Line, 1935-1936</i>
105	6	<i>Drive Line, 1937</i>
105	7	<i>Drive Line, 1941</i>
105	8	<i>Drive Line, 1944-1946</i>
105	9	<i>Drive Line, 1947-1949</i>
105	10	<i>Drive Line, 1950</i>
105	11	<i>Drive Line, 1951</i>
105	12	<i>Drive Line, 1952</i>
105	13	<i>Drive Line, 1953</i>
105	14	<i>Drive Line, 1954</i>
105	15	<i>Drive Line, 1956-1957</i>
105	16	<i>Drive Line, 1958</i>
105	17	<i>Drive Line, 1959</i>
105	18	<i>Drive Line, 1960</i>
105	19	<i>Drive Line, 1961</i>
105	20	<i>Drive Line, 1962</i>
105	21	<i>Drive Line, 1963</i>
105	22	<i>Drive Line (bound), 1944-1945</i>
105	23	<i>Drive Line (bound), 1946-1948</i>
105	24	<i>Drive Line (bound), 1949-1951</i>
105	25	<i>Drive Shaft, 1919</i>
105	26	<i>Drive Shaft, 1920</i>
105	27	<i>Drive Shaft, 1923</i>
105	28	<i>Drive Shaft, 1924</i>

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105	29	<i>Drive Shaft, 1925</i>
105	30	<i>Drive Shaft, 1926</i>
105	31	<i>Drive Shaft, 1927</i>
105	32	<i>Drive Shaft (bound), 1917-1918</i>
105	33	<i>Drive Shaft (bound), 1917-1920</i>
105	34	<i>Drive Shaft (bound), 1918-1920</i>
106	1	<i>Drive Shaft (bound), 1923-1924</i>
106	2	<i>Drive Shaft (bound), 1923-1924</i>
106	3	<i>Drive Shaft (bound), 1925-1927</i>
106	4	<i>Drive Shaft (bound), 1935-1937</i>
106	5	<i>The Driving Force, 1989</i>
106	6	<i>Employees In Motion, 1994-1995</i>
106	7	<i>Foothills Footnotes, 1994</i>
106	8	<i>The Forging Flash, 1978</i>
106	9	<i>Gas-ETTE: The Weatherhead, 1951</i>
106	10	<i>Grapevine, 1975</i>
106	11	<i>Grapevine, 1976</i>
106	12	<i>Grapevine, 1977</i>
106	13	<i>HI-Gear, 1977</i>
106	14	<i>HI-Gear, 1978</i>
106	15	<i>HI-Gear, 1979</i>
106	16	<i>HI-Gear, 1980</i>
106	17	<i>HI-Gear, 1981</i>
106	18	<i>HI-Gear, 1982</i>
106	19	<i>HI-Gear, 1983</i>
106	20	<i>HI-Gear, 1984</i>
106	21	<i>HI-Gear, 1985</i>
106	22	<i>HI-Gear, 1986-1987</i>
106	23	<i>Hillsdale Pumper, 1978</i>
106	24	<i>Inside DSD, 1992</i>
106	25	<i>Lancaster Harvest, 1995</i>

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106	26	<i>Marion Prop Shaft News, 1957-1959</i>
106	27	<i>Mobility Trends, 1972</i>
106	28	<i>The Motorscope, 1975-1977</i>
296	21	<i>Victor Gasket and Oil News and Views, 1971, 1977, 1979-1982</i>
106	29	<i>News Bulletin, 1977-1985</i>
106	30	<i>Nexus, 1994-1997</i>
106	31	<i>People Talk, 1977-1978</i>
106	32	<i>Power Train Topics, 1968-1971</i>
106	33	<i>Profile, 1995</i>
106	34	<i>The Punch Line, n.d.</i>
106	35	<i>The Scoop, 1995</i>
106	36	<i>Shifting Gears, 1995-1996</i>
106	37	<i>Shifting News, 1993</i>
106	38	<i>Shop Talk, 1994</i>
106	39	<i>Spicer Heavy Vehicle Update, 1993-1994</i>
106	40	<i>The Spicer Journal, 1952</i>
106	41	<i>Spicer Unit News, 1944-1948</i>
106	42	<i>Spicer Unit News, 1951-1952</i>
106	43	<i>Spicer Unit News, 1953-1954</i>
106	44	<i>Spicer Unit News, 1955-1956</i>
106	45	<i>Spicer Unit News, 1957-1958</i>
106	46	<i>Spicer Unit News, 1959-1960</i>
106	47	<i>Syracuse Plant, 1980</i>
106	48	<i>Syracuse Signal, 1982-1988</i>
106	49	<i>Syracuse Signal, 1989-1993</i>
106	50	<i>Syracuse Signal, 1995</i>
106	51	<i>Team Challenger, 1993</i>
106	52	<i>Transmission Talk, 1968-1970, 1974</i>
106	53	<i>The Universal Joint Journal, 1968-1975</i>
106	54	<i>UP Front, 1978-1980</i>
107	1	<i>Vinita Boston Weatherhead, 1995</i>

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107	2	<i>World Trader</i> , 1977-1983
107	3	<i>Yankee Clipper</i> , 1980
293	14	Axle Action, 1972-1973
293	15	Axle Action, 1974-1976
293	16	Axle Action, 1977-1979
293	17	Axle Action, 1980-1982
293	18	Axle Action, 1983-1988
293	19	Axle Action, 1990-1994
293	20	Dana Clippings, 1971-1980
293	21	Dana Communicator, 1995
293	23	Dana Communications, 1998-2005
293	24	Dana Digest, 1971-1973
293	25	Dana – Innovations Update, 2000-2001
293	26	Dana – In-Step News, 1988-1991
293	27	Dana – The Carrier, 1972-1977
293	28	Dana – The Carrier, 1971-1978
293	29	Dana – The Carrier, 1961-1972
293	30	Dana – The Carrier, 1964-1974
296	24	Village of Lisle Newsletters, August 1984
296	25	Welcome To Victor

Subseries F: News Releases

107	4	Announcements, 1982-1986
107	5	Announcements, 1989-1992
107	6	Announcements, 1994-1995
107	7	Announcements, 1996-1998
274	1	Atmoplas, 2004
107	8	News Releases, 1958-1960
107	9	News Releases, 1965-1970
107	10	News Releases, 1971
107	11	News Releases, 1972
107	12	News Releases, 1973

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107	13	News Releases, 1974
107	14	News Releases, 1974
107	15	News Releases, 1975-1978
107	16	News Releases, 1979-1980
107	17	News Releases, 1981
107	18	News Releases, 1982- 1983
107	19	News Releases, 1984-1985
107	20	News Releases, 1985-1986
107	21	News Releases, 1987-1988
107	22	News Releases, 1989
107	23	News Releases, 1990
107	24	News Releases, 1991
107	25	News Releases, 1992
107	26	News Releases, 1993
107	27	News Releases, 1994
107	28	News Releases, 1995
107	29	News Releases, 1995
107	30	News Releases, 1996
108	1	News Releases, 1996
108	2	News Releases, 1997
108	3	News Releases, 1998
108	4	News Releases, 1999
108	5	News Releases, 2000
108	6	News Releases, 2001
108	7	News Releases, 2002
108	8	Press Releases, 1964-1966
108	9	Press Releases, 1967-1968
108	10	Press Releases, 1969
108	11	Press Releases, 1970
108	12	Press Releases, 1971-1973
108	13	Press Releases, 1989-1990

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108	14	Press Releases, 1994
108	15	Press Releases, 1995
108	16	Press Releases, 1996
108	17	Press Releases, 1997
108	18	Press Releases, 1997
108	19	Press Releases, 2004

Subseries G: Product Publications

108	20	Brochures, 1919
108	21	Brochures, 1920-1921
108	22	Brochures, 1925-1927
108	23	Brochures, 1930-1934
108	24	Brochures, 1949
108	25	Brochures, 1955
108	26	Brochures, 1957
108	27	Brochures, 1960
108	28	Brochures, 1961
108	29	Brochures, 1962-1963
108	30	Brochures, 1964
108	31	Brochures, 1965
108	32	Brochures, 1966
108	33	Brochures, 1967
108	34	Brochures, 1967-1980
108	35	Brochures, 1968
108	36	Brochures, 1969
108	37	Brochures, 1971
108	38	Brochures, 1972
108	39	Brochures, 1973
108	40	Brochures, 1974
108	41	Brochures, 1975
108	42	Brochures, 1977
108	43	Brochures, 1978

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108	44	Brochures, 1979
108	45	Brochures, 1980
108	46	Brochures, 1981
108	47	Brochures, 1983
108	48	Brochures, 1984
108	49	Brochures, 1985
108	50	Brochures, 1986
108	51	Brochures, 1988
109	1	Brochures, 1989
109	2	Brochures, 1991-1992
109	3	Brochures, 1993
109	4	Brochures, 1994
109	5	Brochures, 1996-1997
109	6	Brochures, 1998
109	7	Brochures, 1998-1999
109	8	Brochures, 2004-2005
109	9	Brochures, n.d.
109	10	Brochures, n.d.
109	11	Bulletins, No. 34-44, 1926-1931
109	12	Bulletins, No. 45-47, 1928-1929
109	13	Bulletins, No. 50-59, 1931
109	14	Bulletins, No. 61-68, 1931-1932
109	15	Bulletins, No. 70-78, 1933-1934
109	16	Bulletins, No. 82-89, 1933-1934
109	17	Bulletins, No. 90-98, 1934-1935
109	18	Bulletins, No. 105-121, 1935-1939
109	19	Bulletins, No. 133-149, 1937-1938
109	20	Bulletins, No. 153-177, 1939-1946
109	21	Bulletins, No. 185-205, 1941-1945
109	22	Bulletins, No. 231-242, 1945-1953
109	23	Bulletins, No. 311-600, 1950s

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109	24	Bulletins, No. 1201-1210, 1964-1969
109	25	Burrelle's TV Clips, 1982-1983
306	5	Cylinder Head and Manifold Gaskets Product Publications
109	26	Dana Corporation Product Card, 1970s
109	27	Dana Information and Decision Systems: CCTV Files, 1971-1974
109	28	Dana Information and Decision Systems: CCTV Files, 1971-1974
109	29	Dana Information and Decision Systems: CCTV Files, n.d.
109	30	Dana: Products, Systems, and Services, 1987
109	31	Drafts and Notes for Dana World Trade, n.d.
109	32	Handbooks, 1977
109	33	Heavy Truck Axle Management Portfolio, 1979
109	34	Hotline Bulletin, 1984
109	35	List of 814 Passenger Cars Made in United States, including model years 1897 to 1946, n.d.
109	36	"Love Poem to the Perfect Dana Woman" Gary Potok, n.d
109	37	Pamphlets, n.d.
109	38	"Powerflo: The Self-Operating Clutch", Spicer, 1932
109	39	Service Guides, 1980
109	40	Service Guides, 1983
109	41	Spicer Clutches, 1961
109	42	Spicer Drive Model 3, 1936
109	43	Spicer Parts Price List, 1924
109	44	Spicer Universal Joints Price Lists, 1905-1910
109	45	Spicer Universal Joints Price Lists, 1912-1920
109	46	Supervisor's Action Bulletin, n.d
293	43	Spicer – Catalog 1914 Recreation w/Correspondence, 1978
293	44	Technologic, 2002

Subseries H: Other Miscellaneous Publications

Magazines, Loose Pages

†118	n/a	<i>Auto Products</i> , Rene McPherson, 1970
†118	n/a	<i>Automotive News: Ford 100</i> , 2003

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†118 n/a *Automotive News: 25 Years of American Manufacturing*, 2004

†118 n/a *Corporate University Review: At Dana Corporation*, 1997

293 34 Motor Magazine, 1959

Newsletters, Loose Pages

†118 n/a *Magic Circle*, 1969, 1995

†118 n/a *Opinhao Dana*, 2004

Books

†118 n/a *The American Farm Tractor*, Randy Leffingwell, 2002

†118 n/a *The SAE Story: One Hundred Years of Mobility*, Robert C. Post, 2005

†118 n/a *TRW: A Tradition of Innovation 1901-2001*, Timothy C. Jacobson, 2001

293 32 Filmbook – Over running Clutches, n.d.

293 37 New York Sporting Art, 2005

293 39 Production Casting Techniques/Equipment, 1969-1971

Additions

283 n/a Dana Automotive Product Overview, n.d.

292 n/a Malcolm Baldrige Award Winner, 2000

Box Folder Series 5: Biography & History Files

Subseries A: Biographical Files

304 2 Biographic Files: 1980-1982

Burns, Mike

304 13 Letters, 2005-2006

Carpenter, Ralph

119 1 Articles/News clippings, 1939

119 2 Awards, 1945, 1950, 1953, 1955, n.d.

119 3 Correspondence, 1944, 1946

119 4 Speeches, 1950s

Dana, Charles

119 5 Articles/News clippings, 1937-1999

119 6 *Automotive Record*, 1939-1991

119 7 Biography, 1963-1977

119 8 Correspondence, 1920-1961

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- 119 9 Memorabilia, 1956-1975
- 119 10 Pedigree chart, 1994
- 119 11 Spicer Manufacturing Corporation, proxy, 1929
- 119 12 Speeches, 1942, 1954
- 119 13 Stock Certificate, Plainfield Manufacturing Company, 1929

Dana, Eleanor

- 119 14 Articles/News clippings, 1978, 1982, n.d.
- 119 15 Correspondence, 1961

Dana, Norma

- 119 16 Magazine Club J.O.B. Honor, 1995

Decker, Don M.

- 119 17 Biography, 1991

Fairhurst, William M.

- 119 18 Articles, 1973-1976
- 119 19 Biography, 1967-1980
- 119 20 Correspondence, 1944, 1966-1974

Gustafson, Stanley W.

- 119 21 Biography, 1965-1983
- 119 22 Correspondence, 1965-1972
- 119 23 Speeches, 1976

Hartlage, Chuck

- 304 31 Victor Notes from Chuck Hartlage

Kaufman, Von R.

- 119 24 Biography, 1961

Lane, John E.

- 119 25 Biography, 1968, 1979

Martin, John

- 119 26 Articles/News clippings, 1953-1977
- 119 27 Biography, 1963-1977
- 119 28 Correspondence, 1959-1970s
- 119 29 Speeches, 1954-1966, n.d.

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Mazziotti, Philip J.

- | | | |
|-----|----|---|
| 119 | 30 | Biography, 1981 |
| 304 | 11 | Introducing Philip J. Mazziotti: The SAE's 1981 President Elect, A Philosophical Approach |

McPherson, Rene

- | | | |
|-----|----|--|
| 119 | 31 | Articles/Booklets, n.d. |
| 119 | 32 | Articles/News clippings, 1970-1992 |
| 119 | 33 | Articles/News clippings, 1970-1992 |
| 119 | 34 | "Golden Plate" award, 1974 |
| 119 | 35 | "Management Man of the Year '75" award, 1975 |
| 119 | 36 | Biography, 1979-1986 |
| 119 | 37 | Correspondence, 1979-1991 |
| 119 | 38 | Election to President & CEO of Dana, 1966-1968 |
| 119 | 39 | "Living Legends", 1991 |
| 119 | 40 | Miscellaneous, 1973-1986 |
| 119 | 41 | News Releases, 1978-1979 |
| 119 | 42 | "Remembering Rene McPherson", n.d. |
| 119 | 43 | Speeches, 1972-1979 |

Melick, Louis Z.

- | | | |
|-----|---|----------------------|
| 120 | 1 | Biography, 1957-1961 |
|-----|---|----------------------|

Miller, Jim R.

- | | | |
|-----|---|----------------------|
| 120 | 2 | Biography, 1961-1968 |
|-----|---|----------------------|

Minshall, Drex

- | | | |
|-----|---|----------------------|
| 120 | 3 | Biography, 1964-1980 |
|-----|---|----------------------|

Miscellaneous Biographies

- | | | |
|------|-----|---|
| †121 | n/a | Biographical Sketches of the Members of the Presidents Group, 1982-1988 |
|------|-----|---|

Mitchell, Gerry

- | | | |
|-----|---|------------------------------------|
| 120 | 4 | Articles/News clippings, 1968-1987 |
| 120 | 5 | Articles/News clippings, 1970-1989 |
| 120 | 6 | Biography, 1968-1984 |

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120	7	Correspondence, 1976-1978
120	8	Interview transcript, n.d.
120	9	Memos, 1978-1986
120	10	News Releases, 1968-1982
120	11	Speeches, 1974, 1981
		Morcott, Southwood
120	12	Biography, 1990-1998
120	13	Book, <i>The Story of the Brown Brothers Limited</i> , presented to Morcott by Brian Ferguson, 1989
		Phelps, Orville
120	14	Biography, 1966-1976
		Prebe, William F.
120	15	Biography, 1976
		Schomburg, William
120	16	Biography, 1979
		Spearing, Edward
120	17	Biography, 1977-1978
		Spicer, Clarence
120	18	Articles, 1939-2004
120	19	Biography, n.d.
†122	n/a	Statement of Appreciation and Sympathy by the Society of Automotive Engineers regarding the death of Clarence Spicer, 1939
120	20	“Tubing Manufacture”, 1934
		Voss, Frank
120	21	Articles, 1970-1979
120	22	Correspondence, 1958-1960
		Reimer, Borge
293	36	Tribute, 1995
		Subseries B: Company & Industry Histories
120	23	<i>A Step Toward the Future</i> , n.d.
304	3	Bureau of Litigation Letter over Luria Brothers and Company, Inc. et Al.

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304	4	Closing Presentation Goodbye E-mails
304	5	Company Histories 1954, 50 th Anniversary of Spicer Line of Products
309	3	Company Histories: The First 100 Years, Perfect Circle 1895-1995
120	24	Dana by Facility Division, 1966
120	25	<i>Dana Corporation 1904-1959</i> , Reynolds & Company, 1959
120	26	<i>Dana Corporation: Worldwide Design, Manufacture and Marketing of Systems for the Transmission and Control of Power</i> , 1971
304	6	Dana Expansion History: Lisle Factory
120	27	Dana Historical Timeline, 1904-2004
304	7	Dana History and Deed of Gift
120	28	<i>Dana Journey</i> , 1992
120	29	<i>Development of the Dana Corporation</i> , 1957
120	30	<i>First Nighters at the Cafeteria</i> , 1952
120	31	<i>Highlights: Milestones</i> , 1902-1989
120	32	History of the Dana Corporation, 1954
120	33	<i>History of the Dana Corporation</i> , Paul Keiser, 1961
120	34	<i>The History of the Dana Corporation</i> , 1969
120	35	<i>History of Spicer Transmission Management Association</i> , 1980
120	36	<i>List of Manufacturers Using Spicer Joints</i> , n.d.
120	37	<i>Our Majority</i> , Spicer Universal Joints (3 copies), 1925
120	38	Spicer Manufacturing Corporation, 1916-1919, n.d.
120	39	Spicer Project, Dave Snyder, n.d.
120	40	Thumbnail Sketch of Dana Corp. History, n.d.
120	41	“Turning Power into Progress for 75 Years”, 1978
293	1	Senior Management Group, 1980
293	2	Company History, 1978-2004
304	24	Victor Gasket Historical Firsts

Subseries C: Historical Documents

†122	n/a	Engineering Drawing of an Automobile Stem by Clarence Spicer, 1902
†123	n/a	First Spicer Journal, 1905-1909
120	42	Patent, Original to Clarence Spicer, Casings for Universal Joints, 1903

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120	43	Patent to Clarence Spicer, Liquid Fuel Burner, 1903
120	44	Patent, "SPICER" Trademark with US Patent Office, 1939
304	18	Pottstown Video Agreements: Oral History
120	45	Spicer Manufacturing Company, First Mortgage, 1914
120	46	Spicer Universal Joint Manufacturing Company, Bonds, 1891-1905
†124	n/a	Universal Joint Sketch/Blueprint Book, "J.W.B Pearce" on cover, 1916-1932
304	28	Victor Gasket Historical Document: Captain Lindbergh Flight Letter
304	25	Victor Gasket Origin and History Files Prior to 1990
304	26	Victor Gasket Original License and Authorization, 1934
120	47	Western Union Telegram, Noting Gasket used on Lindbergh Flight, 1927

Box Folder Series 6: Plant Files

Chelsea

125 1 25th Anniversary, 1970

Churubusco Distribution Center

125 2 "Dana Data", 1978-1980

Columbia CV

125 3 "CV Connection", 1943

Convel

125 4 Convel, 1959-1960, 1979, 1981-1982

Corporate Headquarters, Dorr St.

125 5 Blueprints/Maps, 1970s

125 6 Dana Corporate Headquarters Relocation Files, 1969

125 7 Dana Corporate Headquarters Relocation Files, 1970-1971

125 8 Dana Corporation Building Tour, 1974, 1991-1992

125 9 Display, 1974-1976

125 10 Display, 1975-1977

125 11 Displays at Corporate Headquarters, 1970s

Encorse

125 12 Encorse Plant, 1956

Fort Wayne, IN

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125 13 Aircraft Gear Division, 1950s
125 14 Aircraft Gear Division, 1952-1954
125 15 Blueprints, 1910
125 16 Plant, 1956-1971
125 17 25th Anniversary, 1970

Hillsdale

125 18 Agreement, 1951-1969
125 19 Correspondence, 1950s-1970s
125 20 Correspondence, 1950s-1970s
125 21 Plant, 1915-1944
125 22 Verification of Past Service for Pension, 1936-1939
125 23 Verification of Past Service for Pension, 1940
125 24 Verification of Past Service for Pension, 1941
125 25 Verification of Past Service for Pension, 1942-1944
125 26 Verification of Past Service for Pension, 1945-1946
125 27 Verification of Past Service for Pension, 1947
125 28 Verification of Past Service for Pension, 1950
125 29 Verification of Past Service for Pension, 1951
125 30 Verification of Past Service for Pension, 1952
125 31 Verification of Past Service for Pension, 1953

Marion

125 32 Manufacturing Division Open House, 1952, 1954
125 33 Plant, 1950s-1970s
125 34 25th Anniversary, 1951-1976

Miscellaneous Files

125 35 Blueprints, 1930s
125 36 General Files, 1950s, 1980s, 2000s
125 37 *Industry Week's* Best Plants Profiles, 1966-2002
125 38 Maps, 1880s, 1906
295 1 Assembly Jack Stand Bearings, 1974
295 2 Production Timetable, n.d.

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295	3	Front Axle Weight Table, 1930-1935
		Pottstown
125	39	Plant, 1953-1994
125	40	Plant Tour, 1959
125	41	25 th Silver Anniversary, 1944, 1950
125	42	50 th Anniversary, 1969
125	43	75 th Anniversary, 1994
		Regional Driveshaft Center
126	1	Regional Driveshaft Center, 1993-1994
		South Plainfield
126	2	South Plainfield, 1899, 1917, 1926, n.d.
126	3	South Plainfield, 1919-1926
126	4	South Plainfield, 1920-1930
126	5	“Architectural Work Plan”, 2006
126	6	“Draft Historic Places Significance Evaluation”, 2006
		Spicer Manufacturing Company
126	7	Spicer Manufacturing Company, 1926, 1929
295	5	Technical Drawing, 1939
		Technical Center
126	8	Technical Center, 1969-1973, 1982
		Toledo Plant
126	9	Toledo Plant, 1928-1929
126	10	Toledo Plant, 1960-1966
126	11	Toledo Plant, 1974-1979
126	12	Zoning Plans, 1969-1976
		Truck Test Center
126	13	Truck Test Center, 1970
		Turbo Products Division
126	14	Turbo Products Division, 1974-1976
		Williams Plant
126	15	Williams Plant, 1980-1986

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†127 n/a Facilities Manual, 1967

†128 n/a Facilities Manual, 1968

Plant Publications (Bound)

†129 n/a 1952-1953

†130 n/a 1954-1955

†131 n/a 1956-1957

†132 n/a 1958-1959

†133 n/a 1958-1959

Box Folder Series 7: Audiovisual & Photographic Materials

Subseries A: Audiocassettes

†134 n/a Charles Dana's 75th Birthday, Toledo, and 80th Birthday, New York City, 1956 and 1961

†134 n/a Charles Dana's 80th Birthday, New York City, 1961

†134 n/a Interviews for "Charles Dana: 50 Years of Service", 1964

†135 n/a Dana Corporation Image Radio, 1998

†135 n/a Interviews conducted by WJR Detroit for *Business Biography* featuring Woody Morcott, 2000. Interviewees included:

Ambassador London

Baylor, Ben

Billy the Preacher

Ferguson, Brian

Fowler, Robert III

Kuykendall, John

LeSueur, Donna

Magliochetti, Joseph

Mitterbauer, P.

Morcott, Cindy

Morcott's Aunt and Uncle

Poling, Harold "Red"

Stevenson, John

**Dana Holding Corporation
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- Thatcher, Dennis
- †135 n/a Manual Transmission Maintenance, n.d.
- †135 n/a Noisemakers, n.d.
- †136 n/a Oral history interviews conducted by the History Factory for the Dana historical publication, 1994-1995. Recorded on microcassette.
- Interviewees included:
- Behrer, Zeca
- Dana Europe
- Daneri, Omar
- Eterovic, Chedo
- Graper, Frank
- Hirsch, Carl
- Kolivosky, Mike
- Reed, Doug
- Reimer, Birge
- Russell, Gary
- Spicer, Wilfred
- Shultz, Ed
- Voss, Frank
- Victor Reinz
- †135 n/a Spicer Angle Spring Clutches, n.d.
- Subseries B: Audio & Video on CDs/DVDs**
- †137 n/a CEO Message with Joe Magliochetti, November 2002
- †137 n/a CEO Message with Joe Magliochetti, January 2003
- †137 n/a CEO Message with Joe Magliochetti, March 2003
- †137 n/a CEO Message with Joe Magliochetti, May 2003
- †137 n/a CEO Message with Joe Magliochetti, August 2003
- †137 n/a CEO Message with Mike Burns, April 2004
- †137 n/a CEO Message with Mike Burns, May 2004
- †137 n/a CEO Message with Mike Burns, September 2004
- †137 n/a CEO Message with Mike Burns, December 2004

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- †137 n/a Charles Dana audio, n.d.
- †137 n/a Charles Dana, *50 Years of Service*, May 22, 1964
- †137 n/a *The Dana Style with Woody Morcott*, 1999
- †137 n/a *FOCUS*, Volume 7, No. 1, February 2005
- †137 n/a *FOCUS*, Volume 7, No. 3, October 2005
- †137 n/a *FOCUS*, Volume 7, No. 4, December 2005
- †137 n/a Highlights of Dana Day, August 28, 2004
- †137 n/a *A Man of Many Stories: The Voice of Charles Dana*, 1956 (reproduced 2004)
- 281 n/a Hard Case – CD - Axle Product Photos, 2004
Hard Case – CD - Axle Product Photos, n.d.
Hard Case – CD - Dana Corp. Exteriors, 2015
Hard Case – CD – F-150 Raptor Commercial Theatrical Version
Uncensored, 2009
Hard Case – CD – Dana – Nakata Steering and Suspension Products
Music Mix, n.d.
Hard Case – CD – Digital Negatives, n.d.
Hard Case – CD-R - Dana Misc. Prod. 2, n.d.
Hard Case – CD-R – Dana Prod 5B, n.d.
Hard Case – CD-R – PAN Presentation (Draft), 2009
Hard Case – CD-R – 11-4 Product Display, 2009
Hard Case – CD-R – PTG Company Overview, 2011
Hard Case – CD-RW – Sealing & Thermal
Hard Case – CD-RW – Win. XP Screensaver, n.d.
Hard Case – DVD – Dana Corporation Expansion Television News
Coverage, 2015
Hard Case – DVD – Dana Animation, 2010
Hard Case – DVD – Gelia - Dana ASG – Nitro Chassis Images, n.d.
Hard Case – DVD – Gelia - Dana-Backup, n.d.
Hard Case – DVD – Gelia – Dana Long, n.d.
Hard Case – DVD – Gelia – Dana OSG, 2010

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Hard Case – DVD – Gelia – Dana OSG Animation, n.d.
 Hard Case – DVD+R – Fredericktown Photo Shoot, n.d.
 Hard Case – DVD+R – Kalamazoo Photo Shoot, n.d.
 Hard Case – DVD+R – OSG Image Lib. 1, n.d.
 Hard Case – DVD+R – OSG Image Lib. 2, n.d.
 Hard Case – DVD+R – OSG Image Lib. 3, n.d.
 Hard Case – DVD-R – Mahindra, n.d.
 Hard Case – DVD-R – Tata, n.d.
 Hard Case – DVD – Focus, 2005
 Hard Case – DVD – One Dana, n.d.
 Soft Case – Dana Literature, 2010
 Soft Case – Gelia – Dana ASG – Drivetrain Brochure, n.d.
 Soft Case – Spicer – Post Art, 2007
 Soft case – Dana – Active Warm Up Video – Pace Awards, n.d.
 Soft Case – Doing Business Globally, n.d.
 Soft Case – Sealing & Thermal, n.d.
 Soft Case – Dana Scans, n.d.
 Soft Case – Dana Testimonial Video, 2010
 Soft Case – Dana 3D Culture Diamond, 2010
 Soft Case – Dana Animation, 2010
 Paper Case – Victor Reinz Chicago Plant, n.d.

304 54 Hard Case – Various Dana Products and Miscellaneous Photographs

Subseries C: Film

†138 n/a “Complex Business of Keeping It Simple”, n.d.
 †138 n/a “What is Dana?”, n.d.
 282 n/a #2 Planning – The Future’s First Step – Stokes, 1973
 282 n/a #3 Organizing – Structuring the Work of the Plan, 1973

Subseries D: Videocassette

Betacam SP (Large)

Events

139 n/a Dana Ottawa Group Meetings, #1, 1993

**Dana Holding Corporation
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139	n/a	Dana Ottawa Group Meetings, #2, 1993
139	n/a	Dana Ottawa Group Meetings, #3, 1993
139	n/a	Dana Ottawa Group Meetings, #1, 1994
139	n/a	Dana Ottawa Group Meetings, #2, 1994
139	n/a	Dana Ottawa Group Meetings, #3, 1994
139	n/a	Dana Ottawa Group Meetings, #4, 1994
139	n/a	Dana Ottawa Group Meetings, #1, 1995
139	n/a	Dana Ottawa Group Meetings, #2, 1995
139	n/a	<i>The World of Woody Morcott</i> , 2000
139	n/a	<i>Beyond 2000</i> , Issue 1, January 1999
139	n/a	<i>Beyond 2000</i> , Issue 2, 1999
139	n/a	<i>Beyond 2000</i> , Issue 3, October 1999
139	n/a	<i>Beyond 2000</i> , Issue 4, March 2000
139	n/a	<i>Beyond 2000</i> , Issue 5, June 2000
139	n/a	<i>Beyond 2000</i> , Issue 6, October 2000
139	n/a	<i>FOCUS</i> , Volume 3, Issue 1, February 2001
139	n/a	<i>FOCUS</i> , Volume 8, June 2001
139	n/a	<i>FOCUS</i> , Volume 9, October 2001
139	n/a	<i>FOCUS</i> , Volume 10, February 2002
139	n/a	<i>FOCUS</i> , Volume 11, April 2002
139	n/a	<i>FOCUS</i> , Volume 12, July 2002
139	n/a	<i>FOCUS</i> , Volume 13, October 2002
139	n/a	<i>FOCUS</i> , Volume 14, January 2003
139	n/a	<i>FOCUS</i> , Volume 15, May 2003
139	n/a	<i>FOCUS</i> , Volume 16, October 2003
139	n/a	<i>FOCUS</i> , Volume 17, December 2003
139	n/a	<i>FOCUS</i> , Volume 18, March 2004
140	n/a	<i>FOCUS</i> , Volume 19, May 2004
140	n/a	<i>FOCUS</i> , Volume 20, July 2004
140	n/a	<i>FOCUS</i> , Volume 21, October 2004
140	n/a	<i>FOCUS</i> , Volume 22, February 2005

**Dana Holding Corporation
Records, 1891-2012**

140 n/a *FOCUS*, Volume 23, May 2005
140 n/a *FOCUS*, Volume 24, October 2005
140 n/a *Forklift Wireless Computer Training*, March 2006
304 52 Victor Soft Gaskets Vol. 7, Copyright Dana Corporation, 1989
304 53 Victor Hard Gaskets Vol. 6, Copyright Dana Corporation, 1989

Events

140 n/a *A Different Frame of Mind: Maumee Valley Habitat for Humanity & Dana Corp Build a Home for the Lira Family*, 2004
140 n/a Dana Day Highlights, 2004
140 n/a Ottawa Lake Group Meeting, Tape 1, 1993
140 n/a Ottawa Lake Group Meeting, Tape 2, 1993
140 n/a Ottawa Lake Group Meeting, Tape 3, 1993
140 n/a Ottawa Lake Group Meeting, Tape 4, 1993
140 n/a Ottawa Lake Group Meeting, Tape 5, 1993
140 n/a The Dana Story, 2000, 2002
140 n/a *Dream Warriors: Charles Dana & Clarence Spicer*, 2004
140 n/a *"The Gentle Man": A Tribute to Joe Magliochetti*, 2003
140 n/a Magliochetti, Joseph, B-Roll, 2001
304 14 Misc. Event Photos
140 n/a Remembering Joe Magliochetti Annual Meeting, 2004
140 n/a Spicer, Wilfred, Interview, North Port, FL, #1, 1995
140 n/a Spicer, Wilfred, Interview, North Port, FL, #2, 1995
†141 n/a Spicer, Wilfred, Interview, North Port, FL, #3, 1995
†141 n/a Spicer, Wilfred, Interview, North Port, FL, #4, 1995
†142 n/a *World of Woody Morcott* Production, B-Roll of Dana Corporation, 1999
†142 n/a *World of Woody Morcott* Production, B-Roll of Horse, 2000
†142 n/a *World of Woody Morcott* Production, B-Roll of Town, 2000
†141 n/a *World of Woody Morcott* Production Interviews, Baylor, Ben, Interviews 1 and 2, 2000
†141 n/a *World of Woody Morcott* Production Interviews, Ferguson, Brian, 2000
†141 n/a *World of Woody Morcott* Production Interviews, Fowler Sisters, 2000

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- †141 n/a *World of Woody Morcott* Production Interviews, Kuykendall, John, Interviews 1-3, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Lader, Philip, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, LeSueur, Donna, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Magliochetti, Joe, Interviews 1 and 2, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Mitchell, Gerry, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Mitterbauer, Peter, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Morcott, Cindy, 2000
- †141 n/a *World of Woody Morcott* Production Interviews, Morcott Sisters, Interviews 3 and 4, 2000
- †142 n/a *World of Woody Morcott* Production Interviews, Poling, Harold “Red”, 2000
- †142 n/a *World of Woody Morcott* Production Interviews, Stevenson, John, 2000
- †142 n/a *World of Woody Morcott* Production Interviews, Thatcher, Sir Denis, 2000
- †142 n/a *World of Woody Morcott* Production Interviews, Voss, Frank, 2000
- †142 n/a *World of Woody Morcott* Production Interviews, Wade, Billy, Interviews 5 and 6, 3000

Miscellaneous

- †142 n/a ASG Update with Bill Carroll, 2002
- †142 n/a Dana Diversity Introduction with Joe Magliochetti, 2001
- †142 n/a The Dana Dynasty 2000 Motorsports Racing, 2000
- 304 8 Dana-Spicer Heavy Duty Clutch Selection Chart
- †142 n/a *Ford Technology Review: Spicer Clutches Presentation*, 1995
- 304 10 High Performance Victor Intake Gaskets Photo
- 304 12 Map for Dana Products Division, Ohio Street and Building Map 1945
- †142 n/a Mike Burns Open Standards of Business Conduct, 2004
- 304 15 Misc. Photographs
- †142 n/a Motorsports 1999 Racing, 1999
- †143 n/a Ottawa Lakes Group Meeting, #1, 1989

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†143	n/a	Ottawa Lakes Group Meeting, #2, 1989
†143	n/a	Ottawa Lakes Group Meeting, #3, 1989
†143	n/a	Ottawa Lakes Group Meeting, #1, 1991
†143	n/a	Ottawa Lakes Group Meeting, #2, 1991
†143	n/a	Ottawa Lakes Group Meeting, #3, 1991
†143	n/a	Ottawa Lakes Group Meeting, #1, 1992
†143	n/a	Ottawa Lakes Group Meeting, #2, 1992
†143	n/a	Ottawa Lakes Group Meeting, #4, 1992
†142	n/a	Robo-Clamp for 2001 PACE Finalist Award, 2001
†142	n/a	Supplier Appreciation, 1999
†142	n/a	<i>Taking Stock in Dana</i> , Investors Video, 2000
†144	n/a	<i>Beyond 2000</i> , Volume 1, Issue 1, 1999
†144	n/a	<i>Beyond 2000</i> , Volume 1, Issue 2, 1999
†144	n/a	<i>Beyond 2000</i> , Volume 1, Issue 3, 1999
†144	n/a	<i>Beyond 2000</i> , Volume 2, Issue 1, 2000
†144	n/a	<i>Beyond 2000</i> , Volume 2, Issue 2, 2000
†144	n/a	<i>Beyond 2000</i> , Volume 2, Issue 3, 2000
†144	n/a	DanaVision: "Getting Connected", 1999
†144	n/a	<i>FOCUS</i> , Volume 3, Issue 1, February 2001
†144	n/a	<i>FOCUS</i> , Volume 3, Issue 2, June 2001
†145	n/a	<i>FOCUS</i> , Volume 3, Issue 3, October 2001
†145	n/a	<i>FOCUS</i> , Volume 4, Issue 1, February 2002
†145	n/a	<i>FOCUS</i> , Volume 4, Issue 2, April 2002
†145	n/a	<i>FOCUS</i> , Volume 4, Issue 3, July 2002
†145	n/a	<i>FOCUS</i> , Volume 4, Issue 4, October 2002
†146	n/a	<i>FOCUS</i> , Volume 4, Issue 4, October 2002
†146	n/a	<i>FOCUS</i> , Volume 5, Issue 1, January 2003
†146	n/a	<i>FOCUS</i> , Volume 5, Issue 2, May 2003
†146	n/a	<i>FOCUS</i> , Volume 5, Issue 3, October 2003
†146	n/a	<i>FOCUS</i> , Volume 5, Issue 4, December 2003
†146	n/a	<i>FOCUS</i> , Volume 6, Issue 1, March 2004

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†146 n/a *FOCUS*, Volume 6, Issue 2, May 2004
†146 n/a *FOCUS*, Volume 6, Issue 3, July 2004
†146 n/a *FOCUS*, Volume 6, Issue 4, November 2004
†146 n/a *FOCUS*, Volume 7, Issue 1, February 2005
†147 n/a Capturing Opportunity, 2001
†146 n/a Dana Day: Welcome to Toledo, 2004
†147 n/a Dana Global Trade, 2000
†146 n/a *A Different Frame of Mind: Maumee Valley Habitat for Humanity & Dana Corp Build a Home for the Lira Family*, 2004
†147 n/a Global Communications Meeting, 1999
†147 n/a Global Communications Meeting, 2000
†147 n/a Global Communications Meeting: Delivering High Performance, 2002
†147 n/a *Industry Week's Best Managed Companies Awards Ceremony*, Raw Footage, n.d.
†147 n/a Jerry Knapik Retirement Party, 1999
†147 n/a Management Briefing Seminar #6, 2003
†147 n/a Ottawa Meeting, 1995
†147 n/a Roundtable – Global Marketplace, 1998
†147 n/a Senior Management Meeting with Carl Hirsch Reflections, 1997
†147 n/a Tokyo Motor Show, Dana Booth, 1987

History & Tributes

†149 n/a Acceptance Speech by Joe Magliochetti, Raw Footage, n.d.
†149 n/a *Celebrating 100 Years, Millions of Ideas*, 2004
†149 n/a Dana, Charles Jr., Interview Tapes 1-4, 1995
†149 n/a *The Dana Story*, 1997 (including Spanish version), 1999, 2000, 2002
†148 n/a *"The Gentle Man": A Tribute to Joe Magliochetti*, 2003
†149 n/a *"The Gentle Man": A Tribute to Joe Magliochetti*, 2003
150 n/a Spicer, Wilfred, Interview Part 1, 1995
150 n/a Spicer, Wilfred, Interview Part 2, 1995
150 n/a Spicer, Wilfred, Interview Part 3, 1995
304 22 Victor Calendar and Photocopies, 1950's and 1960's

**Dana Holding Corporation
Records, 1891-2012**

150	n/a	“Woody Morcott, CEO”, Dana Canada, Inc., 2000
150	n/a	<i>The World of Woody Morcott</i> , 2000
†148	n/a	<i>World of Woody Morcott</i> Production, B-Roll, 2000
†148	n/a	<i>World of Woody Morcott</i> Production, B-Roll of Horse, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Baylor, Ben, Interviews 1 and 2, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Ferguson, Brian, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Fowler, Robert, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Fowler, Robert (part of Sisters Interview), 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Kuykendall, John, Interviews 1 and 2, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Lader, Philip, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, LeSueur, Donna, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Millener, Lucy and Day Kennon (part of Sisters Interview), Interviews 1-3, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Mitterbauer, Peter, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Mitchell, Gerry, 2000
†148	n/a	<i>World of Woody Morcott</i> Production Interviews, Morcott, Cindy, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, [Morcott] Sisters Interview, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Poling, Harold “Red”, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Stevenson, John (Canada), 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Thatcher, Sir Denis, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Voss, Frank, 2000
150	n/a	<i>World of Woody Morcott</i> Production Interviews, Wade, Billy, 2000
Miscellaneous		
150	n/a	Chrysler’s Campo Largo Plant, Brazil, 1998

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- 150 n/a *Dana Automotive Aftermarket Group, New Beginnings, New Opportunities*, 1998
- 150 n/a The Dana Dynasty 2000 Motorsports Racing, 2000
- 150 n/a Dana Style, 1999
- 150 n/a Hummer with Hydra 6K, 1998
- 150 n/a *Managing Facilities in the Dana Style Standards of Business Conduct*, Joe Magliochetti, n.d.
- 150 n/a *Operation Phoenix – Disaster Recovery*, 1999
- 150 n/a *Tekonsha*, n.d.
- News/TV Spots**
- 150 n/a American Trucking Report, 1996
- 150 n/a Announcement of the Appointment of Michael Burns as Dana CEO and President, Dana News Conference, 2004
- 150 n/a *Autoline Detroit*, Joe Magliochetti, 2001
- 150 n/a *Bloomberg Forum*, Woody Morcott on CNBC, n.d.
- 150 n/a “Daimler-Chrysler Merger”, News Beat at Eleven, 1998
- 150 n/a Dana Ad Spots, Dana Corporation, 1997
- 150 n/a “Dana Corporation”, News at Six, 1998
- 150 n/a “Dana-Echlin Merger”, 13 Action News at 6:00, 1998
- 150 n/a “Dana-Echlin Merger”, Cable, Detroit and New Haven Coverage, 1998
- 150 n/a “Dana-Echlin Merger”, News 24, 1998
- 150 n/a “Dana Names Michael Burns”, Hart Associates, Channel 12, 11, and 36, 2004
- 150 n/a “Dana Opens Center in Maumee”, Hart Associates, Channel 12, 11, 24, and 36, 2004
- 150 n/a “Dana’s 100th Birthday”, 13 Action News at 5:30, WTVG-TV (ABC) Toledo, 2004
- 150 n/a “Lean Manufacturing”, *The New Economy*, CNN Business Owensboro, 2000
- 150 n/a *Nation’s Business Today* Special on Rene McPherson, n.d.
- 150 n/a Woody Morcott Interview, *CNN Pinnacle*, 1997

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150 n/a Woody Morcott on the Cavuto Business Report, *CNN Business Unusual*, n.d.

Subseries E: Photos on CDs/DVDs

†152 n/a Annual Report Images, 1999-2003
†151 n/a Centennial Book, Miscellaneous Files, Patents and Images from St. Catherine's, n.d.
†151 n/a Corporate Communications Historic Images, Chuck Hartlage (includes scanned copies and database prints of images), 2004
†151 n/a Dana Centennial Images 1-2, 2004
†152 n/a *The Dan*
a Centennial Music Fest July 24, 2004
†151 n/a Dana Corporation Image Collection, 2004
†152 n/a Dana Day Event, 2004
†152 n/a Dana Facilities: Amer, Lima, Marion, and Pontiac, n.d.
†152 n/a Dana Gala Party Event 100th Anniversary, 2004
†152 n/a Dana Music Fest, 1-3 (includes printouts of photos), 2004
†152 n/a Debut on New York Stock Exchange, 1917-1923:

Dana Incorporated:

IPO price, close on the first day and market cap on IPO day

- o Historical IPO Stock Price information (Spicer Manufacturing Company) (#1-NY Times-4-28-1922-4.jpg)
 - § First (Open): \$17
 - § High: \$18.25
 - § Low: \$17
 - § Last (Close): \$18
 - § Sales: 5,000

*Information from NY

Times: <https://timesmachine.nytimes.com/timesmachine/1922/04/28/issue.html>

- o Market Cap:

§ 10,200,000 (600,000 shares x \$17) (#2-Spicer Manufacturing Listing Application.jpg)

- o Additional Company Historical Earning: (#3-The Chronicle Vol. 117, p. 678.jpg)

§ 1922 Net Sales: \$4,459,876

§ 1922 Gross Profit: \$1,064,205

§ Miscellaneous Income: \$27,455

§ Total Gross Profit: \$1,091,660

- o “After deducting Federal taxes, at rate now in effect, and dividends on the Preferred stock for the period, balance available for the 313,750 shares of no par value Common stock outstanding was equivalent to \$2.49 per share, as against \$1.53 per share in the corresponding period in 1922.”
*Information from “The Chronicle” Vol. 117, p. 678

What does it mean to be listed on the NYSE in 1922? What was the exchange like at that time?

- o **General:**

- § Following a downturn after World War I, the market revived by 1922 and the foundations were laid for general prosperity and a great boom. The bull market was the product of changes in the securities market, of an expanding consumer market in the United States and of the nation’s new position as a creditor and center of the international money market. The number of new issues, the volume of trading, and the market value of listed shares increased at an incredible pace. Whereas in the year 1921 there were 1,800 new stock issues, in the year 1929 there were almost 6,500. Early in 1925, the market value of all NYSE listed stocks was \$27 billion; by 1929, it had tripled to almost \$90 billion.

- o **Trading Floor/Building:**

- § The George B Post designed building that houses the current Trading Floor first opened in April 1903. The 1903 Floor remained unchanged throughout the following decades, but as the stock market continued to grow, the NYSE in 1919 purchased adjoining property at the corner of Broad and Wall and began construction of a 23-story tower. Architects Trowbridge Livingston designed the addition to harmonize with the style of the 1903 Building. The new skyscraper was completed in 1922 provided office space and an enlarged the Trading Floor. More efficient operation of the Trading Floor was furthered by several changes. A second Trading Floor, “the Garage,” was completed in 1922, a new bond room opened in 1928, a central quotation service began reporting bid and asked quotations, and large new trading posts were built in 1929 to handle the huge trading volume.

- o **Technology:**

- § Market information was typed into a keyboard which converted the keystrokes into electric impulses that drove the clattering print wheels in ticker machines along the network.

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§ A pneumatic tube system connected the trading floor to the rest of the building, including the telegraph and cable companies that transmitted live market data out to the entire nation. The tubes were arranged so then messages sent on the longest tubes would take the same amount of time to reach their destination as the shortest line.

§ NYSE employees called reporters were responsible for recording every transaction on the ticker tape. For each sale they wrote on a slip of paper the stock's abbreviation, the number of shares and the price, and then transmitted it to the ticker room. Reporters were easily recognized by their distinctive hats.

How many companies were listed on the exchange in 1922?

- o Our records show that in 1922 there were 792 stocks listed and 1,156 bonds listed, for a total of 1,948. (#4-NYSE Fact Book, 1925-26, p. 62-3.jpg)

§ 1922 Volume of Trading:

- Stocks (shares): 260,753,997
- Bonds (face value): 4,098,696,027

How many companies are still listed on the NYSE from 1922?

- o To date, there are 3 companies that are still listed on the NYSE from 1922. These include:

§ Tootsie Roll Industries, Inc. (as Sweets Company of America) (NYSE: TR)

§ DuPont (as E.I. du Pont de Nemours and Company) (NYSE: DD)

§ Timken Company (as Timken Roller Bearing Company) (NYSE: TKR)

Picture of the exchange with automobiles from the 1922 era:

- o 1903, Broad Street (#5-1903.jpg)
- o 1917, Broad Street (#6-1917.jpg and #7-1917-2.jpg)
- o 1923, Wall Street East from Broad Street; Wall Street East from Broad Street (#8-1923.jpg and #9-1923-.jpg)
- o 1929, Wall Street Facade: South End of Old Stock Exchange Building (#10-1929.jpg)
- o 1942, Wall Street - East from Trinity Church (#11-1942.jpg)

†152	n/a	Heavy Axle and Suspension Images, n.d.
†151	n/a	Spicer Album J .tif and MS .doc files (includes backup CD), n.d.
†151	n/a	Spicer Album K-1 .tif and MS .doc files (includes backup CD), n.d.
†152	n/a	Spicer Driveshaft Division, Various Images and Plants, n.d.

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†152 n/a Spicer Driveshaft Malcolm Baldrige Award Winner Contest, 2000

Additions

285 n/a Instructional recordings, Best Practices Day, company overview & meetings

Subseries F: Photographic Prints

Damaged Photographs - *Damage appears to be from moisture and, in some cases, mold. Handle with care and keep separated.*

153 1 Aircraft Gear, n.d.
153 2 Brown-Lipe, 1926, 1930s
153 3 Brown-Lipe, 1926, 1930s
153 4 Dana, Charles, n.d.
153 5 Dana, Charles, n.d.
153 6 Lansing Plant, n.d.
153 7 Miscellaneous People and Plants, n.d.
153 8 Miscellaneous People and Plants, n.d.
153 9 Miscellaneous WWII Events, 1940s
153 10 Parish, n.d.
153 11 Plants, Various, 1950s
153 12 Products, Various, n.d.

Employee Events

154 1 Application Acceptance at Pottstown Plant, 1976, 1978
154 2 Army E Navy Ceremony, 1940s
154 3 Army E Navy Ceremony, 1940s
154 4 Army E Navy Ceremony, 1940s
154 5 Army E Navy Ceremony, 1940s
154 6 Awards, n.d.
154 7 Baseball Game, 1926
154 8 Bicycle Race, Downtown Toledo, 1974
154 9 Congressman Dick Schultze visits Spicer Universal, Pottstown Plant, 1977
154 10 Dave Kalish Day, 1951

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154	11	Employee BBQ Dinner, 1985
154	12	Employee Plays: <i>Man From Mexico</i> , 1916 and <i>Too Much Johnson</i> , 1919
†173	n/a	Employees and guests at Spicer dinner, framed, CD included, 1923
170	n/a	Framed photos of factories, executives, employees, and demonstrations, 1923, 1926, 1939, n.d.
171	n/a	Framed photos of speeches, plants, conferences, and employees, 1923, 1925, 1946, 1957
154	13	Motorcycle Outings, 1900-1920
154	14	Product Testing/Inspection, 1970
154	15	Whitehouse Fireman's Banquet, 1973
154	16	Women's Dinner Party, 1940
		Executive Events
154	17	Anniversary Party, 1954, 2000
154	18	Christmas Party, 1935
154	19	Farewell Party, 1930, 1940s
154	20	Golf Outing, 1936, 1938-1939, n.d.
†181	n/a	Golf Outing, 1938
154	21	Golf Outing, 1950s
154	22	Golf Outing, 1950s
154	23	Golf Outing, 1951, 1956
154	24	Golf Outing, 1989
154	25	Grand Design Award, 1970s
†172	n/a	Induction of Clarence Spicer into the Automotive Hall of Fame, party, 1995
154	26	International Business Trip, 1982, n.d.
154	27	Labor Negotiations and Costing Workshops, 1979
154	28	Labor Negotiations and Costing Workshops, 1979
154	29	Labor Negotiations and Costing Workshops, 1979
154	30	Labor Negotiations and Costing Workshops, 1979
154	31	Luncheonette North Grand Opening, n.d.
154	32	Management Meeting, 1955-1962

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154	33	Management Meeting, n.d.
154	34	Napa Regional Conference, Portland, OR, 1938
154	35	Ohio Governor Bob Taft's Visit to New Dana Headquarters, 2003
154	36	Paris Motor Show, 1926-1953
155	1	Plant Tours, England, 1991
299	1	Plant Nine, Churubusco, Indiana, Photobook
155	2	Relocation, 1970
155	3	Relocation, 1970
155	4	Safety Group Meeting, 1940
155	5	SAE Exposition, 1977-1979
155	6	Sales Conference, 1949
155	7	Spicer Meetings, 1944, n.d.
155	8	Spicer Outing, 1912
155	9	Supervisory Staff Dinner at Commodore Perry, 1944
155	10	Torque Converter Meeting, SAE, 1946
155	11	Unknown Event, Dana Headquarters Auditorium, 1970
		Public Events
307	1	1995 Symposium Photo Album
307	2	Dana Image Library, 1988-1998
155	12	Display Records for Various Trade Shows, 1966-1969
155	13	Display Records for Various Trade Shows, 1967-1971
155	14	Display for LA Garbage Show, 1975
155	15	Displays for Spicer Show Booths, 1951
155	16	Displays for Various Trade Shows, 1933-1990s
155	17	Fire Demonstrations, 1958, 1968
155	18	Groundbreaking Ceremony, Greenville Fluid Drive Division, 1966
155	19	Groundbreaking Ceremony for Dana Headquarters, 1969
155	20	Groundbreaking Ceremonies, Miscellaneous, 1968, 1970
155	21	Groundbreaking Ceremony for New Korea Factory, 1973-1974
155	22	Marion Day Parade, 1952
†175	n/a	Miscellaneous games, open houses, parties, and other events (curled),

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		1950s
†176	n/a	Miscellaneous games, open houses, parties, and other events (curled), 1950s
155	23	Open House, 1944
155	24	Open House, n.d.
155	25	Open House, Pottstown and Lima, 1969, 1971 – FLIP 25 & 26
155	26	Opening Day, Dana Tech, 1970
155	27	Race Day, NASCAR, Talladega, AL, 1989
155	28	Racing Event with Johnny Rutherford, 1986
155	29	Trade Shows, 1930s-1950s
155	30	Trade Shows, 1989
304	51	Various Miscellaneous Event Photos
†174	n/a	Various Shows, binder, 1987-1993
304	32	Victor Permanent Torque Head Gasket Stand
155	31	Welcome Address by Mayor Ed Willis for Weatherhead Division, n.d.
		Employees
304	58	Cliff Bergere and Albert Doer in Car at Indianapolis Motor Speedway, 1935
309	1	Dana Image Library: People PE-000-PE-200, 1994-1998
309	2	Dana Image Library: People PE-300-PE-500, 1994-1995
155	32	Employee and Visitor Photos of Nationwide Transport Spares Party Ltd., Australia, n.d.
155	33	Employee Photos for Annual Reports, 1970s
155	34	Employee Photos for Annual Reports, 1970s
155	35	Employee Photos for Annual Reports, 1970s
155	36	Employee Photos for Annual Reports, 1970s
156	1	Employee Photos for Annual Reports, 1970s
156	2	Employee Photos for Annual Reports, 1970s
156	3	Employee Photos for Annual Reports, 1970s
156	4	Employee Photos for Annual Reports, 1970s
156	5	Employee Photos for Annual Reports, 1970s

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156	6	Employee Photos for Annual Reports, 1970s
156	7	Employee Photos for Annual Reports, 1980s
156	8	Employee Photos for Annual Reports, 1980s
156	9	Employee Photos for Annual Reports, 1980s
156	10	Employee Photos for Annual Reports, 2000s
156	11	Employee Social Groups, Spicer Band, 1924
156	12	Employees and Staff of Turner Spicer, n.d.
156	13	Employees, Unidentified, 1912, 1919, n.d.
156	14	Employees, Unidentified, 1946
156	15	Employees, Unidentified, 1960s-1970s
156	16	Employees, Unidentified, n.d.
156	17	Factory Workers, 1902
156	18	Factory Workers, 1920s
156	19	Factory Workers, 1940s
156	20	Factory Workers, 1945
156	21	Factory Workers, 1950
156	22	Factory Workers, 1960
156	23	Factory Workers, 2001
156	24	Factory Workers, Spicer Transmission, 1973
156	25	Female Staff, 1940
156	26	Unidentified man, 1976

Executives

156	27	Carpenter, Ralph, n.d.
†177	n/a	Carpenter, Ralph, Tribute Album, n.d.
156	28	Dana, Charles and Clarence Spicer, 1910s
†178	n/a	Dana, Charles, 1940s
156	29	Dana, Charles, n.d.
156	30	Dana, Charles, n.d.
156	31	Dana, Charles, n.d.
†179	n/a	Dana, Charles, n.d.
†180	n/a	Dana, Charles, n.d.

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156	32	Dana World Trade Group, n.d.
156	33	Drivetrain Service Division and Advisory Council, 1970, 1987
156	34	Executives, Miscellaneous, n.d.
157	1	Executives, Unidentified, 1920s-1940s
157	2	Executives, Unidentified, 1940s
157	3	Executives, Unidentified, 1950s
157	4	Executives, Unidentified, 1970s
157	5	Executives, Unidentified, 1970s-1990s
157	6	Executives, Unidentified, n.d.
157	7	Fairhurst, William, n.d.
†181	n/a	Group Photos, 1910s-1920s, 1950s, 1970s
†182	n/a	Group Photos, 1910s-1940s
†183	n/a	Group Photos, 1910s-1960s
157	8	Group Photos, Power Equipment Division, 1973
157	9	Group Photos, President's Group, 1982-1992
157	10	Group Photos, Spicer Quarterly Century Club, 1950, 1952
157	11	Group Photos, Stakeholders, n.d.
157	12	Gustafson, Stan, n.d.
157	13	Hardy, E.J., n.d.
157	14	Hayes, C.B., 1910, 1960
157	15	Historic Figures in Automobile Industry, n.d.
†184	n/a	Large, Exhibit Mounted Photos of Charles Dana, Clarence Spicer, Plants, Ads, and Employees, n.d.
157	16	Lemon, Robin, n.d.
157	17	Magliochetti, Joseph, n.d.
157	18	Management Biography Book, n.d.
157	19	Management Biography Book, n.d.
157	20	Management Group, 1966
157	21	Martin, John, n.d.
157	22	Martin, John, n.d.
157	23	Martin, John, n.d.

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157	24	McPherson, Rene, Auto Accident, 1970
157	25	McPherson, Rene, n.d.
157	26	McPherson, Rene, n.d.
158	1	McPherson, Rene, n.d.
158	2	McPherson, Rene, n.d.
158	3	McPherson, Rene, n.d.
158	4	McPherson, Rene, n.d.
158	5	McPherson, Rene, n.d.
158	6	McPherson, Rene, n.d.
158	7	McPherson, Rene, n.d.
158	8	Melick, Louis, n.d.
158	9	Mitchell, Gerry, n.d.
158	10	Morcott, Southwood, n.d.
158	11	Pallett, W.G., n.d.
†185	n/a	Spicer, Clarence, 1910s
158	12	Spicer, Clarence, n.d.
158	13	Voss, Frank, n.d.
Cabinet 9	Drawer K	White House Reception, Delegates to Motor Industries, Inc. Conference, Washington, D.C., November 12, 1925
158	14	Zingsheim, E.W., 1936
158	15	Zink, Howard
282	n/a	Dana/Spicer Transmission Plant Employees, n.d.
Places		
†186	n/a	Aerial photo of unidentified plant, 1969
158	16	AGIC, n.d.
158	17	Aircraft Gear Division, n.d. – <i>Some photos are stuck together.</i>
158	18	Annecy, France, n.d.
158	19	Auburn Division, n.d.
158	20	Auburn Division, n.d.
158	21	Auburn Division, n.d.
158	22	Birfield, n.d.

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158	23	Birmingham Ltd., n.d.
158	24	Bound Book Bearings Company, 1951
158	25	Churubusco, n.d.
158	26	Dana Corporate Headquarters, Dorr St., Aerial Views, n.d.
†187	n/a	Dana Corporate Headquarters, Dorr St., Construction, binder, 1977-1978
159	1	Dana Corporate Headquarters, Dorr St., n.d.
159	2	Dana Corporate Headquarters, Dorr St., n.d.
159	3	Dana Corporate Headquarters on Dorr St., n.d.
159	4	Dana Distribution Center, n.d.
308	1	Dana Facilities Photos FA000 – FA500
159	5	Dana Offices, Various, n.d.
159	6	Dana Parts Division, 1958
159	7	Dana Plant, unidentified, n.d.
159	8	Dana Tech Center, n.d.
159	9	Dana Tech Center, n.d.
159	10	Dana Tech Center, n.d.
159	11	Dana University, n.d.
159	12	Detroit Division, 1940s-1950s
159	13	Engine Products Division, 1975
159	14	Engineering and Science Building, 1970
†188	n/a	Exterior photo of unidentified plant, 1940s
159	15	Fort Wayne, IN, n.d.
159	16	Fort Wayne, IN, n.d.
159	17	Fort Wayne, IN, n.d.
159	18	Gear Cutting Division, n.d.
159	19	Hardy Spicer, n.d.
†189	n/a	Hardy-Spicer, Kenworth Motor Truck Company, n.d.
159	20	Hillsdale, n.d.
159	21	Hillsdale, n.d.
159	22	Hillsdale, n.d.
159	23	Hillsdale, n.d.

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159	24	Hillsdale, n.d.
159	25	Hillsdale, n.d.
159	26	Hillsdale, Historic Image of Street Scenes, 1920s
159	27	Houma, LA Plant, 1949
159	28	Industrial Furnaces Heat Treat Department, n.d.
159	29	Intertruck Limited Training School, n.d.
159	30	Lartex, n.d.
159	31	Laycock Engineering, 1950s
159	32	Marion Plant, 1930s, 1950s
159	33	Marion, Spicer Universal, n.d.
†190	n/a	Miscellaneous facilities, including Bennett Rd., binder, 1960s-1990s
159	34	Montgomery Plant, Kershaw Axles, 1974
159	36	Plainfield, 1915, 1920s-1930s
160	1	Pottstown, 1919, 1940, 1950
160	2	Pottstown, n.d.
160	3	Pottstown, n.d.
160	4	Pottstown, n.d.
160	5	Pottstown, n.d.
160	6	Pottstown, n.d.
160	7	Regional Engineering Center, 1980s
160	8	ROC-Spicer Machine Shop, n.d.
160	9	Societè Glaenzer, Spicer, 1940s-1950s
160	10	Spicer Manufacturing Corporation, 1920s
160	11	Spicer Transmission Division, 1930s
160	12	Spicer Transmission Division, 1940s-1950s
160	13	Spicer Transmission Division, 1960s-1970s
160	14	Spicer Transmission Division, n.d.
160	15	Test Truck Center, 1970s
160	16	Toledo, 1920s-1930s
160	17	Toledo, 1950s
160	18	Toledo, 1980s

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160	19	Toledo, n.d.
†191	n/a	Unidentified Plant, binder of photos, 1925
†192	n/a	Unidentified Plant, binder of photos, n.d.
160	20	Unidentified Plants, 1910s-1920s
160	21	Unidentified Plants, 1924
160	22	Unidentified Plants, 1925
160	23	Unidentified Plants, 1925
160	24	Unidentified Plants, 1930-1940
160	25	Unidentified Plants, 1950s
160	26	Unidentified Plants, 1950s
161	1	Unidentified Plants, 1950s
161	2	Unidentified Plants, 1950s
161	3	Unidentified Plants, 1960s
161	4	Unidentified Plants, 1970s
161	5	Unidentified Plants, 1980s
161	6	Unidentified Plants, n.d.
161	7	Various Places, n.d.
161	8	Various Places, n.d.
†193	n/a	Various Plants and Divisions, 1930s, n.d. – <i>Some items are rolled tightly, so handle with care.</i>
308	3	Victor Building and Car
304	55	Victor Building with Lettering Display
304	56	Victor Building Factory at Work
304	57	Victor's First Building, Chicago: 1909
304	29	Victor Gasket Photos: Misc. People
161	9	Weatherhead Division, n.d.
		Products – Automobiles
161	10	The Allman Company, UPI Pictorial Research Project, 1963
161	11	Arteledge Transfer, n.d.
161	12	Automobiles, 1900-1924
161	13	Automobiles, 1900-1929

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161	14	Automobiles, 1903-1905
161	15	Automobiles, 1908-1911
161	16	Automobiles, 1940s-1950s
161	17	Automobiles, 1960s
161	18	Automobiles, 1990s
161	19	Automobiles, photocopies, 1894-1973
161	20	Dana Performance Run Car, 1970
161	21	Hardy Spicer Truck, 1900-1930
161	22	Jeep, 1978
161	23	Mack Trucks, n.d.
161	24	Sunbeam Silver Bullet, 1930
161	25	“Toward the Year 2000”, Photocopies, n.d.
161	26	Trucks, 1920s-1970s, n.d.
304	59	Victor Gasket Product Displayed, 1909

Equipment

161	27	Equipment, 1940s-1990s
†195	n/a	Excavator, n.d.
161	28	Forklifts, n.d.
161	29	Half-Trac, 1941
161	30	John Deere, Lawn Mower, 1997
161	31	Tractors, 1940, n.d.
161	32	Tractor Trailers, 1900s-1940s

Miscellaneous

161	33	Airplanes, 1940, n.d.
161	34	Bike Project, 1970s
161	35	Brown Motorcycle, 1910
161	36	CCTV Product, n.d.
161	37	Dana Brands, n.d.
161	38	Formula One Race Car, n.d.
161	39	Golf Carts and Parts, 1950
161	40	NASCAR Dodge Ram, 1997

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161	41	Other, documentation, 1909
161	42	Other, products, n.d.
162	1	Railway Cycle and Inspection cars, 1899
162	2	Satellite in Space, n.d.
162	3	Swedish Ship, 1950s
162	4	Test Chambers/Demos, n.d.
162	5	Trains, 1930s
304	33	Welding Lines Photographs

Parts

162	6	Products and Parts, 1910s
162	7	Products and Parts, 1920s
162	8	Products and Parts, 1920s
162	9	Products and Parts, 1920s
162	10	Products and Parts, 1930s
162	11	Products and Parts, 1930s
162	12	Products and Parts, 1940s
162	13	Products and Parts, 1950s
162	14	Products and Parts, 1960s
162	15	Products and Parts, 1970s-1980s
162	16	Products and Parts, 1990s
162	17	Products and Parts, n.d.
162	18	Products and Parts, n.d.
162	19	Products and Parts, n.d.
162	20	Products and Parts, n.d.

World War II

162	21	Airplanes, 1940s
162	22	Amphibian Vehicles, 1940s
162	23	Army Trucks, 1940s
162	24	Army Trucks, 1940s
162	25	Army Trucks, 1940s
162	26	British Valentine Trucks, 1940s

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162	27	Half Truck Scout Cars, 1940s
162	28	Gears for Army Trucks, 1940s
163	1	Jeep, 1940s
163	2	M-5 High Speed Tractor, 1940s
163	3	M-39 Studebaker Army Weasel, 1940s
163	4	Tank Transmission Parts, 1940s
163	5	Water Buffaloes, 1940s
163	6	Water Buffaloes, 1940s
163	7	Water Buffaloes, 1940s
163	8	Watercraft, 1940s

Additions

283	1	Agmaster, 1946
283	2	Axle Showcase, n.d.
283	3	Best Process Day, 2001
283	4	Dana Headquarters, n.d.
283	5	Miscellaneous, n.d.
283	6	Dana Global/World Operations, 1979 – 1999
283	7	Dana World Operating Committee & Guests, 2000-2003
283	n/a	Photo Album – Dana Europe Midyear Review, 1995
283	n/a	Photo Album – Management Meeting Pictures, 1979
286	n/a	Dana Commercial Credit Corporation – Malcolm Baldrige Quality Award, 1996
287	n/a	Plant, n.d.

Subseries G: Negatives & Slides/Transparencies

Negatives – Events

163	9	Army E Navy Awards, 1940s
163	10	Conferences/Meetings, 1938, 1944, 1953, 1985, n.d.
163	11	Dinner Parties, 1954, n.d.
163	12	Fairs, Displays, and Open Houses, 1950, 1952, 1960, n.d.
163	13	Farewell and Retirement Parties, 1930, 1941, 1953, 1954
163	14	Golf Outings, 1935, 1939, 1957, n.d.

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163 15 Miscellaneous Employee Events, 1948-1949, n.d.
163 16 Spicer Parties, 1923, 1935

Negatives – People

†196 n/a Binder of negatives from sales conferences, visitors, groups, meetings,
and annual reports, 1973, 1978-1979 - *Binder pages are sticky.*
163 17 Carpenter, Ralph, 1942, 1949, 1954-1955, 1959
163 18 Dana, Charles, n.d.
163 19 Gustafson, Stan and T. Fairhurst, 1970, 1974, n.d.
163 20 Employee Photos for Annual Report, n.d.
163 21 Employee Photos for Annual Report, n.d.
163 22 Employees of Spicer, n.d.
163 23 Group Photos of Miscellaneous Employees, n.d.
163 24 Group Photos of Miscellaneous Executives, 1942, 1946, 1950, 1952
163 25 Magliochetti, Joseph and Jack Martin, 1970, 1974, 2000s, n.d.
163 26 McPherson, Rene, 1970, 1972, 1977, n.d.
163 27 Miscellaneous and Unidentified Executives, n.d.
163 28 Mitchell, Gerry and Southwood Morcott, n.d.
163 29 Spicer, Clarence, n.d.
163 30 Unidentified People, n.d.

Negatives – Places

163 31 Bennett Road and South Plainfield Spicer Plants, n.d.
163 32 Dana Corporation Technical Center and J.R. Miller Test Track, n.d.
163 33 Dana Headquarters on Dorr St., n.d.
163 34 Exterior Shots of Unidentified Plants, n.d.
163 35 Interior Shots of Unidentified Plants, n.d.
163 36 International Plants and Divisions, 2000, n.d.
163 37 Miscellaneous Plants and Divisions, n.d.
163 38 Pottstown, PA, 1969, n.d.

Negatives – Products

163 39 Automobiles, n.d.
163 40 Bike Project, 1970s

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| 163 | 41 | Brands, n.d. |
| 164 | 1 | Early Spicer Products, n.d. |
| 164 | 2 | Miscellaneous Vehicles, n.d. |
| 164 | 3 | Trucks, n.d. |
| 164 | 4 | Various Components/Products, n.d. |

Negatives – Things

- | | | |
|-----|---|-----------------------------------|
| 164 | 5 | Advertisements and Graphics, n.d. |
|-----|---|-----------------------------------|

Slides/Transparencies – Events

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|-----|----|---|
| 164 | 6 | Awards, n.d. |
| 164 | 7 | Conferences/Meetings/Presentations, 1981, 1983, 1986-1987 |
| 164 | 8 | Conferences/Meetings/Presentations, 1994, n.d. |
| 169 | 1 | Dana Corporation Product Training Program: GM Type Constant Velocity (CV) Driveshaft Double Cardan, audiocassette, n.d. |
| 169 | 2 | Dana Corporation Product Training Program: GM Type Constant Velocity (CV) Driveshaft Double Cardan, literature, n.d. |
| 169 | 3 | Dana Corporation Product Training Program: GM Type Constant Velocity (CV) Driveshaft Double Cardan, slides, n.d. |
| 169 | 4 | Dana Corporation Product Training Program: Power Take-Off Application, audiocassette, n.d. |
| 169 | 5 | Dana Corporation Product Training Program: Power Take-Off Application, slides, n.d. |
| 169 | 6 | Dana Corporation Product Training Program: Power Take-Off Installation, audiocassette, n.d. |
| 169 | 7 | Dana Corporation Product Training Program: Power Take-Off Installation, literature, n.d. |
| 169 | 8 | Dana Corporation Product Training Program: Power Take-Off Installation, slides, n.d. |
| 169 | 9 | Dana Corporation Product Training Program: Power Take-Off Specifications, slides, n.d. |
| 169 | 10 | Dana Corporation Product Training Program: Power Take-Off Troubleshooting, audiocassette, n.d. |

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| 169 | 11 | Dana Corporation Product Training Program: Power Take-Off Troubleshooting, literature, n.d. |
| 169 | 12 | Dana Corporation Product Training Program: Power Take-Off Troubleshooting, slides, n.d. |
| 169 | 13 | Dana Corporation Product Training Program: Power Take-Off What Is a Power Take-Off?, audiocassette, n.d. |
| 169 | 14 | Dana Corporation Product Training Program: Power Take-Off What Is a Power Take-Off?, literature, n.d. |
| 169 | 15 | Dana Corporation Product Training Program: Power Take-Off What Is a Power Take-Off?, slides, n.d. |
| 164 | 9 | Groundbreaking Ceremonies/Dedications, n.d. |
| 164 | 10 | Miscellaneous Events, 1978, 1998, n.d. |
| | | Slides/Transparencies – People |
| 164 | 11 | Dana, Charles and Stan Gustafson, n.d. |
| 164 | 12 | Employees Photos for Annual Reports, 1970s |
| 164 | 13 | Employees Photos for Annual Reports, 2001 |
| 164 | 14 | Employees Photos for Annual Reports, n.d. |
| 164 | 15 | Employees Photos for Annual Reports, n.d. |
| 164 | 16 | Employees Photos for Annual Reports, n.d. |
| 164 | 17 | Employees Photos for Annual Reports, n.d. |
| 164 | 18 | Employees Photos for Annual Reports, n.d. |
| 164 | 19 | Employees Photos for Annual Reports, n.d. |
| 164 | 20 | Employees Photos for Annual Reports, n.d. |
| 165 | 1 | Employees Photos for Annual Reports, n.d. |
| 165 | 2 | Magliochetti, Joseph and Jack Martin, n.d. |
| 165 | 3 | McPherson, Rene, n.d. |
| 165 | 4 | Miscellaneous and Unidentified People, n.d. |
| 165 | 5 | Mitchell, Gerry, Southwood Morcott, and Clarence Spicer, n.d. |
| 165 | 6 | People Wall, Argentina, 1996 |
| 165 | 7 | People Wall, Australia, 1996 |
| 165 | 8 | People Wall, Austria, 1996 |

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165	9	People Wall, Brazil, 1996
165	10	People Wall, China, 1996
165	11	People Wall, England, 1996
165	12	People Wall, France, 1996
165	13	People Wall, India, 1996
165	14	People Wall, Italy, 1996
165	15	People Wall, Italy, 1996
166	1	People Wall, Japan, 1996
166	2	People Wall, Korea, 1996
166	3	People Wall, Miscellaneous, 1996
166	4	People Wall, Miscellaneous 1996
166	5	People Wall, Queensland, 1996
166	6	People Wall, Spain, 1996
166	7	People Wall, Taiwan, 1996
166	8	People Wall, Thailand, 1996
166	9	People Wall, United States – New Ulm, MN, 1996
166	10	People Wall, United States – Milwaukee, WI, 1996
166	11	People Wall, Venezuela, 1996
166	12	People Wall, Venezuela, 1996
304	38	Various Law and Staff Slides
304	39	Various Miscellaneous Slides

Slides/Transparencies – Places

166	13	Aerial Views of Miscellaneous Dana Locations, n.d.
166	14	Dana Headquarters on Dorr St., exteriors, n.d.
167	1	Dana Headquarters on Dorr St., exteriors, n.d.
167	2	Dana Headquarters on Dorr St., interiors, n.d.
167	3	Various Plants and Divisions, n.d.

Slides/Transparencies – Products

167	4	Automobiles, n.d.
167	5	Brand Marketing, 1994, n.d.
167	6	Miscellaneous Vehicles, n.d.

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167 7 Production Line, 1993, n.d.
167 8 Trucks, 1908, 1986, n.d.
167 9 Vehicle Components, n.d.
304 27 Victor Gasket Transparencies, Ads

Slides/Transparencies – Things

167 10 Advertisements, n.d.
167 11 Articles/Correspondence, 1954, 1955, 1982, n.d.
167 12 Bike Project, 1970s
167 13 Graphics, Brands and Products, n.d.
167 14 Graphics, Dana International Presentation, n.d.
167 15 Graphics, Presentations in Spanish, 1997
167 16 Graphics, Presentations, 1998
168 1 Graphics, Presentations, 1998
168 2 Graphics, Presentations, n.d.
168 3 Graphics, Presentations, n.d.
168 4 Graphics, Presentations, n.d.
†197 n/a Transparencies of items to be used in promotional items, 1964
284 1 Parts – A0475, n.d.
284 2 Parts – A0475, n.d.
284 3 Parts – 201-1119, n.d.
284 4 Parts – 1140, n.d.
284 5 Parts – 1155-1250, n.d.
284 6 Parts – 1300-1649, n.d.
284 7 Parts – 1649-1861, n.d.
284 8 Parts – 1861-2033, n.d.
284 9 Parts – 2033-2034, n.d.
284 10 Parts – 2034, n.d.
284 11 Parts – 2166-2594, n.d.
304 23 Victor Gasket Building, Product, Logo, and advertisement Slides

Subseries H: Artwork

People

**Dana Holding Corporation
Records, 1891-2012**

198	1	Carpenter, Ralph, n.d.
198	2	Cartoon, Executives Dining Together, 1934
198	3	Martin, Jack, n.d.
198	4	Spicer, Clarence, 1954, n.d.
198	5	Thielander, Vince, n.d.
198	6	Various Dana Executives, n.d.
†199	n/a	Dana, Charles, n.d.

Places

198	7	Dana Tech Center, Artist Rendering, 1970
198	8	Dana Corporate Headquarters, Dorr St., Artist Rendering, 1969
198	9	Plants and facilities, n.d.
198	10	The Railway Cycle Manufacturing Company, n.d. – RG2?
†200	n/a	Plant, Spicer Manufacturing Company, Pottstown, n.d.
†201	n/a	Plant, unidentified, n.d.
†202	n/a	Plant, unidentified, n.d.
†203	n/a	Plant, unidentified, aerial sketch, n.d.
†204	n/a	Toledo City cartoon maps, 1980s-1990s

Products

198	11	Car/truck frames, n.d.
†194	n/a	Concept cars, drawings, 1910s
198	12	Machine parts, in album but not adhered, 1920s
198	13	Rail car generator drive, n.d.
198	14	Spicer's steam car, n.d.
198	15	Universal joints, n.d.

Things

198	16	Logos, 1940s
198	17	Market symbols, 1986
198	18	Proof for Auto Show Week flyer, 1927
†205	n/a	Display/exhibit panels, n.d.
206	n/a	Display/exhibit panels, n.d.
207	n/a	Display/exhibit panels, n.d.

**Dana Holding Corporation
Records, 1891-2012**

208 n/a Sketch of tractor; watercolor of Dana 100, n.d., 2004

Box Folder Series 8: Artifacts

Subseries A: Awards/Lucite Blocks/Plaques

209 1 Army E Navy Production Awards, 1942-1943

209 2 Framed Award, Dana's 100th Anniversary Recognition by Ohio Senators, 2004

304 9 Geared for Fun: Dana Three Speed Transmission Plaque

†210 n/a General Assembly of the State of Ohio Honoring Dana on 100 Years, 2004

209 3 Joseph T. Deter's Commendation, 2002

304 1 Justice for All Campaign, Thurgood Marshall Giving Society Dana Corporate Foundation Plaque, 2016

209 4 National Industrial Advertisers Association Award, 1941

†210 n/a Plaque for Chrysler Marine Drive 90, n.d.

†211 n/a Plaque for the Corporate Headquarters Groundbreaking, May 16, 1969

†212 n/a Plaque from Habitat for Humanity in Appreciation for Dana's Contribution to the Home Build for the Lira Family, 2004

†210 n/a Plaque, "In Recognition for Your Support", Performer "T" Roadster Program, n.d.

†213 1 Plaque, Letter from President George Bush in Regards to Dana's 100th Anniversary, 2004

†213 2 Plaque, Recognition of Dana's 100th Anniversary by Ohio Senators, 2004

†214 n/a Plaque, Toledo Civic Hall of Fame, Charles Dana, 1881-1975, 2001

†215 n/a Various Lucite blocks, including 50 years of Spicer, Dana Shares, and the Dana Style, n.d.

276 n/a Various awards, miscellaneous artifacts such as a Dana branded baseball cap

277 n/a Dana flag and Dana/Spicer gold hardhat

280 1 Dana folder with Dana stickers

280 2 State of Ohio Proclamation, 2015

280 3 State of Ohio House of Representatives Proclamation, 2015

**Dana Holding Corporation
Records, 1891-2012**

280	n/a	Framed photographic material
304	19	Spicer Mouse Pad
304	20	The Evening Hour Copy

Subseries B: Events/Posters

†216	n/a	Chesapeake Dana Flag (survived Hurricane Isabel), 2003
†217	n/a	Corporate Headquarters Ground Breaking Shovel, n.d.
218	1	Dana Centennial T-shirt, 2004
218	2	Dana Day Passes, 2004
218	3	Dana Day Vehicle Show Magnet, 2004
218	4	Dana Music Fest Raffle Tickets, 2004
218	5	Dana 100 th Anniversary Key Chain, 2004
218	6	Dana 100 th Anniversary Pen, 2004
218	7	Dana 100 th Anniversary Pins, 2004
218	8	Dana 100 th Anniversary Stickers, 2004
218	9	Dana 100 th Anniversary Temporary Tattoos, 2004
218	10	Mile Master, n.d.
218	11	“One Hundred Years, Millions of Ideas”, Calendar, 2004
218	12	Spicer 50 th Anniversary Coins, 1954
218	13	Spicer Mutual Aid Society Ribbon, 1916
218	14	Third Annual Dana Ladies Weekend, Tote Bag, 1986
†219	n/a	Dana 100 th Anniversary Plastic Display Car Cover, 2004
†220	n/a	Dana Banner, n.d.
†221	n/a	Dana Day Posters, 2004
†222	n/a	Dana Music Fest Autographed Banners, 2004
†223	n/a	Dana “People Finding a Better Way” Banner, n.d.
†224	n/a	Dana “People Finding a Better Way” Banner, n.d.
†225	n/a	Dana Policies Poster, 1999
†226	n/a	Dana Standards of Business Conduct, 1997
†227	n/a	Dana 95 th Anniversary, Blanket, 1999
†228	n/a	Dana 100 th Anniversary Banner, 2004
†229	n/a	Dana 100 th Anniversary Commemorative Banner, 2004

**Dana Holding Corporation
Records, 1891-2012**

†230 n/a Dana 100th Anniversary Commemorative Banner, 2004
†231 n/a Dana 100th Anniversary Cookbooks, 2004
†232 n/a Dana 100th Anniversary Promotional Posters, 2004
†233 n/a Dana 100th Anniversary Promotional Posters, 2004
†234 n/a Dana 100th Anniversary Promotional Posters, 2004
†235 n/a Dana 100th Anniversary Promotional Posters, 2004
†236 n/a Spicer 100th Anniversary wooden truck, 2004
†237 n/a U.S. Flag & Certificate, 2004
†238 n/a 250th Consecutive Dividend Payment Banner, n.d.

Subseries C: Miscellaneous Artifacts

†239 n/a Bike for Three Speed Transmission Project, 1970s
†240 n/a Commemorative Spicer Driveshaft Desk Mat, 2004
†241 n/a C.W. Spicer Notebook, leather bound, n.d.
†242 n/a Cylindrical Gear Component, n.d.
†243 n/a Dana Boards, formerly on display at Dorr St. Technical Show Room,
2003-2004
†244 n/a Dana's Principles of Productivity, n.d.
†245 n/a Dana's Principles of Productivity, framed, n.d.
†246 n/a Dana Brands, exhibit photos, n.d.
304 41 Dana Dominoes
301 n/a Dana Mug, 100 Year Anniversary
304 50 Dana Perfect Circle Division 75th Anniversary Medal
304 49 Dana Perfect Circle Soft Ball League Medal
304 48 Dana Putting Power to Work Medal
†247 n/a Display, Employee Incentives, "A Letter to Joe Mag", n.d.
304 42 Dana Flip Lighter
304 40 Dana Quarts Watch
304 42 Dana Spicer Transmission Division Letter Opener
†248 n/a Employee Clothing, n.d.
†249 n/a The Factory That Made Spicer Famous, print mounted on wood, early
1900s – *The print has been detached from the wood, resting only on the*

**Dana Holding Corporation
Records, 1891-2012**

mount. There are some tears in the print. This is a very fragile item, so please handle with care.

†250	n/a	Miscellaneous Memorabilia, n.d. – Box contains some small, loose items.
†251	n/a	Miscellaneous Memorabilia, n.d. – Box contains some small, loose items.
252	1	Miscellaneous Memorabilia, Charles A. Dana nameplates, n.d.
252	2	Miscellaneous Memorabilia, Charles A. Dana quote, n.d.
252	3	Miscellaneous Memorabilia, Employee Badge, n.d.
252	4	Miscellaneous Memorabilia, Spicer Universal Joints box No. 1, n.d.
301	n/a	Miscellaneous Lightbulb One
301	n/a	Miscellaneous Lightbulb Two
301	n/a	Miscellaneous Lightbulb Three
301	n/a	Miscellaneous Lightbulb Four
301	n/a	Miscellaneous Lightbulb Five
304	47	One Hundred Plus Years of Excellence, AJGA Badge
†253	n/a	“One Man’s Shadow”, Poem Tribute to Charles Dana by Edgar A. Guest, n.d.
304	34	Security File in Vault with Combination and Key
304	43	Spicer Badge 911
304	44	Spicer Badge 4832
304	45	Spicer Badge 5075
304	46	Spicer Badge 8716
†254	n/a	Spicer and Dana Lab Coats, n.d.
†255	n/a	Three Speed Transmission, 1970s
†256	n/a	Various Vehicle Components, n.d.
278	n/a	Flag w/Pole, n.d.
279	n/a	Dana Credit Corporation Groundbreaking Shovel, 1995
304	36	Warden-Brooks, Ltd. Tie #1
304	37	Warden-Brooks, Ltd. Tie #2

**Box Folder Record Group 2: Affiliates & Subsidiaries
Series 1: Albarus**

**Dana Holding Corporation
Records, 1891-2012**

Subseries A: Print Materials

- | | | |
|-----|---|--------------------|
| 257 | 1 | Albarus, 1958-1959 |
| 257 | 2 | Albarus, 1992-2000 |
| 257 | 3 | Albarus, 1992-2000 |

Subseries B: Audiovisual & Photographic Materials

- | | | |
|-----|---|-----------------------------|
| 261 | 1 | Albarus, plant photos, n.d. |
|-----|---|-----------------------------|

Series 2: Atlas & General Drop Forge

Subseries A: Print Materials

- | | | |
|-----|----|--|
| 257 | 4 | Atlas and General Drop Forge, 1924, 1950s, 1961, n.d. |
| 257 | 5 | Atlas and General Drop Forge, 1924-1963 |
| 289 | 1 | Insurance Policy & Correspondence, 1955-1961 |
| 289 | 2 | Court Summons & Proceedings, 1941 |
| 289 | 3 | Correspondence, 1941 |
| 289 | 4 | Insurance Receipts/Correspondence, 1941 |
| 289 | 5 | Certificate of Change of Name, 1946-1955 |
| 289 | 6 | Correspondence, 1946-1949 |
| 289 | 7 | Contract NObs-680 – Correspondence, 1957-1961 |
| 289 | 8 | Contract NObs-680 – Correspondence, 1946 |
| 289 | 9 | Correspondence, 1947 |
| 289 | 10 | Inventory Report & Reconstruction Finance Correspondence, 1946 |
| 289 | 11 | Sales Report, 1945 |
| 289 | 12 | Correspondence, 1945 |
| 289 | 13 | Agreement Amending Agreement of Lease, 1944 |
| 289 | 14 | Agreement of Lease, 1942 |
| 289 | 15 | Correspondence, 1942 |
| 289 | 16 | Correspondence, 1940 |
| 289 | 17 | Credit/Insurance Reports, 1941 |
| 289 | 18 | Resolution Changing Registration Office, 1945-1947 |
| 289 | 19 | Journal Voucher, 1961 |
| 289 | 20 | Building, Equipment & Land Valuation, 1961 |
| 289 | 21 | Bond Receipts, 1928-1938 |

**Dana Holding Corporation
Records, 1891-2012**

289	22	Valuation, 1939-1941
289	23	Contract NObs-680 – Correspondence, 1944
289	24	Contract NObs-680 – Correspondence, 1945
289	25	Contract NObs-680 – Contract/Correspondence, 1942
289	26	Contract NObs-680 – Correspondence, 1947
289	27	Contract NObs-680 – Correspondence, 1948
289	28	Correspondence & Minutes, 1941
289	29	Offer to Purchase & Bylaws, 1941
289	30	Financial Statements, 1940
289	31	Dissolution/Certificate of Surrender, 1946-1961
289	32	Buffalo Plant Drawings, n.d.
289	33	

Subseries B: Audiovisual & Photographic Materials

261	2	Atlas Drop Forge, photographs, n.d.
†262	n/a	Atlas Drop Forge, Lansing, photographs, n.d.
261	3	General Drop Forge, Buffalo, photographs, n.d.

Series 3: Brown Brothers Limited

Subseries A: Print Materials

257	6	Brown Brothers Limited, 1910, 1989, n.d.
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Subseries B: Audiovisual & Photographic Materials

261	4	Brown Brothers Bicycle Shop Façade, sketch, 1889
261	5	Brown Brothers, brands and locations, photographs, n.d.
261	6	Brown Brothers Employees, photographs, n.d.
261	7	Brown Brothers Reproduction of the first shop at Great Eastern Street, sketch, 1925-1929
261	8	Brown Brothers, various locations, photographs, n.d.

Subseries C: Artifacts

†263	n/a	Brown Brothers Limited poster, n.d.
†264	n/a	Brown Brother Limited, poster, framed, n.d.

Series 4: Brown-Lipe Gear Company

Subseries A: Print Materials

**Dana Holding Corporation
Records, 1891-2012**

257	7	Brown-Lipe Gear Company, 1950s
257	8	Brown-Lipe Gear Company Service Parts Manual, 1945
257	9	Spicer Brown-Lipe Engineer's Reference Book, 1932
257	10	Spicer Brown-Lipe Price Lists, 1932, 1935, 1946
257	11	Spicer Manufacturing, Brown-Lipe, 1932-1940
257	12	Spicer Manufacturing, Brown-Lipe, 1948
257	13	Stock Certificates, 1906-1917
289	33	Financial Analysis/Statements, 1928
289	34	C. A. Dana Correspondence, 1928
289	35	Correspondence, 1945
289	36	Correspondence, 1951-1954
289	37	Equipment Inventory Tables, 1941
289	38	Deposit Receipt, 1929
289	39	Certificate of Designation, 1934
289	40	Certificate of Incorporation, 1946
289	41	Ohio Business Authorizaiton, 1930
289	n/a	Industrial Survey, 1928

Subseries B: Audiovisual & Photographic Materials

261	10	Brown-Lipe Gear Company, Transmission, Clutches, Control Sets, 1920s
261	11	Brown-Lipe Gear Company, various locations, photographs, 1930s

Subseries C: Artifacts

261	9	Brown-Lipe Gear Company, printing plate, n.d.
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Series 5: Chelsea/Salisbury

Subseries A: Print Materials

257	14	Products, 1950s-1960s
257	15	Salisbury Axles, 1908, 1919, 1920, 1930s, 1979

Subseries B: Audiovisual & Photographic Materials

261	12	Chelsea Salisbury Division, parts, locations, and employees, photographs, n.d.
†265	n/a	Salisbury Plant, binder of photographs, n.d.
261	13	Salisbury plant, photographs, 1920s

**Dana Holding Corporation
Records, 1891-2012**

261 14 Salisbury Axle, photographs, 1910, 1923, 1945

Series 6: Clark Equipment Company

Subseries A: Print Materials

257 16 Clark Equipment Company, stock certificates, 1960s

Subseries B: Audiovisual & Photographic Materials

261 15 Clark Autotram, photographs, 1933-1935

261 16 Clark Dump Tractor, photographs, 1920

261 17 Clark, employees, negatives, 1945, n.d.

261 18 Clark, plant, photographs, n.d.

261 19 Clark Tractors, photographs, 1925-1929

261 20 Clark Tractors, photographs, 1955

261 21 Clarktor Crane, photographs, 1928

Series 7: Cleveland Graphite Bronze Company

†266 n/a Cleveland Graphite Bronze Company, catalog, 1950

257 17 Cleveland Graphite Bronze Company, 1951, 1953

257 18 Cleveland Graphite Bronze Company, 1957, 1960, 1964, 1971, 2000

Series 8: Covert Gear Company

257 19 Covert Gear Company, n.d.

Series 9: Dana International

257 20 Europe-BJM, 1973-1974

257 21 Japan-Hino, 1995

257 22 Japan-ISUZU, 1995

257 23 Japan-Mitsubishi, 1995

257 24 Japan-Nissan, 1995

257 25 Japan-Nissan Diesel Motor Company, Ltd., 1995

257 26 Japan-Suzuki, 1995

257 27 Japan-Toyota, 1995

Series 10: Echlin

257 28 Annual Reports, 1977, 1981-1984

257 29 Annual Reports, 1986-1989

257 30 Annual Reports, 1990-1994

**Dana Holding Corporation
Records, 1891-2012**

- 257 31 Annual Reports, 1995-1996
257 32 Echlin: Long Manufacturing Company, 1980s
257 33 Echlin Nobel Plastiques, 2003
258 1 *The Legend of Echlin* by Jeffery L. Rodengen, 1997

Series 11: Glacier

- 258 2 "Glacier Link", 2003

Series 12: Gresen Manufacturing Company

- 258 3 Gresen Manufacturing Company, 1980s, 1993-1994

Series 13: Hartford Automotive Parts Company

- 258 4 Hartford Automotive Parts Company, 1920s
258 5 Hartford Purchase Agreement & Huck Axle Contracts, 1924

Series 14: Hayes-Dana

Subseries A: Print Materials

- 258 6 Annual Reports, 1964, 1974-1979
258 7 Annual Reports, 1980-1983
258 8 Annual Reports, 1984-1987
258 9 Annual Reports, 1988-1989
258 10 Annual Reports, 1990-1992
258 11 Annual Reports, 1993-1994
258 12 Hayes-Dana, 1970s, 1995
258 13 Hayes-Dana Administrative Files, 1980-1981
258 14 Quarterly Reports, 1971-1977, 1980, 1990-1992

Subseries B: Audiovisual & Photographic Materials

- 261 22 Hayes, photographs, 1953

Series 15: Hayes Steel

- 258 15 Hayes Steel, 1958, n.d.

Series 16: Parish Pressed Steel

Subseries A: Print Materials

- 258 16 Parish, Hopkinsville Division, 1990
258 17 Parish Pressed Steel, 1953
258 18 Parish Pressed Steel, 1954

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258	19	Parish Pressed Steel, 1955
258	20	Parish Pressed Steel, 1956
258	21	Parish Pressed Steel, 1957
258	22	Parish Pressed Steel, 1958
258	23	Parish Pressed Steel, 1959
258	24	Parish Pressed Steel, 1960
258	25	Parish Pressed Steel, 1961
258	26	Parish Pressed Steel, 1962
258	27	Parish Pressed Steel, 1963
258	28	Parish Pressed Steel, 1966
258	29	Parish Pressed Steel, 1969
258	30	Parish Pressed Steel, 1970
258	31	Parish Pressed Steel, 1999
258	32	Parish Pressed Steel, 1909-2003
258	33	Parish Pressed Steel, 1909-2003
258	34	Parish 50 th Anniversary, 1955
258	35	Parish 90 th Anniversary, 1905-1995
258	36	Parish, Reading Plant, n.d.
258	37	Parish Relocation Files, 1916-1935

Subseries B: Audiovisual & Photographic Materials

261	23	Parish Division Employees, Forming Operation for Missile Warheads, photographs, 1959
261	24	Parish 90 th Anniversary, photographs, 1905-1995
261	25	Parish, plants and employees, photographs, 1920s
261	26	Parish, plants and employees, photographs, 1940s
261	28	Parish, various locations, negatives, n.d.
261	29	Parish, various locations, employees, and operations, photographs n.d.
267	n/a	Plant, Parish Pressed Steel, Reading, sketch, n.d.

Subseries C: Artifacts

261	27	Parish patch, n.d.
†268	n/a	Parish 10 th Anniversary Silver Plates

**Dana Holding Corporation
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Series 17: Perfect Circle

Subseries A: Print Materials

259	1	Perfect Circle, 1952-1964, 1994
†269	n/a	Perfect Circle and Victor magazine ads, various, n.d.
259	2	Perfect Circle, engine bearings catalog/manual, 1965
259	3	Perfect Circle, engine parts catalog/manual, 1965
291	2	Perfect Circle, <i>Management News</i> Newsletters, 1956-2000
291	3	Perfect Circle, Product Publication, n.d.
291	4	Perfect Circle, <i>Sleeve Casting News</i> , 1981-1988
291	5	Perfect Circle, <i>Sleeve Casting News</i> , 1988-1994

Subseries B: Audiovisual & Photographic Prints

261	30	Perfect Circle, factory workers, photographs, n.d.
261	34	Perfect Circle unidentified men, photographs, n.d.

Subseries C: Artifacts

261	31	Perfect Circle, Ladies Day, comb and mirror, 1980
261	32	Perfect Circle, patch and pins, n.d.
261	33	Perfect Circle, 2 in 1 piston ring set, box, n.d.

Subseries D: Miscellaneous

291	6	Perfect Circle, New Castle Strike Log and Correspondence, 1955
291	7	Perfect Circle, Robert C. Meyers, 1954-2005
291	8	Perfect Circle, Technical Drawings, n.d.
291	9	Perfect Circle, Miscellaneous, n.d.

Series 18: The Phosphor Bronze Company Limited

Subseries A: Print Materials

259	4	The Phosphor Bronze Company Limited, production brochure, 1937
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Subseries B: Audiovisual & Photographic Materials

261	35	Phosphor Bronze plant, photograph, n.d.
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Series 19: Plumely Companies

259	5	Plumely Companies, 1993-2003
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Series 20: Raybestos-Manhattan Incorporation

259	6	Raybestos-Manhattan Incorporation, n.d.
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**Dana Holding Corporation
Records, 1891-2012**

Series 21: Sheldon Axle Company

259 7 Sheldon Axle Company, n.d.

Series 22: Slater Systems Incorporation

259 8 Slater Systems Incorporation, 1958

Series 23: Snead Company

259 9 Snead Company, 1919-1920s

259 10 Snead & Sterling- Knight Companies, contract, 1925

Series 24: Spicer International

259 11 Danargen, n.d.

259 12 Europe, 1981, 1992, 1994

259 13 Hardy, 1929-1957

259 14 Indonesia, 1970s

259 15 S.A. de C.V., 1979, 1989-1992

259 16 Societe Glaenzer, 1910s, 1953, 1957

259 17 The Universal Drive Shaft Company, 1920s

Series 25: T&N

259 18 T&N, 1990, 1992, 1994

259 19 Glacier Vandervell, 1960s-1990s

259 20 Glacier Vandervell, n.d.

Series 26: Tube Investments Limited

259 21 Tube Investments Limited, 1980s

Series 27: Urschel Engineering Company

259 22 Urschel Engineering Company, 1956

Series 28: Victor

Subseries A: Print Materials

259 23 Victor Catálogo Carburadores, 1969

259 24 Victor Gasket Catálogo General, 1973

259 25 Victor Gasket de Columbia, 1971

259 26 Victor Juegas de Sellos de Valvula-Automoviles y Camiones, 1972

259 27 Victor Juntas Para Carburador, 1972

259 28 Victor Juntas Para Motor Transmission Diferencial, 1971

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259	29	Victor Juntas Para Tractores y Motores Estacionarios, 1971
259	30	Victor Juntas Para Tractores y Motores Estacionarios, 1973
260	1	Victor Manufacturing and Gasket Company, 1967-1974
260	2	Victor Manufacturing and Gasket Company, n.d.
260	3	Victor Reinz Division, 1997, 2001, 2003
260	4	Victor Royal Oil Bath Seal Kits for Axle Applications, 1971
260	5	Victor Royal Oil Seals and Gaskets Price Lists, 1971-1977
260	6	Victor Royal Oil Seals, Cars/Trucks, 1967
260	7	Victor Royal Retenes Para Automoviles y Camiones, Fabricados en Mexico, 1972
260	8	Victor Royal Retenes Sellos de Valvula de Teflon Sellos de Cigüeñal, 1973
260	9	Victor Royal Trailer Oil Seal Assortment, 1969
260	10	Victor Royal Value Cover Gasket Assortment, 1969
260	11	Victor Royal Water Outlet Gasket Assortment, 1969, 1977

Subseries B: Audiovisual & Photographic Materials

†270	n/a	“Brief History of Victor Reinz Gasket and Manufacturing Company”, recorded by Benjamin J. Victor, audiocassette, 1969
†270	n/a	“Brief History of Victor Reinz Gasket and Manufacturing Company”, recorded by Benjamin J. Victor, CD, 1969
261	37	Victor Reinz, Employees Photos for Annual Reports, 1999

Subseries C: Artifacts

†271	n/a	Victor Perfect Circle Great American Stampede, baseball cap, n.d.
†270	n/a	Victor’s 75 th Anniversary, Lucite block

Series 29: Weatherhead Company

260	12	Weatherhead Company, 1969-1973
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Series 30: Wix

260	13	Wix Folks and Facts, 1982
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Series 31: Auburn/Atwood Clutch Co.

290	1	Correspondence, 1947
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Records, 1891-2012**

290	2	Correspondence, 1947
290	3	Employee Outline, 1945-1947
290	4	Insurance Engineering Report, 1947
290	5	Certification from Department of Taxation, 1946
290	6	Offer to Purchase Correspondence, 1947
290	7	Equipment/Machinery Lists, 1947
290	n/a	History of the Atwood Clutch Company, 1947
290	n/a	Summary – Atwood Clutch Company, 1946

Series 32: Kaiser Fraser

290	8	Agreement Correspondence, 1948
290	9	Cost Audit, 1949
290	10	Memorandum of Agreement, 1948
290	11	Offer to Purchase, 1953
290	12	Tool Charges, 1949-1955
290	13	Tool Lists/Orders, 1946-1949
290	14	Correspondence, 1953
290	15	Correspondence, 1948
290	16	Second Spicer Agreement, 1946
290	17	Bill of Sale/Release, 1949
290	18	Equipment Property Listings, 1953
290	19	Sale Agreement, 1948-1953
290	20	Bank of America, 1947-1949
290	21	Machinery/Equipment – Tables/Invoices, 1950-1953
290	22	Machinery/Equipment – Tables/Invoices, 1947-1949
290	23	Property Valuation, 1948-1949

Series 33: Marion Manufacturing

291	1	Building Permit w/Photos, 1951-1957
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Series 34: USHCO

291	10	Correspondence, 1950-1951
291	11	Industrial Plants Agreement, 1955
291	12	Parts/Die Listing, n.d.

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Records, 1891-2012**

291	13	Liquidation, 1955-1960
291	14	Correspondence, 1955
291	15	Liquidation Employee Notification, 1955
291	16	Offer to Sell, 1956-1957
291	17	Machinery/Equipment Sold, 1955
291	18	Records Correspondence, 1950-1955
291	19	Meeting Minutes, 1953
291	20	Agreements/Contracts/Memorandums, 1950-1951
291	21	Report, 1950
291	22	Bill of Sale, 1951
291	23	Labor Contract Agreement, 1950-1954
291	24	Dissolution, 1955
291	25	Summary Assets/Inventory, 1955
291	26	Public Auction, 1955
291	27	Bill of Sale, 1951-1956

Series 35: Victor Reinz

291	28	Company History, 1961-1989
291	29	Tables/Notes, 1964-1969
291	30	Inventory Management, 1969
291	31	Invoice Tables, 1969
291	32	Shop Order Totals, 1969
291	33	Inventory Valuation, 1969
291	34	Wholesale Parts Division Review, n.d.
291	35	Inventory Reconciliation, 1969