

Finding Aid

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

MSS-242

Size: 264 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; last revised: November 2014

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,

Dana Holding Corporation Records, 1891-2012

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

Dana Holding Corporation Records, 1891-2012

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.

Dana Holding Corporation Records, 1891-2012

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,

Dana Holding Corporation Records, 1891-2012

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.

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

Series Listing

Record Group I: Dana Holding Corporation Records

		Page
S1	Administrative Files 16 linear feet Arranged alphabetically	
	Subseries A: Annual Reports/Meetings 1904-2003	15
	Subseries B: Dana University 1969-2003	18
	Subseries C: General Administrative Files 1897-2004	18
	Subseries D: Labor/ Human Resource Materials 1949-2000	20
	Subseries E: Project Files 1973-2001	22
S2	Financial & Legal Files 15 linear feet Arranged primarily alphabetically; some subseries are arranged chronologically	
	Subseries A: Agreements/Contracts 1914-1984	22
	Subseries B: Cash Books/Invoices/Purchases 1899-1983	23
	Subseries C: Financial Analysis/Statements 1918-1985	23
	Subseries D: Other Financial & Legal Files 1974-2003	24
	Subseries E: Patents 1903-1999	24
	Subseries F: Stock Materials 1919-1979	25

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

S3	<p>Advertising & Marketing Files 30 linear feet Arranged chronologically</p> <p>Subseries A: Advertisements 1910-2000</p> <p>Subseries B: Brochure Materials 1961-1999</p> <p>Subseries C: Drafts & Proofs 1940s-1988</p> <p>Subseries D: Marketing Correspondence & Administration 1978-1988</p> <p>Subseries E: Public & Press Relations 19971-1996</p> <p>Subseries F: Scrapbooks 1911-1999</p>	<p></p> <p>25</p> <p>26</p> <p>27</p> <p>27</p> <p>28</p> <p>28</p>
S4	<p>Print Publications 67 linear feet Arranged primarily chronologically; some subseries are arranged alphabetically</p> <p>Subseries A: Books, Booklets, & Scrapbooks 1895-2010</p> <p>Subseries B: Catalogs & Manuals 1933-1995</p> <p>Subseries C: Clippings 1899-2012</p> <p>Subseries D: Event Publications 1924-2004</p> <p>Subseries E: Newsletters 1917-2009</p> <p>Subseries F: News Releases 1958-2004</p> <p>Subseries G: Product Publications</p>	<p></p> <p>29</p> <p>32</p> <p>34</p> <p>37</p> <p>38</p> <p>44</p> <p>46</p>

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

	1905-2005 Subseries H: Other Miscellaneous Publications 1969-2005	49
S5	Biography & History Files 6 linear feet Arranged alphabetically Subseries A: Biographical Files 1920-1998 Subseries B: Company & Industry History 1916-2004 Subseries C: Historical Documents 1891-1939	49 52 53
S6	Plant Files 8 linear feet 1880s-2006 The series consists of technological and engineering files, corporate exhibits and projects, maps and blueprints, and facilities manuals of miscellaneous plants and divisions, including: Chelsea Churubusco Distribution Center Columbia CV Convel Dana Corporate Headquarters, Dorr St. Encorse Fort Wayne, IN Hillsdale Marion Pottstown Regional Driveshaft Center South Plainfield Spicer Manufacturing Company Technical Center Toledo Truck Test Center Turbo Products Division Williams Plant	53

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

<p>S7</p>	<p>Audiovisual & Photographic Materials 68 linear feet Arranged alphabetically within each subject and/or medium</p> <p>Subseries A: Audiocassettes 1956-2000</p> <p>Subseries B: CDs/DVDs 1956-2005</p> <p>Subseries C: Film Not dated</p> <p>Subseries D: Videocassette 1987-2006</p> <p>Subseries E: Photographs on CDs/DVDs 1999-2004</p> <p>Subseries F: Photographic Prints 1894-2003</p> <p>Subseries G: Negatives/Slides & Transparencies 1923-2001</p> <p>Subseries H: Artwork 1900-2004</p>	<p></p> <p>56</p> <p>58</p> <p>58</p> <p>58</p> <p>65</p> <p>66</p> <p>78</p> <p>83</p>
<p>S8</p>	<p>Artifacts 41 linear feet</p> <p>Subseries A: Awards/Lucite Blocks/Plaques 1941-2004</p> <p>Subseries B: Events/Posters 1915-2004</p> <p>Subseries C: Miscellaneous 1970s-2004</p>	<p></p> <p>84</p> <p>85</p> <p>86</p>

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

Record Group II: Affiliated and Subsidiary Companies – 13 linear feet

NOTE: Most of the materials regarding affiliated and subsidiary companies are located here; however, due to the complexity of the material, some items may be in Record Group I.

		Page
S1	Albarus, 1958-2000 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	87
S2	Atlas & General Drop Forge, 1924-1963 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	87
S3	Brown Brothers Limited, 1889-1989 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials Subseries C: Artifacts	87
S4	Brown-Lipe, 1906-1950s Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials Subseries C: Artifacts	88
S5	Chelsea/Salisbury, 1908-1979 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	88
S6	Clark Equipment Company, 1920-1960s Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	89

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

S7	Cleveland Graphite Bronze Company, 1950-2000	89
S8	Covert Gear Company, n.d.	89
S9	Dana International, 1973-1995	89
S10	Echlin, 1977-2003	90
S11	Glacier, 2003	90
S12	Gresen Manufacturing Company, 1980s-1994	90
S13	Hartford Automotive Parts Company, 1920s	90
S14	Hayes-Dana, 1953-1995 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	90
S15	Hayes Steel, 1958	90
S16	Parish Pressed Steel, 1905-2003 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials Subseries C: Artifacts	91
S17	Perfect Circle, 1952-1994 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials Subseries C: Artifacts	92
S18	The Phosphor Bronze Company Limited, 1937 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials	92
S19	Plumely Companies, 1993-2003	92

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

S20	Raybestos-Manhattan Incorporation, n.d.	92
S21	Sheldon Axle Company, n.d.	92
S22	Slater Systems Incorporation, 1958	93
S23	Snead Company, 1919-1920s	93
S24	Spicer International, 1908-1994	93
S25	T&N, 1960s-1990s	93
S26	Tube Investments Limited, 1980s	93
S27	Urschel Engineering Company, 1956	93
S28	Victor, 1967-2003 Subseries A: Print Materials Subseries B: Audiovisual & Photographic Materials Subseries C: Artifacts	93
S29	Weatherhead Company, 1969-1973	94
S30	Wix, 1982	94

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
5	n/a	Annual Meeting Minutes, Spicer, April 20, 1925 – January 7, 1929
†6	n/a	Annual Meeting Minutes, Spicer, January 14, 1929 – April 18, 1932
7	n/a	Annual Meeting Minutes, Spicer, May 16, 1932 – April 15, 1935
†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,

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

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

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

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
24	1	Annual Reports, Production Files, 1965-1968
24	2	Annual Reports, Production Files, 1975-1976
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
24	12	Dana Commercial Credit Annual Report, 1987

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

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
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
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
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

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

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
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

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

25	47	Notices, 1980-1989
25	48	Notices, 1990-1997
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
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

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

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

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
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
27	12	Policies, 1981
27	13	Policy and Procedure, 1959, 1962
27	14	Retirement Income Plan, 1961-1966
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

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

27 20 UAW Organization Files, 1983-1984
27 21 Telephone Directory, n.d.

Subseries E: Project Files

27 2 Bike Files, 1973-1975
27 23 Bike Files, 1973-1975
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 – *Cover is damaged, the binding is loose, and the page edges are torn.*

Agreement/Contracts

29 1 Agreement of board officer assignment for Plainfield Manufacturing Company, 1929
29 2 Contract Granting Invention Ownership, 1923
29 3 Employee Agreements, 1963
29 4 Letters of dissolution of The Corporation Trust Company, 1931
29 5 Loan Agreement between Spicer & Charles Dana, 1914
29 6 Old Salary Pension Plan, 1956
29 7 Various Mortgages & Loan Agreements, 1914, 1921

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

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

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
29	16	Invoices, 1973
29	17	Invoices, 1976-1977
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>
29	22	Purchase Records, 1914
Subseries C: Financial Analysis/Statements		
29	23	Annual Report, Spicer, 1924-1925
29	24	Consolidated Balance Sheet of Spicer and Subsidiary Companies, 1932-1975
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
29	28	Fiscal Year Statement of Spicer & Dana including Assets, Liabilities,

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

		Losses, and Profits, 1918-1959
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

Subseries D: Other Financial & Legal Files

29	32	Acquisition Files, 1995
29	33	Financial and Development Resources, n.d.
29	34	Miscellaneous Financial Items, 1974-2003

Subseries E: Patents

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

Subseries F: Stock Materials

29	48	Cumulative Preference Stock, Spicer, 1929, 1933
29	49	Optional Stock Dividend Policy, 1979
29	50	Shareholder Relation- Recommended Offers, 1978
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

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

†39 n/a Stock Certificates, 1919-1929, 1929-1931, 1956-1960
†40 n/a Stock Certificates, 1954-1956

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
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

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

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
†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
†45	n/a	Spicer Ad Boards, 1925-1947
†46	n/a	Spicer Ads, Framed, 1924
41	34	Trade Ads, 1957-1962

Subseries B: Brochure Materials

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

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

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
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

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

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

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

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

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

- | | | |
|-----|-----|---|
| †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 |
| †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 |
| †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 |

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

†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
†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

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

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

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
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

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

†92	n/a	Scrapbook, 1984-1985
†93	n/a	Scrapbook, 1986-1987
†94	n/a	Scrapbook, 1987-1988
†94	n/a	Scrapbook, 1988
†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.
99	3	Cortiris: Juntas de Para Motor, 1970
99	4	Coordinated Components for Power Transmission, 1984
99	5	Dana Spicer: Needle Bearing Universal Joints, 1960
99	6	Data Guide, 1966
99	7	Donit: Base Materials for Printed Circuits, n.d.
99	8	Donit: Cu Cart, n.d.
99	9	Elring: Compact Program, 1975
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

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

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.

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

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

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”, <i>Alfred Magazine</i> , 2004
100	31	“Innovation by Design”, 2002

Magazines

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

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

101 7 *Truck Quarterly*, 1977
101 8 *Truck Quarterly*, 1978
101 9 *Truck Quarterly*, 1979
101 10 *Truck Quarterly*, 1980
101 11 *Truck Quarterly*, 1993-1997
101 12 *Wheels of Time*, 1994

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
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 *Dana Weekly* clippings, 1995
101 22 *Dana Weekly* clippings, 1995
101 23 *Dana Weekly* clippings, 1995
†115 n/a *Marion Leader Tribune & The Marion Chronicle*, 1952 – *There are some tears along creases of newspapers.*
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

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

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
102	13	Newspaper clippings, n.d
†114	n/a	Newspaper clippings, 1990-1999
†116	n/a	<i>Spicer Unit News</i> , 1972, 1977-1981

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

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

- | | | |
|-----|----|---|
| 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 |
| 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 |
| 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 |

Subseries E: Newsletters

- | | | |
|-----|---|---------------------------------------|
| 103 | 1 | <i>The Atkins Journal</i> , 1991-1994 |
| 103 | 2 | <i>Axle Action</i> , 1972-1973 |
| 103 | 3 | <i>Axle Action</i> , 1974-1975 |
| 103 | 4 | <i>Axle Action</i> , 1976-1977 |
| 103 | 5 | <i>Axle Action</i> , 1978-1979 |
| 103 | 6 | <i>Axle Action</i> , 1980-1981 |
| 103 | 7 | <i>Axle Action</i> , 1981-1982 |

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

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>
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>

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

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>
103	64	<i>Dana Digest, 1969</i>
103	65	<i>Dana Digest, 1970</i>
103	66	<i>Dana Digest, 1971</i>
103	67	<i>Dana Digest, 1972</i>
103	68	<i>Dana Digest, 1973</i>

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

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
104	23	<i>Dana People</i> , 1994
104	24	<i>Dana Prop Shaft News</i> , 1959-1964
104	25	<i>Dana's Southern Side</i> , 1982
105	1	<i>The Depot Dispatch</i> , 1977-1980
105	2	<i>Diamond's Point</i> , 1979

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

105	3	<i>Diamond Chips</i> , n.d.
105	4	<i>The Distributor Quarterly</i> , n.d.
105	5	<i>Drive Line</i> , 1935-1936
105	6	<i>Drive Line</i> , 1937
105	7	<i>Drive Line</i> , 1941
105	8	<i>Drive Line</i> , 1944-1946
105	9	<i>Drive Line</i> , 1947-1949
105	10	<i>Drive Line</i> , 1950
105	11	<i>Drive Line</i> , 1951
105	12	<i>Drive Line</i> , 1952
105	13	<i>Drive Line</i> , 1953
105	14	<i>Drive Line</i> , 1954
105	15	<i>Drive Line</i> , 1956-1957
105	16	<i>Drive Line</i> , 1958
105	17	<i>Drive Line</i> , 1959
105	18	<i>Drive Line</i> , 1960
105	19	<i>Drive Line</i> , 1961
105	20	<i>Drive Line</i> , 1962
105	21	<i>Drive Line</i> , 1963
105	22	<i>Drive Line</i> (bound), 1944-1945
105	23	<i>Drive Line</i> (bound), 1946-1948
105	24	<i>Drive Line</i> (bound), 1949-1951
105	25	<i>Drive Shaft</i> , 1919
105	26	<i>Drive Shaft</i> , 1920
105	27	<i>Drive Shaft</i> , 1923
105	28	<i>Drive Shaft</i> , 1924
105	29	<i>Drive Shaft</i> , 1925
105	30	<i>Drive Shaft</i> , 1926
105	31	<i>Drive Shaft</i> , 1927
105	32	<i>Drive Shaft</i> (bound), 1917-1918
105	33	<i>Drive Shaft</i> (bound), 1917-1920

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

105	34	<i>Drive Shaft</i> (bound), 1918-1920
106	1	<i>Drive Shaft</i> (bound), 1923-1924
106	2	<i>Drive Shaft</i> (bound), 1923-1924
106	3	<i>Drive Shaft</i> (bound), 1925-1927
106	4	<i>Drive Shaft</i> (bound), 1935-1937
106	5	<i>The Driving Force</i> , 1989
106	6	<i>Employees In Motion</i> , 1994-1995
106	7	<i>Foothills Footnotes</i> , 1994
106	8	<i>The Forging Flash</i> , 1978
106	9	<i>Gas-ETTE: The Weatherhead</i> , 1951
106	10	<i>Grapevine</i> , 1975
106	11	<i>Grapevine</i> , 1976
106	12	<i>Grapevine</i> , 1977
106	13	<i>HI-Gear</i> , 1977
106	14	<i>HI-Gear</i> , 1978
106	15	<i>HI-Gear</i> , 1979
106	16	<i>HI-Gear</i> , 1980
106	17	<i>HI-Gear</i> , 1981
106	18	<i>HI-Gear</i> , 1982
106	19	<i>HI-Gear</i> , 1983
106	20	<i>HI-Gear</i> , 1984
106	21	<i>HI-Gear</i> , 1985
106	22	<i>HI-Gear</i> , 1986-1987
106	23	<i>Hillsdale Pumper</i> , 1978
106	24	<i>Inside DSD</i> , 1992
106	25	<i>Lancaster Harvest</i> , 1995
106	26	<i>Marion Prop Shaft News</i> , 1957-1959
106	27	<i>Mobility Trends</i> , 1972
106	28	<i>The Motorscope</i> , 1975-1977
106	29	<i>News Bulletin</i> , 1977-1985
106	30	<i>Nexus</i> , 1994-1997

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

106	31	<i>People Talk</i> , 1977-1978
106	32	<i>Power Train Topics</i> , 1968-1971
106	33	<i>Profile</i> , 1995
106	34	<i>The Punch Line</i> , n.d.
106	35	<i>The Scoop</i> , 1995
106	36	<i>Shifting Gears</i> , 1995-1996
106	37	<i>Shifting News</i> , 1993
106	38	<i>Shop Talk</i> , 1994
106	39	<i>Spicer Heavy Vehicle Update</i> , 1993-1994
106	40	<i>The Spicer Journal</i> , 1952
106	41	<i>Spicer Unit News</i> , 1944-1948
106	42	<i>Spicer Unit News</i> , 1951-1952
106	43	<i>Spicer Unit News</i> , 1953-1954
106	44	<i>Spicer Unit News</i> , 1955-1956
106	45	<i>Spicer Unit News</i> , 1957-1958
106	46	<i>Spicer Unit News</i> , 1959-1960
106	47	<i>Syracuse Plant</i> , 1980
106	48	<i>Syracuse Signal</i> , 1982-1988
106	49	<i>Syracuse Signal</i> , 1989-1993
106	50	<i>Syracuse Signal</i> , 1995
106	51	<i>Team Challenger</i> , 1993
106	52	<i>Transmission Talk</i> , 1968-1970, 1974
106	53	<i>The Universal Joint Journal</i> , 1968-1975
106	54	<i>UP Front</i> , 1978-1980
107	1	<i>Vinita Boston Weatherhead</i> , 1995
107	2	<i>World Trader</i> , 1977-1983
107	3	<i>Yankee Clipper</i> , 1980

Subseries F: News Releases

107	4	Announcements, 1982-1986
107	5	Announcements, 1989-1992
107	6	Announcements, 1994-1995

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

107	7	Announcements, 1996-1998
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
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

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

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
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

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

108	38	Brochures, 1972
108	39	Brochures, 1973
108	40	Brochures, 1974
108	41	Brochures, 1975
108	42	Brochures, 1977
108	43	Brochures, 1978
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

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

- | | | |
|-----|----|---|
| 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 |
| 109 | 24 | Bulletins, No. 1201-1210, 1964-1969 |
| 109 | 25 | Burrelle's TV Clips, 1982-1983 |
| 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 |

Subseries H: Other Miscellaneous Publications

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

Magazines, Loose Pages

- | | | |
|------|-----|---|
| †118 | n/a | <i>Auto Products</i> , Rene McPherson, 1970 |
| †118 | n/a | <i>Automotive News: Ford 100</i> , 2003 |
| †118 | n/a | <i>Automotive News: 25 Years of American Manufacturing</i> , 2004 |
| †118 | n/a | <i>Corporate University Review: At Dana Corporation</i> , 1997 |

Newsletters, Loose Pages

- | | | |
|------|-----|----------------------------------|
| †118 | n/a | <i>Magic Circle</i> , 1969, 1995 |
| †118 | n/a | <i>Opinhao Dana</i> , 2004 |

Books

- | | | |
|------|-----|---|
| †118 | n/a | <i>The American Farm Tractor</i> , Randy Leffingwell, 2002 |
| †118 | n/a | <i>The SAE Story: One Hundred Years of Mobility</i> , Robert C. Post, 2005 |
| †118 | n/a | <i>TRW: A Tradition of Innovation 1901-2001</i> , Timothy C. Jacobson, 2001 |

Box Folder

Series 5: Biography & History Files

Subseries A: Biographical Files

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 | <i>Automotive Record</i> , 1939-1991 |
| 119 | 7 | Biography, 1963-1977 |
| 119 | 8 | Correspondence, 1920-1961 |
| 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. |
|-----|----|---|

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

- | | | |
|-----|----|---|
| 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
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.
Mazziotti, Philip J. |
| 119 | 30 | Biography, 1981
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 |

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

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
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

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

		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
		Subseries B: Company & Industry Histories
120	23	<i>A Step Toward the Future</i> , n.d.
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
120	27	Dana Historical Timeline, 1904-2004
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, 1902-1989</i>
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.

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

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

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
120	43	Patent to Clarence Spicer, Liquid Fuel Burner, 1903
120	44	Patent, “SPICER” Trademark with US Patent Office, 1939
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
120	47	Western Union Telegram, Noting Gasket used on Lindbergh Flight, 1927

Box Folder

Series 6: Plant Files

Chelsea

125	1	25 th 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
-----	---	--------------------

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

125	10	Display, 1975-1977
125	11	Displays at Corporate Headquarters, 1970s
		Encorse
125	12	Encorse Plant, 1956
		Fort Wayne, IN
125	13	Aircraft Gear Division, 1950s
125	14	Aircraft Gear Division, 1952-1954
125	15	Blueprints, 1910
125	16	Plant, 1956-1971
125	17	25 th 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	25 th Anniversary, 1951-1976
		Miscellaneous Files
125	35	Blueprints, 1930s

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

- 125 36 General Files, 1950s, 1980s, 2000s
- 125 37 *Industry Week's* Best Plants Profiles, 1966-2002
- 125 38 Maps, 1880s, 1906

Pottstown

- 125 39 Plant, 1953-1994
- 125 40 Plant Tour, 1959
- 125 41 25th Silver Anniversary, 1944, 1950
- 125 42 50th Anniversary, 1969
- 125 43 75th 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

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

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

126 15 Williams Plant, 1980-1986

Dana Corporation

†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"

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

		Stevenson, John
		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

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

- | | | |
|------|-----|--|
| †137 | n/a | CEO Message with Mike Burns, December 2004 |
| †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 | <i>FOCUS</i> , Volume 7, No. 1, February 2005 |
| †137 | n/a | <i>FOCUS</i> , Volume 7, No. 3, October 2005 |
| †137 | n/a | <i>FOCUS</i> , Volume 7, No. 4, December 2005 |
| †137 | n/a | Highlights of Dana Day, August 28, 2004 |
| †137 | n/a | <i>A Man of Many Stories: The Voice of Charles Dana</i> , 1956 (reproduced 2004) |

Subseries C: Film

- | | | |
|------|-----|---|
| †138 | n/a | “Complex Business of Keeping It Simple”, n.d. |
| †138 | n/a | “What is Dana?”, n.d. |

Subseries D: Videocassette

Betacam SP (Large)

Events

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

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

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
140	n/a	<i>FOCUS</i> , Volume 23, May 2005
140	n/a	<i>FOCUS</i> , Volume 24, October 2005
140	n/a	<i>Forklift Wireless Computer Training</i> , March 2006
Events		
140	n/a	<i>A Different Frame of Mind: Maumee Valley Habitat for Humanity & Dana Corp Build a Home for the Lira Family</i> , 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	<i>Dream Warriors: Charles Dana & Clarence Spicer</i> , 2004

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

140	n/a	<i>"The Gentle Man": A Tribute to Joe Magliochetti</i> , 2003
140	n/a	Magliochetti, Joseph, B-Roll, 2001
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	<i>World of Woody Morcott</i> Production, B-Roll of Dana Corporation, 1999
†142	n/a	<i>World of Woody Morcott</i> Production, B-Roll of Horse, 2000
†142	n/a	<i>World of Woody Morcott</i> Production, B-Roll of Town, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Baylor, Ben, Interviews 1 and 2, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Ferguson, Brian, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Fowler Sisters, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Kuykendall, John, Interviews 1-3, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Lader, Philip, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, LeSueur, Donna, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Magliochetti, Joe, Interviews 1 and 2, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Mitchell, Gerry, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Mitterbauer, Peter, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Morcott, Cindy, 2000
†141	n/a	<i>World of Woody Morcott</i> Production Interviews, Morcott Sisters, Interviews 3 and 4, 2000
†142	n/a	<i>World of Woody Morcott</i> Production Interviews, Poling, Harold "Red", 2000
†142	n/a	<i>World of Woody Morcott</i> Production Interviews, Stevenson, John, 2000
†142	n/a	<i>World of Woody Morcott</i> Production Interviews, Thatcher, Sir Denis, 2000
†142	n/a	<i>World of Woody Morcott</i> Production Interviews, Voss, Frank, 2000

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

†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
†142 n/a *Ford Technology Review: Spicer Clutches Presentation*, 1995
†142 n/a Mike Burns Open Standards of Business Conduct, 2004
†142 n/a Motorsports 1999 Racing, 1999
†143 n/a Ottawa Lakes Group Meeting, #1, 1989
†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 *Taking Stock in Dana*, Investors Video, 2000
†144 n/a *Beyond 2000*, Volume 1, Issue 1, 1999
†144 n/a *Beyond 2000*, Volume 1, Issue 2, 1999
†144 n/a *Beyond 2000*, Volume 1, Issue 3, 1999
†144 n/a *Beyond 2000*, Volume 2, Issue 1, 2000
†144 n/a *Beyond 2000*, Volume 2, Issue 2, 2000
†144 n/a *Beyond 2000*, Volume 2, Issue 3, 2000
†144 n/a DanaVision: “Getting Connected”, 1999
†144 n/a *FOCUS*, Volume 3, Issue 1, February 2001
†144 n/a *FOCUS*, Volume 3, Issue 2, June 2001
†145 n/a *FOCUS*, Volume 3, Issue 3, October 2001

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

†145 n/a *FOCUS*, Volume 4, Issue 1, February 2002
†145 n/a *FOCUS*, Volume 4, Issue 2, April 2002
†145 n/a *FOCUS*, Volume 4, Issue 3, July 2002
†145 n/a *FOCUS*, Volume 4, Issue 4, October 2002
†146 n/a *FOCUS*, Volume 4, Issue 4, October 2002
†146 n/a *FOCUS*, Volume 5, Issue 1, January 2003
†146 n/a *FOCUS*, Volume 5, Issue 2, May 2003
†146 n/a *FOCUS*, Volume 5, Issue 3, October 2003
†146 n/a *FOCUS*, Volume 5, Issue 4, December 2003
†146 n/a *FOCUS*, Volume 6, Issue 1, March 2004
†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

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

†149	n/a	Acceptance Speech by Joe Magliochetti, Raw Footage, n.d.
†149	n/a	<i>Celebrating 100 Years, Millions of Ideas</i> , 2004
†149	n/a	Dana, Charles Jr., Interview Tapes 1-4, 1995
†149	n/a	<i>The Dana Story</i> , 1997 (including Spanish version), 1999, 2000, 2002
†148	n/a	<i>“The Gentle Man”</i> : <i>A Tribute to Joe Magliochetti</i> , 2003
†149	n/a	<i>“The Gentle Man”</i> : <i>A Tribute to Joe Magliochetti</i> , 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
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”,

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

		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
150	n/a	<i>Dana Automotive Aftermarket Group, New Beginnings, New Opportunities</i> , 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	<i>Managing Facilities in the Dana Style Standards of Business Conduct</i> , Joe Magliochetti, n.d.
150	n/a	<i>Operation Phoenix – Disaster Recovery</i> , 1999
150	n/a	<i>Tekonsha</i> , 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	<i>Autoline Detroit</i> , Joe Magliochetti, 2001
150	n/a	<i>Bloomberg Forum</i> , 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,

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

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

Subseries F: Photographic Prints

Damaged Photographs - *Damage appears to be from moisture and, in*

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

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
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,

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

		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
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
155	2	Relocation, 1970

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

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

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), 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

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

155	29	Trade Shows, 1930s-1950s
155	30	Trade Shows, 1989
†174	n/a	Various Shows, binder, 1987-1993
155	31	Welcome Address by Mayor Ed Willis for Weatherhead Division, n.d.
		Employees
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
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

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

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.
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

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

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.
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

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

158	12	Spicer, Clarence, n.d.
158	13	Voss, Frank, n.d.
Cabinet	Drawer	White House Reception, Delegates to Motor Industries, Inc. Conference,
9	K	Washington, D.C., November 12, 1925
158	14	Zingsheim, E.W., 1936
158	15	Zink, Howard

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.
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.
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.

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

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.
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.

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

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	Società 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
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.

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

161 8 Various Places, n.d.
†193 n/a Various Plants and Divisions, 1930s, n.d. – *Some items are rolled tightly,
so handle with care.*

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

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.

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

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

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
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

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.

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

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
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

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.
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 - <i>Binder pages are sticky.</i>
163	17	Carpenter, Ralph, 1942, 1949, 1954-1955, 1959

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

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
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

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

- | | | |
|-----|----|---|
| 164 | 5 | Advertisements and Graphics, n.d. |
| | | Slides/Transparencies – Events |
| 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. |
| 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. |

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

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
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

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

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

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.
167	7	Production Line, 1993, n.d.
167	8	Trucks, 1908, 1986, n.d.
167	9	Vehicle Components, n.d.

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.

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

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

Subseries H: Artwork

People

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

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

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.
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
†210 n/a General Assembly of the State of Ohio Honoring Dana on 100 Years, 2004
209 3 Joseph T. Deter's Commendation, 2002
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

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

the Dana Style, n.d.

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
†230	n/a	Dana 100 th Anniversary Commemorative Banner, 2004
†231	n/a	Dana 100 th Anniversary Cookbooks, 2004

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

- †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.
- †247 n/a Display, Employee Incentives, "A Letter to Joe Mag", n.d.
- †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 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.
- †253 n/a "One Man's Shadow", Poem Tribute to Charles Dana by Edgar A. Guest, n.d.

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

†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.

Box Folder Record Group 2: Affiliates & Subsidiaries

Series 1: Albarus

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

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.
-----	---	--

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

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

- | | | |
|------|-----|---|
| †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

- | | | |
|-----|----|--|
| 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 |

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. |
|-----|---|---|

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 |
| 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 |
|-----|----|--|

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

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

Series 11: Glacier

258	2	“Glacier Link”, 2003
-----	---	----------------------

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

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

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

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

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

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

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

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. |

Series 18: The Phosphor Bronze Company Limited

Subseries A: Print Materials

- | | | |
|-----|---|--|
| 259 | 4 | The Phosphor Bronze Company Limited, production brochure, 1937 |
|-----|---|--|

Subseries B: Audiovisual & Photographic Materials

- | | | |
|-----|----|---|
| 261 | 35 | Phosphor Bronze plant, photograph, n.d. |
|-----|----|---|

Series 19: Plumely Companies

- | | | |
|-----|---|------------------------------|
| 259 | 5 | Plumely Companies, 1993-2003 |
|-----|---|------------------------------|

Series 20: Raybestos-Manhattan Incorporation

- | | | |
|-----|---|---|
| 259 | 6 | Raybestos-Manhattan Incorporation, n.d. |
|-----|---|---|

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 |

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

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 |
| 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 |

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

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 |
|-----|----|--------------------------------|

Series 30: Wix

- | | | |
|-----|----|---------------------------|
| 260 | 13 | Wix Folks and Facts, 1982 |
|-----|----|---------------------------|