INTERVIEW BEGINS

MAZIAR: Testing this tape again. The date is the 23rd of February. <Interview pauses> This is Patty Maziar. I am meeting with Mr. Joel Goldberg for the Oral History Project of the American Jewish Committee and National Council of Jewish Women. The date is February 23, 1994. We are meeting in Mr. Goldberg's office. The name on the office door is the Rich Foundation.

GOLDBERG: That's correct.

MAZIAR: Maybe we should start there as a point of reference.

GOLDBERG: Rich Foundation was created back in the mid-1940s by the then management of Rich's Inc. Rich's Department Stores. It was a foundation they set up whereby they took a portion of the profits from the company each year and put it in the foundation. That would then become their contribution to the community, United Way or what have you, all the different charities. There were many of them. United Way happened to be the major one. When we merged with Federated Department Stores\(^1\) in 1976 some 33 years after the foundation was founded, the foundation did not

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\(^1\) In 1929, several department stores combined to form Federated Department Stores. The new company's headquarters were located in Columbus, Ohio. The original businesses that were part of Federated Department Stores included: Shillito's, founded in Cincinnati in 1830; Lazarus & Company, founded in Columbus in 1851; Abraham & Strauss, originally known as Wechsler and Abraham and founded in Brooklyn, New York, in 1865; Filene's, originally founded in Boston; and Bloomingdales, which joined the company in 1930. The 1930s were a difficult time for American businesses, as the United States was in the midst of the Great Depression. To improve sales and make its merchandise more accessible for customers, Federated Department Stores began offering credit to its shoppers in 1939. Fred Lazarus became the company's president in 1945, and the headquarters moved from Columbus to Cincinnati. Over the next few decades, Federated Department Stores continued to expand. Numerous acquisitions occurred, including Foley's of Houston, Stern Brothers of New Jersey, Burdines of Miami, Florida, Rike's of Dayton, Ohio, Goldsmith's of Memphis, Tennessee, Bullock's of Los Angeles, I. Magnin of San Francisco, and Rich's of...
become part of the merger. We pulled the foundation out. It is an independent foundation. Today, we aren't getting contributions from anybody's profit. The growth of the foundation has been through investments. It has grown substantially over that period of time. They originally started off with a few thousand dollars. Today the foundation is in excess of $29 million. By law, we're required to give away five percent each year. We're giving away $1.2 million, roughly, right now.

MAZIAR: How are you involved in that? Is there a board that makes these decisions on investments?

GOLDBERG: The board of trustees. I'm the president of the board. Only two of us on the board today came out of Rich's. The others are individuals who we have chosen to put on the foundation based on the work they've done in the community. We're a board of five right now.

MAZIAR: How is it that it got started? Had there been a tradition of giving to the community?

GOLDBERG: Yes. Walter Rich at one time was the head of Rich's, cousin of Dick [Richard] Rich. He was the one who started the foundation. As a matter of fact, he went to the relatives within the community, members of the Rich family, and asked them if they would like to start a foundation. He said he would contribute some money from the company, from the company's profits, but asked if they would each like to put in an initial amount. I think three or four family members put in $1,000 a piece. It was not a unanimous decision that everybody would participate. It became a company project.

MAZIAR: So, it was a combination of some family monies plus company monies.

GOLDBERG: Plus the profits, a portion of profits out of the company each year. The family money, in truth, was pretty insignificant.

MAZIAR: We'll just stop a minute. <Interruption in tape> Unless you have a good piece of equipment, which this is not. Because I had some trouble with my last one.

GOLDBERG: I think the next time I go to a meeting I'm going to say to them they've got to improve the equipment you all have.

Atlanta. Federated Department Stores became one of the top ten largest retail firms in the United States during this era. In 1988, Federated Department Stores went through some major changes. Campeau Corporation took over the company and sold some of its divisions to other retail firms. Federated faced serious debt problems related to the Campeau takeover, and the company was forced to file for bankruptcy in 1990. After some reorganizing, Federated Department Stores reemerged from bankruptcy in 1992, officially known as Federated Department Stores, Inc. The company acquired Macy's, which had filed for bankruptcy, in 1994. This merger created the largest retail corporation in the United States. After the merger, Federated began renaming some of its other stores Macy's as well, further consolidating divisions within the company and capitalizing on the famous Macy's name. Federated Department Stores has recovered from its financial problems of the early 1990s, and it continues to serve as the largest retail business in the nation today.
MAZIAR: <Laughs> Give us an allowance.

GOLDBERG: Yes, if this is going to last for prosperity.

MAZIAR: I think the transcripts last. These actually . . . they manage to come out fine. Did the original foundation come out of interest in participating in the community and a vast variety of community projects or how did Rich's see its leadership in the community at that time? I'm not familiar with Atlanta at that particular moment in time and the philanthropy that was going on.

GOLDBERG: Rich's was one of the major philanthropic contributors to the total community. Anything that was going on in the community, charity wise, Rich's was always involved and so that's how this came about. They not only created the foundation, but they went to their employees and created an employee fund where the employees could select what they wanted to give each year. As it turned out, over a period of years because of the number of agencies participating in United Way, United Way became the major recipient of it. Today, the amount we're giving United Way is maybe ten percent.

MAZIAR: Were other companies as involved or did Rich's sort of take the lead?

GOLDBERG: I would say back in those days, Rich's pretty much took the lead. It was Rich's and the telephone company, Southern Bell, the [Georgia] Power company, Coca-Cola, and the major banks. The Trust Company and what was then First Atlanta, now Wachovia, and C&S [Citizens and Southern National Bank]. They were the major firms behind this entire drive of fundraising in the community. It wasn't just . . . I mention United Way because it became, as it is today, one of the major fund drives that goes on in the community, but it involved all aspects of giving, cultural end of it. I mean, the [Atlanta] Arts Alliance, for example. Dick Rich was a mainstay in creation of the Arts Alliance and the major funding that was done shortly after the infamous Orly plane crash.² They started major fundraising then. Even today, we give to . . . we break up into four categories our giving: cultural, welfare, health, and education. That's the way we classify our giving. Health has become a major, major factor. Health today probably takes the largest portion of our total funds.

² On June 3, 1962, many of Atlanta’s civic and cultural leaders were returning from a museum tour of Europe sponsored by the Atlanta Art Association when their chartered Boeing 707 crashed upon takeoff at Orly Field near Paris, France. Of the 122 passengers that died, 106 were Atlantans. Eight crew members also died. Two flight attendants sitting in the tail section survived. In an instant the core of Atlanta's arts community was gone. Thirty-three children and young adults lost both parents in the crash. Mayor Ivan Allen, Jr., traveled to Paris to assist with the recovery efforts. After the Orly disaster, the Atlanta Art Association evolved into the Atlanta Arts Alliance, which would eventually administer the High Museum of Art, the Atlanta Symphony Orchestra, the Alliance Theatre, the 14th Street Playhouse, and the Atlanta College of Art.
MAZIAR: I notice that you've been on the board of St. Joseph's Hospital.

GOLDBERG: Yes. I've been on the board. I was chairman of the board for six years from 1980 to 1986. I've been on the board 20 years now. Oddly enough, with all of my involvement in the community, much of it has been in the healthcare field. Not for any particular reason except that when I started, I just became fascinated with it. I mean, having spent an entire career in retailing, health care just was a great fascination, being associated with doctors and all kind of medical practitioners. I've have chaired the Georgia Heart Association [American Heart Association in Georgia]. I've chaired the Georgia Chapter of Red Cross [The Red Cross Georgia], which are of course health related, and St. Joseph's as we've mentioned. I've been on the board of Wesley Homes.³ Wesley Homes essentially is for the aged, but we also have a geriatric hospital, again, for the aged. The geriatric hospital is relatively new. I've been on that board, in fact, I just came off. I've been on that for about 10-12 years.

MAZIAR: They do some very nice work there.

GOLDBERG: Yes.

MAZIAR: It's very important work. I think families don't appreciate that until they need that kind of service. When you think of medicine, medicine has come late to understanding management skills. I'm wondering if that's what you felt you were bringing to them or how you saw that when you first got involved, how you saw they could use your skill that you were . . .

GOLDBERG: The thing they seemed to be lacking was a business sense for running their businesses because, essentially, that's what they were. In many cases in the early days, they over spent on the fundraising end of it so that the amount of money that was given for actual charity purposes was a lot less than it could be if they had more efficient ways of running campaigns. So, I brought a business sense.

MAZIAR: Are you talking about, specifically, the hospitals and their fundraising efforts?

GOLDBERG: No, I would say more so of Red Cross and the Heart Association. I think I probably had more impact on them. Again, I was probably one of two businessmen on a 15-member hospital board back in the early 1970s. The rest of them were Sisters of Mercy and physicians. I just brought a different kind of thought process in the entire running of this business. They enjoyed me, and I enjoyed them. I feel I made a lot of impact. The fact that I got to the point of achieving the leadership roles, I think, obviously it meant something to them.

³ Wesley Woods was created as the Methodist Home for the Aged as a non-profit charitable corporation in 1954. Wesley Woods has had lay and clergy leaders on the board of directors from its beginning.
MAZIAR: Yes. But they were very responsive to what you had to offer?
GOLDBERG: Yes. I had a very unique experience at St. Joseph's. I went on the board in the early 1970s, as I said. Then in 1980 they asked me if I would be the chairman of the board of the hospital. I sort of hesitated. I said, you know, "This is a Catholic hospital." He said, "Well, we've already covered that. Sisters are in favor of it. We've even talked to the archbishop, and the archbishop says, 'I like that fellow Goldberg. He'd make a fine chairman of the hospital.' " Even though it is very much religion oriented, I fit in and had no problem at all. The same thing with Wesley Homes. Wesley Homes is Methodist sponsored, and I've had no problem with that. I've enjoyed that association. I mean, there are Jewish people taking advantage of it. There are Jewish people living at Wesley Homes today.

MAZIAR: Sure. You had some feeling, though, when you became involved with St. Joe's about how your Jewish background would be received because I think Atlanta has been a provincial-thinking town.
GOLDBERG: It has been.
MAZIAR: For many, many years.
GOLDBERG: I didn't find that at St. Joe's. I found that feeling in Atlanta. There were a couple of Jewish doctors on the hospital board at the time. A large number of the hospital staff, medical staff, as it is today, are Jewish.
MAZIAR: Currently?
GOLDBERG: Yes.
MAZIAR: St. Joe's used to be Intown?
GOLDBERG: Yes.
MAZIAR: I was hospitalized at St. Joe's two years ago, so I'm very familiar with it.
GOLDBERG: Where the Marriott Marquis Hotel is right now.
MAZIAR: Yes. Where it is located now is in an area where so many Jewish physicians were at Northside [Hospital] and lived in the neighborhood.
GOLDBERG: Yes. It was downtown. The population was moving away from us, so we decided to sell the property. We sold it to John Portman, who ultimately built the hotel, and

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4 John Calvin Portman, Jr., (1924-2017) is an American architect famous for buildings, especially hotels, with multi-storied interior atria. He grew up in Atlanta and had a very large impact on the city, specifically the Peachtree Center complex downtown. His buildings in Atlanta include the Hyatt Regency Atlanta, 230 Peachtree Building (formerly Peachtree Center Tower), AmericasMart (formerly Atlanta Market Center) and the Atlanta Decorative Arts
bought the property across the street from Northside Hospital. What you have today, on that complex up there, is three major hospitals: Scottish Rite, Northside, and St. Joe's. In fact, we have combined efforts. We have some joint ventures going between the three hospitals. There are a significant number of Jewish people involved. Sid Kirschner, for example, who came out of National Service Industries of business, is the chief executive officer of Northside Hospital and fitting in beautifully and doing an excellent job. That wasn't my earliest venture into health care. The first thing I did after I arrived in Atlanta, the first community activity I did, I became a member of the board of the old Jewish Home for Aged.\(^5\) In those days was on 14th Street. I served on that board for about three or four years, something like that. Then they ultimately moved out into their new location.

MAZIAR: You've always had a penchant for becoming involved in the communities where you've worked, or is that family inspired?

GOLDBERG: Two inspirations, my father, *alav ha-shalom.*\(^6\) He always taught me that growing up. You make a living in this community, you have an obligation to put back into it. And then Dick Rich. When I came to Atlanta, Dick Rich . . . as I grew up at Rich's, he kind of took me under his wing, and he put me in that direction. He said, "I've done it my whole retailing career." He said, "I want you to know that it is a major obligation on our part." Also, it reaps the benefits. There's no question about it. He said, "Rich's gains by the fact that we are involved in the community." One of the things I set up while I was at Rich's, was a system whereby we, in communicating and with all our managers, all our senior level people, we talked to them about participating in community and kept a list of who was involved in what. As opportunities became available, we would contact managers within the company saying, "Here's a job. Would you like it?" with Red Cross, a hospital, the High Museum [of Art], or what have you. Rich's people were throughout the community on that community service end of the business. Not only did we do

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5 The Jewish Home opened in 1951 with 21 residents on 14th Street that had been donated by real estate developer Ben J. Massell. Construction in 1957 doubled The Home's capacity for a larger, updated facility. In 1971 the second Jewish Home opened in its current location on Howell Mill Road in Atlanta. Twenty years later, The Home was renamed The William Breman Jewish Home to honor and recognize its third president, Bill Breman. In 1999, the old nursing home facility was converted into The Zaban Tower, which provides independent living for low income seniors. In 2012, the board of directors created the overarching brand Jewish Home Life Communities to better reflect the broad range of communities and services for elders.

6 *Alav ha-shalom* is a Hebrew word used as honorifics for the dead, meaning “Peace be upon him.” Honorifics are used when naming and speaking of the deceased. These honorifics are frequently found on gravestones, memorial walls inside the sanctuary of synagogues, in speeches, and in writing such as in obituaries.
our share, but the company got benefits from it because the company got recognition. Rich's people are involved. That continues to this day.

MAZIAR: It sounds to me like you brought certain connotative values, just human values, that enriched people who worked there, that the sole focus wasn't on the bottom line.

GOLDBERG: Yes. Not at all. One of the things that Dick preached to me, Dick Rich, when he first started me on my extracurricular activities was, we pay our shareholders a reasonable return on their investment. The rest of it belongs in the community.

MAZIAR: That's remarkable.

GOLDBERG: That's the way Rich's was run.

MAZIAR: How did he get . . . was he a native Atlantan?

GOLDBERG: Yes. His whole career was at Rich's.

MAZIAR: How had he started out originally? Was he part of the family?

GOLDBERG: Yes. He was part of the family. His mother was a Rich. So, he grew up in that same atmosphere. As he moved up in his positions in the company, he had more and more responsibility. Dick and I were the only two Jewish members in the history of the Atlanta Chamber of Commerce to preside, to be president of the Chamber of Commerce, to this day, from its inception.

MAZIAR: What was that like?

GOLDBERG: Great experience. You know about the, we all do, about the clubs and the discrimination and everything, but we didn't have that kind of thing. I wouldn't join it because of the policies they have, but I have no problem dealing with those people. They are people I dealt with there every day in the business community, and we made major decisions about this community. At one time, I was approached by one of the members of those clubs who wanted to put my name up for membership. In the early days, that was sort of unheard of. This was back in the 1970s. I said, "No. That's not what I want."

MAZIAR: Did he approach you because he felt the time was right and not to make an issue out of it?

GOLDBERG: Yes.

MAZIAR: You felt like you didn't want to be involved?

GOLDBERG: It wasn't anything I wanted. It was for somebody else to do. I chaired the Chamber of Commerce, as I said. I was on the executive committee of Central Atlanta Progress.7

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7 Central Atlanta Progress (CAP), founded in 1941, is a private, not-for-profit corporation that strives to create a
I was very much involved with much of the major things that were being done downtown in terms of growth.

**MAZIAR:** From what I understand, Atlanta has been able to overcome many of the difficulties because of its business approach to things: Whatever is good for business is good for Atlanta.

**GOLDBERG:** You have to realize, if you go back and look at Atlanta, historically, in the post-World War II period, the 1950s, 1960s, the town was run by the community. I'm sorry, the town was run by the business community. Mayor [William] Hartsfield\(^8\) had been in office for years and years and years, and when Hartsfield got out, Ivan Allen, [Jr.],\(^9\) who was a very prominent businessman, Ivan Allen, Jr., became the next mayor. The same companies that I mentioned earlier in the philanthropic thrust, were the people who dominated the business community and made all the decisions, the good decisions, for the things that were happening here. They were always very community oriented. That was: Rich's, the three banks, the telephone company, the power company, and Coca-Cola. I can remember sitting in in my early days of involvement with a cigar with Mr. [Robert W.] Woodruff\(^10\) who was sort of the dean of all of us, listening to him saying, "We've got to take care of this community. We've got to do this. We've got to do that." He was right on top of it.

**MAZIAR:** When was it that the desegregation situation really hit downtown? How were you involved with that?

**GOLDBERG:** I was kind of a kid in the business. I came to Rich's in 1954. A few years later . . . I came here as a women's dress buyer. I was on the beginning ladder of upper management. One of the first things I ran into . . . I was standing in front of the dining room, the famous Magnolia Room, when Martin Luther King, Jr.,\(^11\) was arrested for trying to go into the dining room.

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8 William Berry Hartsfield, Sr. (1890-1971), served as the 49\(^{th}\) and 51\(^{st}\) Mayor of Atlanta. His tenure extended from 1937 to 1941 and again from 1942 to 1962, making him the longest-serving mayor of his native Atlanta. It was under his direction that Atlanta became a world-class city with the image of the “City Too Busy to Hate.”

9 Ivan Allen, Jr. (1911-2003), was an American businessman who served two terms as the 52\(^{nd}\) Mayor of Atlanta during the turbulent civil rights era of the 1960s.

10 Robert Winship Woodruff (1889-1985) born in Columbus, Georgia, was the president of The Coca-Cola Company from 1923 until 1954. He was a major philanthropist, and many educational and cultural landmarks in the city of Atlanta bear his name. Included among these are the Woodruff Arts Center, Woodruff Park, and the Robert W. Woodruff Library.

11 Martin Luther King, Jr. (1929-1968) is best known for his role as a leader in the Civil Rights Movement and the advancement of civil rights using nonviolent civil disobedience based on his Christian beliefs. A Baptist minister, King became a civil rights activist early in his career. He led the 1955 Montgomery Bus Boycott and helped found the Southern Christian Leadership Conference (SCLC) in 1957, serving as its first president. With the SCLC, King led
MAZIAR: Did you know that was going to take place? Was that a staged event?

GOLDBERG: No. It was not staged at all. I stood there with my mouth open watching this go on. Then, [I] came to work one morning, and the two buildings that are downtown . . . Rich's, as you may recall, a Store for Homes and a Store for Fashion. I was pulling in a parking garage. I looked down the street, and there was the Ku Klux Klan\(^\text{12}\) marching around the Store for Homes and the black population of Atlanta marching around the Store for Fashion. Most incredible experience I've ever had [was] to walk through that and walk into the store. That was my early introduction. That was in the early 1960s. I would say Ivan Allen had more to do with the conditions of things in Atlanta. “The city too busy to hate,” and that sort of thing. In fact, we didn't have some of the problems that Newark, New Jersey, had and a lot of the other cities that we know.

MAZIAR: What did Rich's eventually do about desegregating the main dining room?

GOLDBERG: We did.

MAZIAR: Do you recall what happened or how it came about?

GOLDBERG: We had an executive committee meeting and said tomorrow morning it changes.

MAZIAR: You handled it right on the spot?

GOLDBERG: Oh, yes.

MAZIAR: You were able to be that responsive to a problem?

GOLDBERG: Yes. My first day in the store, there were two water faucets. One for “whites” and one for “colored.” All of that went. It was part of their heritage there, the people who created the business and worked there.

MAZIAR: What did you think when you moved to Atlanta because you had been in the

an unsuccessful struggle against segregation in Albany, Georgia, in 1962, and organized nonviolent protests in Birmingham, Alabama, that attracted national attention following television news coverage of the brutal police response. King also helped to organize the 1963 March on Washington, where he delivered his famous "I Have a Dream" speech. On October 14, 1964, King received the Nobel Peace Prize for combating racial inequality through nonviolence. In 1965, he and the SCLC helped to organize the Selma to Montgomery marches and the following year, he took the movement north to Chicago to work on segregated housing. King was assassinated on April 4, 1968 in Memphis, Tennessee. His death was followed by riots in many United States’ cities. King was posthumously awarded the Presidential Medal of Freedom and the Congressional Gold Medal. Martin Luther King, Jr. Day was established as a holiday in numerous cities and states beginning in 1971, and as a United States federal holiday in 1986.

\(^\text{12}\) The Ku Klux Klan (or Knights of the Ku Klux Klan today) is a white supremacist, white nationalist, anti-immigration, anti-Jewish, anti-Catholic, anti-black secret society, whose methods included terrorism and murder. It was founded in the South in the 1860s and then died out and come back several times, most notably in the 1920s when membership soared again, and then again in the 1960s during the civil rights era. When the Klan was re-founded in 1915 in Georgia, the event was marked by a cross burning on Stone Mountain. In the past it members dressed up in white robes and a pointed hat designed to hide their identity and to terrify. It is still in existence.
Northeast your entire earlier years, hadn't you?

GOLDBERG: I didn't think they wore shoes down here.

MAZIAR: Oh. <laughs>

GOLDBERG: I thought they were real country.

MAZIAR: What the tape recorder cannot see is the smile on your face when you are saying that. <laughs> You're not the first person to say that.

GOLDBERG: Atlanta has become a very cosmopolitan city and has an air of sophistication about it today that it did not have back in the 1950s and 1960s. It was kind of a country town, but the growth was dynamic.

MAZIAR: I think people did see the South as being poor and people not wearing shoes and that kind of thing, but what did you think of the mental life down here? What was your notion about what the mental life was like and how people approached problems?

GOLDBERG: It was very much self-centered. People were clannish. Everybody was off into their little group. There was no great interest in the community as a whole, even the surrounding towns. Marietta wanted nothing to do with Atlanta. Decatur wanted nothing to do with Atlanta, except, they were more mixed because Atlanta was part of both of them. The small towns, the Chamblees and the College Parks and those, they wanted no part of Atlanta.

MAZIAR: Because of the racial problems?

GOLDBERG: Because of the racial problem. Because of the racial mix of what they saw happening because the white flight\(^\text{13}\) started. They saw what was happening in the schools. The era of desegregation coming, school busing, and all that sort of thing. They were very provincial in their thinking. They thought they'd never be part of it. This would be Atlanta and they could close Atlanta off, but it effected every one of us. All were brought into it.

MAZIAR: It's still evident because Cobb County won't have rapid transit because . . .

GOLDBERG: Yes. That's right. There's still some of that kind of thinking going on. But you had some people of Mr. Woodruff's caliber and Ivan Allen, Jr. I can't say that strongly enough.

MAZIAR: What was he like?

GOLDBERG: Just a real human. I mean, he had a great feel for the city and for the people in it, and all kinds of people. I remember watching him when there was a gathering of black people

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\(^{13}\) ‘White flight’ is a term that originated in the United States starting in the mid-twentieth century, referring to the large-scale departure of whites from urban neighborhoods or schools that were increasingly or predominantly populated by minorities and subsequently moving to suburban areas.
during one of the upsets going on. I was there watching him when he went down to confront them and find out what it was all about. [He] stood up on top of an automobile parked on the street trying to talk to them. They were rocking the car. But he managed. He managed to do it. He managed to calm them down. He managed to get them to listen to reason. I think he had a great deal to do with the calm that went on in this city at the time that there was a tragic devastation going on in some major cities of the United States.

MAZIAR: It's often remarkable to me that in times of crisis there will be a group of people who can rise, who somehow just are there at the right moment who seem to bring the skill and understanding to . . .

GOLDBERG: Let me tell you. Patty, let me tell you something unique about Atlanta and very few people know about this. I was privileged to belong to a group called the Action Forum. The Action Forum was made up of about 12 to 14 whites and 12 to 14 blacks. The whites were essentially those of us in the business community. A couple of lawyers involved. That was about it. The rest were out of the business community, the same ones I've mentioned: the banks, Rich's, Coke, and the utilities, and then the same number of blacks. We used to meet every Saturday morning at about eight in the morning. We would discuss the issues before the city. Then this group became the catalyst without any publicity of going out and seeing that things went in the direction that we felt was appropriate. The Action Forum still exists today, incidentally.

MAZIAR: Really? How did it get formed? Who took the initiative to . . .

GOLDBERG: Mills B. Lane, Jr., and . . .

MAZIAR: He was with C&S Bank?

GOLDBERG: Yes. He was [president] with C&S Bank. Jesse Hill, Jr., was involved in the black community and Herman J. Russell. I think the thing sort of built around them. They talked to

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14 Jesse Hill (1927-2012) was one of Atlanta’s most prominent civil rights leader as well as president and chief executive officer of the Atlanta Life Insurance Company from 1973 to 1992. He used his position in the black business community to promote civil rights in Georgia and Alabama, worked to desegregate University of Georgia in Athens, helped make it possible for blacks to get mortgages to buy homes and organized successful voter registration drives in which 50,000 blacks were registered to vote. He even employed Rosa Parks in his Montgomery office as a secretary during the Montgomery bus boycott. He supported Martin Luther King, Jr. Hill was active in the civic and business communities of Atlanta for more than five decades.

15 Herman Jerome Russell (1930-2014) was born in Atlanta. He was the founder and former chief executive officer of H. J. Russell and Company and a nationally recognized entrepreneur and philanthropist, as well as an influential leader in Atlanta. In 1957 he inherited his father’s business and turned the small plastering company into a construction and real estate conglomerate. Some of the construction projects H. J. Russell and Company were a part of include Hartsfield-Jackson Atlanta International Airport, the Georgia Dome, Philips Arena, and Turner Field. Russell became the first black member of the Atlanta Chamber of Commerce in the 1960’s, and later became the second black
a handful of us. The next thing, it jelled into this group of some 24. At various times Maynard Jackson was on it. We've had black doctors on it. We've had black lawyers. We've had black educators.

MAZIAR: How do people get involved in that? Do they need to be asked to be a part of it?

GOLDBERG: Yes. They're invited. They're invited by . . . this was all a downtown sort of business group and involved more than business people. We had the head of the Urban League [of Greater Atlanta]. Local head of the Urban League was a very prominent member and a very good friend of mine, a fellow by the name of Lyndon Wade. Many of the blacks that were involved were of social service organizations or educators out of the university complex because the only real businessmen you had back in those days were Jesse Hill and Herman Russell, and that was it. We started adding a few more as Atlanta started to grow.

MAZIAR: Black activists weren't involved, though?

GOLDBERG: No, they were not.

MAZIAR: Did you know Martin Luther King?

GOLDBERG: I just met him one time. I knew his daddy very well. His daddy was one of my favorites. He used to come to the store, come to my office and visit. Dexter, who was Martin's son, used to come to my house to play with my youngest son. I remember the first time that happened. They were both at [The] Galloway School together.

MAZIAR: My kids are at Galloway.

GOLDBERG: Is that right? I was chairman of the board at Galloway.

MAZIAR: Need a whole hour to discuss about that.

GOLDBERG: Yes.

MAZIAR: That was when Galloway just got started. But we'll get into that later.

GOLDBERG: One day, my wife [Carole Brockey Goldberg] received a call from Mrs. [Coretta Scott] King. She said, "Dexter has come home, and he has been invited by your son to come to your house after school tomorrow to play. I'm trying to find out where Dexter is going."

MAZIAR: They were high school age, is that right?

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16 Coretta Scott King (1927-2006) was an American author, civil rights leader. The widow of Martin Luther King, Jr., Coretta Scott King helped lead the Civil Rights Movement in the 1960’s. King often participated in many of her husband’s exploits and goals during the battle for equality. Mrs. King played a prominent role in the years after her husband’s 1968 assassination when she took on the leadership of the struggle for racial equality herself and became active in the Women's Movement and the LGBT rights movement. King founded the King Center in Atlanta and sought to make her husband’s birthday a national holiday.
GOLDBERG: No, they were grammar school age, late grammar school. She did a lot of checking on me. I mean, she knew I was head of . . . I think I was the general merchandise manager at Rich's in those days. After school, Carole went to Galloway and picked up Jimmy and picked up Dexter. They came home and played. They were great friends. That was our first experience with the King family. Many times when we would have some problems at Rich's, employee problems, I would call Dr. King, visit with him and he was . . .

MAZIAR: The senior Dr. King?17

GOLDBERG: Senior, yes. He was just a fabulous man. We had problems at Rich's. In 1973, that's just a couple years after I became president, our black employees walked out. Went on strike. That was quite an experience.

MAZIAR: What happened?

GOLDBERG: Hosea Williams18 got hold of some information that our hiring practices were discriminatory. We had hired a . . . we had some black people working in the personnel department, but we had hired a new young man. He had gotten into some records and went to Hosea Williams, ostensibly, with records that showed that we were in fact discriminating. Hosea called a meeting at the Wheat Street Baptist Church and pulled some of our black employees out. Then he pulled more out, and he pulled more out. Pretty soon, he had about half of them out. All our truck drivers went on strike. Over a period of about, I think, about five weeks, I used to go to the various churches and meet with them. Hosea provided some manifesto of all the gimmicky things that he felt needed to be changed.

MAZIAR: But you personally took charge of the situation?

GOLDBERG: Yes.

MAZIAR: Because, I guess, these were very new situations that had never been dealt with before, and people really had to come up with innovative ways of . . .

GOLDBERG: It was difficult. It was scary.

MAZIAR: Were you concerned with your personal safety?

GOLDBERG: Yes. Oh, yes. I'll give you an example of that. You let me know if we're

17 Martin Luther King Sr. (1899-1984) was the father of Martin Luther King, Jr. He was a Baptist pastor, missionary and an early figure in the Civil Rights Movement.

18 Hosea Lorenzo Williams (1926-2000), born in Attapulgus, Georgia, was a civil rights leader, activist, ordained minister, businessman, philanthropist, and politician. He is best known as a trusted member of Martin Luther King, Jr.'s, inner circle. Williams served with the United States Army during World War II in an all African-American unit under General George S. Patton, Jr.
getting to the point of time expiring.

**MAZIAR:** Sure. Just a note on that. I usually find that after about an hour and 15 minutes, people begin to get a little tired. We'll probably break at around 11:20-ish. We'll see how we're doing.

**GOLDBERG:** All right, fine. In 1973-1972, about six months before this happened, I went to Dick Rich and said, "It is high time we put a black on the board. We don't have any females. We don't have any blacks. And we should be moving." There weren't any in the business community. I don't care what you hear elsewhere, Rich's was the first business in Atlanta, in the downtown Atlanta business community, to put a black on board. We put Jesse Hill on. When this whole thing erupted with employees, Jesse was put in a very difficult position. That's what made me turn to Dr. King, Sr., to sort of be our advisor. He helped us. He helped us immeasurably. In about four or five weeks the whole thing dissipated.

**MAZIAR:** Do you recall what he did? Did he come and talk to the employees or did he go to his church?

**GOLDBERG:** No. He came and talked to me. He told me the sort of things he thought we ought to be doing, the activities we ought to take. But you were talking earlier about the personal safety.

**MAZIAR:** Right.

**GOLDBERG:** Yes. They marched on my father-in-law's house [Harold Brockey]. My father-in-law was chairman of the board of Rich's at that time. Dick was chairman of the executive committee when this happened. They marched right out to his house. They took a bus out to his house and marched up his driveway.

**MAZIAR:** Did the Ku Klux Klan also march or just . . .

**GOLDBERG:** No. No, we never saw any of them at our residences. For a while, we had security around our house 24 hours a day. They'd go to school with my kids. Bring my kids home, that sort of thing. There was a real concern because of what we had seen gone on in other communities. To show you the kind of thinking that I wasn't as careful as I should have been, in the midst of this whole thing . . . this strike was about maybe two and a half weeks old. I got a phone call from a man who identified himself as one of Hosea's group. He was becoming disenchanted with what Hosea was doing because they would meet at the Wheat Street Baptist Church each night and Hosea would pass out the plate because everybody contributed whatever,
some kind of money. This fellow claimed that Hosea was pocketing the money. So he became disenchanted. He said he wanted to, for a fee, come work for our side and kind of advise us on what was going on. It's really a strange story. This story has not been told many times before. He would go to their meetings at night and then he would come inform us during the day as to what was going on.

MAZIAR: That was his proposal?

GOLDBERG: That was his proposal. So I set up a date to meet him at the old Marriott Hotel. He told me how he was dressed. I called Dick Storma [sp], a friend of mine who was the manager of the Marriott Hotel in those days. I said, "Dick, I need a room for about an hour." He said, "You've got it." I went to the Marriott Hotel, and I took my executive vice president with me, a fellow by the name of Alvin Ferst, and met this fellow. He was in the lobby. Had a briefcase under his arm. We started talking and I introduced Mr. Ferst. I said, "Alvin, go on back to the store. I think everything is fine." I had the key to the room. We went off to the room. We sat there. We're talking. He proceeded to tell me what he was proposing. As the conversation was about to end, he says, "You know, you've got a lot of guts," he said to me. I said, "Why?" He says, "You don't know what I've got in this briefcase." He opened the briefcase, and he had a .45 caliber gun. A pistol.

MAZIAR: And you were a perfect candidate.

GOLDBERG: He said, "You didn't know me and yet you had the, whatever you want to call it, to come here and meet with me and listen." So we talked, and that was about the end of the conversation. He soon disappeared from town. We don't know whatever happened to him. Anyway, subsequently, Hosea used to go on radio at night after he got through with his meetings at the Wheat Street Baptist Church. My wife and I used to tune in on it to hear about the Rich's activities. One night we're lying in bed and Hosea comes on, and he starts talking about Rich's. He says, "Mr. Goldberg, I know you're lying in bed listening to me." With that, I almost went right through the ceiling. I mean, what a weird feeling. To hear this man on radio talking about me while I'm lying in bed. We subsequently ended the whole thing. We shook hands and everything was fine. The employees, the bulk of the employees, came back to work. From then on, we had no problem.

MAZIAR: I guess Atlanta was so small that people really just operated on trust and alliances that had been built over time.

GOLDBERG: Yes.

MAZIAR: And even within the black community, there was a certain expectation there and
everybody sort of knew their role to play. And when that changed . . .

GOLDBERG: That's what I was trying to get into earlier. I'm sorry, I got away from it.

<Interruption in tape>

GOLDBERG: I was starting to tell you earlier. Back in the 1950s and well into the 1960s, there was a handful of businessmen who literally made the decisions in town. You know, what was good for the city.

MAZIAR: And what was good for them.

GOLDBERG: It was obviously good for them. It was Mr. Woodruff and subsequently his successor, [J.] Paul Austin. As I said, the heads of the telephone company, the power company, three banks, and Rich's. At one time, it was Dick Rich and then Harold Brockey and then myself [who] moved into those roles over that 20-year period. That's all it was. I mean, it was about eight or ten of us. We were virtually the catalyst for everything that was happening. All of us were members of the Atlanta Action Forum that I was talking about earlier. We met with these black representatives, and we would come to a consensus on what needed to be done. Then we would all go out as individuals and put our efforts behind it. Never a mention of the Action Forum or this group that had gotten together. Changed completely. I mean, that was a generation and a half ago. Today, you don't have that anymore. There is not that leadership that is so small that it's eight or ten or twelve people. The community has grown so large that you've got all kinds of groups today and all kinds of leaders. Within the business community, you've got the Central Atlanta Progress, the Chamber of Commerce, this Midtown group, this Buckhead Coalition that Sam Massell, Jr.19 is the director of, former mayor of the city. You've got all kinds of different leadership. You've got stronger businesses today, and it isn't so much that it's the CEO of the company who is out there spearheading this anymore. Today, there are eight, ten, twelve people from a single company. They'll be working in various facets of community service. You don't have this handful of leadership anymore. I don't think we ever will have again.

MAZIAR: What do you feel about that?

GOLDBERG: I think it had to evolve. I think, eight, ten, twelve guys couldn't run Atlanta forever, and I mean literally run Atlanta. It had to be more encompassing in terms of involvement of more

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19 Sam Massell, Jr. (b. 1927) is a native of Atlanta and former commercial real estate broker who served from 1970 to 1974 as the 53rd mayor of Atlanta. He is the first Jewish mayor in his city's history. A lifelong Atlanta resident, Massell has had successful careers in real estate brokerage, elected office, tourism, and association management.
people. You can see that with the Olympics\textsuperscript{20} today. I know the Olympics is a different sort of situation, but there are going to be, thousands, literally thousands of people involved in it. You have the same kind of thing today. In United Way, there used to be a few dominant people in it. Today, there's a vast leadership. In the Arts Alliance, back in Dick Rich's days, he ran the Arts Alliance. Today, there's lots of leadership in the Arts Alliance. There isn't any one or two or three people. Somewhat the same kind of thing in the black community. The black community used to be Jesse Hill and Herman Russell. When businesses started looking for black people to put on their boards, it was Jesse Hill and Herman Russell. And Herman Russell and Jesse Hill.

<End Tape 1, Side 1>

<Begin Tape 1, Side 2>

MAZIAR: We are talking about how Atlanta had moved from a very small group of people sort of running everything, the arts community, the business community, and being very influential in politics, to Atlanta really becoming more democratized and how power has become, I guess, more available or involvement has become more available to people. If we could diverge just a second, and how that has affected the Jewish community. When I came to Atlanta, and even the period of time I have lived here, it seems to me that there has been more involvement of Jews in the arts community, but this was quite slow in coming and it's really required a concerted effort. Whereas, it's quite different in other communities. I don't know whether that's a holdover from the sort of exclusive nature Atlantans feel or just because the Jewish community has never really been that large in Atlanta, certainly not as large as Chicago [Illinois] or New York or Boston [Massachusetts].

GOLDBERG: I'll try to answer that for you. There was not in those early days, I'm talking about the involvement of the Jewish community in the cultural interests of Atlanta, for example. I think part of it is that country club mentality that was going on all along. I think part of it was the fact that Jews did not seek it. They weren't comfortable doing it. I was on the board of the High Museum 25 years ago, and then rolled off and became even more active back in the 1980s. But there weren't any Jewish people in those days. Subsequently, you've seen a dramatic change. I sat on the nominating committee of the High Museum and insisted. There were a couple of names who were prominent in the art field who really deserved to be on there. And eventually it happened. The earliest I can remember of any real leadership position is a fellow by the name of David Goldross [sp], who at one time was

\textsuperscript{20} Centennial Summer Olympic Games was an international multi-sport event that was celebrated July 19 to August 14, 1996, in Atlanta, Georgia. A record 197 nations took part in the games, comprising 10,318 athletes.
president of the Atlanta Symphony Orchestra. And the Arts Alliance, Dick Rich was one of the founding fathers. There were a handful of Jews involved, but not a lot of them. There weren't a lot of them. There weren't Jewish bankers. There weren't Jewish people in the utilities or at the head of Coca-Cola. There was at Rich's, and so that sort of became our position to get involved.

MAZIAR: I guess so much socializing goes on.

GOLDBERG: Tremendous amount of socializing. In more recent years as the community grew, and this was true of hospitals, health organizations, and all that sort of thing. Today, it's different. You see the Bernie Marcuses\(^{21}\) involved. Erwin Zaban.\(^{22}\) Erwin Zaban and I.M. Weinstein\(^{23}\) headed NSI [National Service Industries] for many, many years and were not involved in the outside community. They were involved in the Jewish community, and very strongly so. If you look at today, in the last five-six years, Erwin . . . I guess Milton [Weinstein]\(^{24}\) has retired, but Erwin Zaban is very actively involved in a lot of these activities. And his wife is.

MAZIAR: Yes, I know. To me, it's fascinating that both the director of the High Museum and our orchestra conductor are both Jewish. But, really, Atlanta allowed that to happen. People were judged on their talent, but that must have had an impact on the social dynamics that go on in those organizations.

GOLDBERG: Atlanta finally grew up. The search committees of those two organizations, literally, they literally put all of that aside, that nonsense aside, their upbringing, their social backgrounds and everything, and they went out and found the best available.

MAZIAR: How were they able to do that?

GOLDBERG: They came. They did a thorough job of research, and they came back and sold and

\(^{21}\) Bernard (Bernie) Marcus (b. 1929) is an American philanthropist and retail entrepreneur. He co-founded the Home Depot and was the company's first CEO. He served as Chairman of the Board until retiring in 2002. Marcus heavily contributed to the launch of the Georgia Aquarium in downtown Atlanta in 2005. Based mostly on the $250 million donation for the Aquarium, Marcus and his wife, Billi, were listed among the top charitable donors in the country by the Chronicle of Philanthropy in 2005. Marcus also funded and founded the Marcus Institute, a center for the provision of comprehensive services for children and adolescents with developmental disabilities.

\(^{22}\) Erwin Zaban (1921-2010), an Atlanta native, was a philanthropist and community leader, known by many as the ‘Godfather of the Jewish Community.’ After quitting school to help in his father’s Depression-era business at age 15, Zaban built successful businesses worth billions of dollars and donated millions to worthy causes. He worked alongside his parents to build Zep Manufacturing Company. Zep later merged with National Linen and became National Service Industries, a Fortune 500 Company. He donated and raised money for undeveloped land in Dunwoody that became Zaban Park, home of the Marcus Jewish Community Center of Atlanta. He donated money to the Jewish Home, for which the Zaban Tower is named. He helped create the homeless couples’ shelter at The Temple which bears his name.

\(^{23}\) Isadore M. Weinstein (1887-1954) was an Atlanta businessman who was born in New York City and raised in Cleveland, Ohio. In 1919, he founded the National Linen Supply Company, which expanded and eventually grew into National Service Industries.

sold it well. They had a good story to tell. And it was very well accepted.

**MAZIAR:** So the leadership of those boards were able to have the vision and could sell it.

**GOLDBERG:** Very much so. Very much so. Twenty years ago, that would have never happened.

**MAZIAR:** I think Yoel Levi\(^\text{25}\) is not private about his Jewishness. In fact, I think in his opening concert he did something that was very specifically Jewish. It was either he played Romanian music or he played something by a Jewish composer. I forget exactly what it was, but it was clearly a statement that he was bringing his heritage and making a statement to the community.

**GOLDBERG:** I think that's very true. Ned Rifkin\(^\text{26}\) is very much a part of that whole social *meilleur* of those . . .

**MAZIAR:** Artsy.

**GOLDBERG:** That artsy group, that Piedmont Driving Club,\(^\text{27}\) Capital City Club\(^\text{28}\) group. He fits in very well. They love him. He's got a great talent and so does Yoel. They belong exactly where they are. Twenty years ago, those two people, if those jobs were open, probably would have never been considered for them.

**MAZIAR:** They would be in Chicago or Boston.

**GOLDBERG:** Unfortunately. We've grown. We, literally, have grown in all facets. I think one of the things that has contributed to it is those of us who came from elsewhere. I mean, literally. Over 50 percent of Atlanta today is made up of people who have migrated from elsewhere, much of us from the Northeast and the Midwest, and there's still a big drawing card.

**MAZIAR:** Did you live in Buckhead when you had your home?

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25 Yoel Levi (b. 1950) was born in Romania and grew up in Israel. He studied at the Tel Aviv Academy of Music, where he received a Master of Arts degree with distinction. He continued studies at the Jerusalem Academy of Music with Mendi Rodan. He also studied with Franco Ferrara in Siena and Rome, with Kirill Kondrashin in the Netherlands, and at the Guildhall School of Music and Drama in London. He was Music Director of the Atlanta Symphony Orchestra from 1988 until 2000. Among his many milestones while with the Orchestra were leading the ensemble on a critically acclaimed European tour in 1991, an internationally viewed performance of the Atlanta Symphony at the Opening Ceremony of the Centennial Summer Olympic Games in Atlanta in July 1996.


27 The Piedmont Driving Club is a private social club in Atlanta, Georgia, with a reputation as one of the most prestigious private clubs in the South. Founded in 1887 originally as the Gentlemen's Driving Club, the name reflected the interest of the members to ‘drive’ their horse and carriages on the club grounds. The club later briefly used the adjacent grounds as a golf course until it sold the land to the city in 1904 to create Piedmont Park. The club’s facilities include dining, golf, swimming, fitness, tennis, and squash. Well into the Twentieth century, the club unofficially did not allow minorities to have memberships. In May 2000, the club built an 18-hole championship golf course and Par 3 course several miles away on Camp Creek Parkway.

28 The Capital City Club is a private social club founded in Atlanta in 1883. It is among the oldest social organizations in the South. The Club presently operates three facilities, the oldest of which, the downtown Atlanta club. The Capital City Country Club, located in Brookhaven, was leased in 1913 and purchased in 1915. In the autumn of 2002 an additional club facility, the Crabapple Golf Club, was completed in the northern portion of Fulton County.
GOLDBERG: Yes. I live there right now.
MAZIAR: I presumed that you may have changed homes. I don't know.
GOLDBERG: Yes. I can give you that.
MAZIAR: Where did you live?
GOLDBERG: I came to Atlanta and I had an apartment off of 28th Street. I got married and I moved to Sandy Springs for my first home.
MAZIAR: That's what most people from the Northeast do.
GOLDBERG: Where the Kmart now sits on Roswell Road, my house was . . .
MAZIAR: I hope they bought your house!
GOLDBERG: I went to court to fight. I lived on the street right behind and went to court to fight to get a buffer, a 100 foot buffer. The judge looked down at me and said, "Young man, you'll get 50 feet." From there, then I moved back in toward Conway Forest Drive off Jett Road, the Chastain Park area. The next time I built myself a house off of West Paces [Ferry], up Randall Mill, in Randall Ridge. Six years ago, I sold that. All the chickens had flown the coop, and my wife and I were alone. We moved in to a townhouse on Peachtree [Road] right below West Wesley [Road]. We've sort of been in the Buckhead area for the last several years. My wife came from New Jersey when she was about 10, 11 years old. She spent most of her life in Buckhead.
MAZIAR: Where did her family have their home?
GOLDBERG: Ridgewood Road.
MAZIAR: That was still in the Jewish . . .
GOLDBERG: Up toward the end of . . .
MAZIAR: Right where the Jewish . . .
GOLDBERG: Out toward the end of West Wesley.
MAZIAR: Right.
GOLDBERG: No, Ridgewood Road wasn't so much.
MAZIAR: Ridgewood?
GOLDBERG: Not too far away was that whole Margaret Mitchell\(^29\) development.
MAZIAR: Right.

\(^{29}\) Margaret Mitchell (1900-1949) born in Atlanta, Georgia, was an American novelist and journalist. She wrote the bestselling 1936 novel *Gone with the Wind.*
GOLDBERG: That really came after they had been living there for many years. That was a later development.

MAZIAR: The only reason I bring that up, just on a personal note.

<Interrupt in tape>

MAZIAR: . . . comfortable living out there.

GOLDBERG: Even that has changed in terms of neighborhoods. There were neighborhoods where they wouldn't sell to Jewish people back in the 1940s, 1950s, 1960s. I think even into the 1970s. But it's changed. Atlanta has gone through a very dramatic cultural change.

MAZIAR: It is quite interesting. Did people ask you about your Jewishness in the beginning? Did you ever get the sense that there was some discomfort about that?

GOLDBERG: No.

MAZIAR: Never asked you what church you belonged to?

GOLDBERG: No. See, that's what surprised me, the fact that . . . maybe it shouldn't have surprised me because Dick Rich sort of preceded me and they knew he was Jewish. But becoming president of the Atlanta Chamber of Commerce and some of these other leadership roles because there were no other Jews involved. There just weren't any other Jews involved except what came out of Rich's. But that whole thing has changed.

MAZIAR: So you really set the tenor. You must have been very aware of that, about really setting that leadership example and how the company would be perceived but also how Jews in positions of influence would be perceived.

GOLDBERG: Yes. Very much so. But at the same time, we weren't involved. We, I'm talking about the Rich's executives, weren't involved that much in the Jewish community. Dick wasn't. My father-in-law wasn't. As I said, I did. In the early days, I was on the Jewish Home.

MAZIAR: How was it that they weren't involved?

GOLDBERG: They were so involved in the downtown business community, their whole life revolved around it. They belonged to the country club, but they weren't that active in it. I was probably a first generation that came along behind them who as a member of the Standard Club, the so-called Jewish country club, was actively involved in almost day-to-day participation because I played golf out there.

30 The Standard Club is a Jewish social club that started as the Concordia Association in 1867 in Downtown Atlanta. In 1905, it was reorganized as the ‘Standard Club’ and moved into the former mansion of William C. Sanders near the site of Georgia State University Stadium (formerly Turner Field). In the late 1920s the club moved to Ponce de Leon Avenue in Midtown Atlanta. Later, the club moved to what is now the Lenox Park business park and was located there until 1983. In the 1980s, the club moved to its present location in Johns Creek in Atlanta’s northern suburbs.
While neither one of them were really athletically inclined to the point where if they used the club, they used it for a social function. A Saturday night party or something like that. I got to know a lot of people who were involved in Jewish activities in town and would hear about it all the time in addition to what I was doing. I've served on [The Jewish] Federation [of Greater Atlanta] and things like that.

**MAZIAR:** Were you involved in Jewish activities growing up and your family?

**GOLDBERG:** Yes. In my synagogue back home. Youth group and that kind of thing, but I went away at a very early age. I enlisted in the [United States] Navy when I was 17 years old. I came out when I was 21. Finished college. Went to work. By that time I was full grown. I left a baby and came back a young man and seeking to build a career at that point. My synagogue involvement was, I mean my Jewish involvement, was very limited. It was primarily with the synagogue with the youth group and that kind of thing. I went through bar mitzvah. One of the unique things about me, and I guess I can brag about this, I put on tefillin from my bar mitzvah until I went aboard ship in the Navy. That was a long time.

**MAZIAR:** Yes.

**GOLDBERG:** I had shipmates of mine who used to stand there in the morning and watch me put tefillin on.

**MAZIAR:** Every morning you would do this?

**GOLDBERG:** Every morning of my life. [The] whole time I was in the Navy until we got into combat activity. Then I . . .

**MAZIAR:** Had your father done this?

**GOLDBERG:** No. But my father kind of showed me the way.

**MAZIAR:** That must have meant a lot to you.

**GOLDBERG:** It did. It really did.

**MAZIAR:** What do you think was going on?

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31 The Jewish Federation of Greater Atlanta raises funds, which are dispersed throughout the Jewish community. Services also include caring for Jews in need locally and around the world, community outreach, leadership development, and educational opportunities. It is part of the Jewish Federation of North America (JFNA).

32 Hebrew for ‘son of commandment.’ A rite of passage for Jewish boys aged 13 years and one day. At that time, a Jewish boy is considered a responsible adult for most religious purposes. He is now duty bound to keep the commandments, he puts on tefillin, and may be counted to the minyan quorum for public worship. He celebrates the bar mitzvah by being called up to the reading of the Torah in the synagogue, usually on the next available Sabbath after his Hebrew birthday.

33 Tefillin, also called ‘phylacteries’ are a set of small black leather boxes containing scrolls of parchment inscribed with verses from the Torah, which are worn by observant Jews during weekday morning prayers. They are worn around the arm, hand and fingers and on the forehead. The Torah commands that they should be worn as a “sign” and “remembrance” that G-d brought the children of Israel out of Egypt.
GOLDBERG: It was something I enjoyed doing. It wasn't a task. It wasn't a labor. It was something I was taught to do and the day my bar mitzvah was over, it wasn't something I felt I wanted to dispose of. I actually enjoyed that solitude, that period of meditation. All my friends knew I did it. I didn't have any other friends who were inclined that way. They were religious in their own way. It's something I just thoroughly enjoyed.

MAZIAR: You've always had this spiritual sense.

GOLDBERG: I think so. When I came to Atlanta, I sought to participate. I ran into a lady by the name of Mary Dwoskin, part of the Dwoskin family. She had been on the board of the Jewish Home for many, many years. She encouraged me to get involved. That was my first Jewish involvement. Subsequently, I was looking for some place to affiliate. Carole and I had met and we were talking about getting married. She and her family belonged to The Temple. I was raised Orthodox, eventually became a Conservative congregation in Worcester, Massachusetts. I was more comfortable at the AA [Ahavath Achim]. As a matter of fact, I remember taking Carole when we were first courting to the AA during High Holy Days services. It was like a different world to her. We decided to get married, and I wanted to have an aufruf. I was going to my home town, going back up to Massachusetts to my synagogue to do this. I needed to learn. It had been years since my bar mitzvah. I got the cantor at the Ahavath Achim to teach me my maftir. He recorded it all, and I played it over and over and over again.

MAZIAR: You went back and did your bar mitzvah portion?

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34 The Temple, or ‘Hebrew Benevolent Congregation,’ is Atlanta’s oldest Jewish congregation. The cornerstone was laid on the Temple on Garnett Street in 1875. The dedication was held in 1877 and the Temple was located there until 1902. The Temple’s next location on Pryor Street was dedicated in 1902. The Temple’s current location in Midtown on Peachtree Street was dedicated in 1931. The main sanctuary is on the National Register of Historic Places. The Reform congregation now totals approximately 1,500 families (2015).

35 Orthodox Judaism is a traditional branch of Judaism that strictly follows the Written Torah and the Oral Law concerning prayer, dress, food, sex, family relations, social behavior, the Sabbath day, holidays and more.

36 A form of Judaism that seeks to preserve Jewish tradition and ritual but has a more flexible approach to the interpretation of the law than Orthodox Judaism. It attempts to combine a positive attitude toward modern culture, while preserving a commitment to Jewish observance. They also observe gender equality (mixed seating, women rabbis, and bat mitzvahs).

37 Ahavath Achim was founded in 1887 in a small room on Gilmer Street. In 1901 they moved to a permanent building at the corner of Piedmont and Gilmer Street. In 1921, the congregation constructed a synagogue at Washington Street and Woodward Avenue. The final service in that building was held in 1958 to make way for construction of the Downtown Connector (the concurrent section of Interstate 75 and Interstate 85 through Atlanta). The synagogue moved to its current location on Peachtree Battle Avenue in 1958.

38 The two High Holy Days are Rosh Ha-Shanah (Jewish New Year) and Yom Kippur (Day of Atonement).

39 Aufruf is the custom of honoring the groom by being called up to the Torah reading on the Sabbath before his wedding.

40 Maftir refers to the last person called up to the Torah on Shabbat and holiday mornings. This person reads the haftorah portion from a related section of the Nevi'im (prophetic books).
GOLDBERG: That I did. We got married. We were married by Rabbi [Harry] Epstein.\footnote{Rabbi Harry Epstein (1903-2003) served as the rabbi of Ahavath Achim Synagogue in Atlanta, Georgia from 1928 to 1982. Under his leadership the congregation began to shift to Conservatism, which they adopted in 1952. Rabbi Epstein retired in 1982, becoming Rabbi Emeritus and Rabbi Arnold Goodman assumed the rabbinic post.} I joined the AA. We were married at the Standard Club by Rabbi Epstein and Rabbi [Jacob] Rothschild.\footnote{Rabbi Jacob Rothschild (1911-1973), born in Pittsburgh, Pennsylvania, was rabbi of the city’s oldest Reform congregation, The Temple, in Atlanta, Georgia from 1946 until his death in 1973 from a heart attack. He forged close relationships with the city’s Christian clergy and distinguished himself as a charismatic spokesperson for civil rights.} Rabbi Rothschild did like a little sermonette. Subsequently, we had children. My children were growing. I wanted them to be *bar mitzvahed*. Temple did not have *bar mitzvah*.

MAZIAR: Right.

GOLDBERG: Under no circumstances would Rabbi Rothschild ever have *bar mitzvahs*. I was one of ten young Jewish fathers who all pretty much felt the same way, and we formed Temple Sinai.\footnote{Temple Sinai was founded as a Reform congregation in 1968 and met in a variety of locations before establishing a synagogue on Dupree Drive in Sandy Springs, north of Atlanta. Rabbi Richard Lehrman was chosen as the congregation’s founding rabbi. The current rabbi is Rabbi Ron Segal (2016).} That’s how Temple Sinai came about, because some of the ten of us were kind of discouraged. We wanted to practice Reform Judaism\footnote{A division within Judaism especially in North America and Western Europe. Historically it began in the nineteenth century. In general, the Reform movement maintains that Judaism and Jewish traditions should be modernized and compatible with participation in Western culture. While the *Torah* remains the law, in Reform Judaism women are included (mixed seating, *bat mitzvah* and women rabbis), music is allowed in the services and most of the service is in English.} because of our spouses or for one reason or another. The Temple didn’t provide us with the kind of Judaism we were looking for. I guess that’s the way most of us in that group of ten would have summed it up. So we started Temple Sinai, and we hired Rabbi [Richard] Lehrman,\footnote{Rabbi Richard Lehrman (1938-1979) arrived in Atlanta, Georgia, in 1965 as the assistant rabbi at The Temple. He was chosen as Temple Sinai congregation’s founding rabbi in May 1968.} who had been at The Temple as assistant. It grew like wildfire. As a matter of fact, today they are talking about expanding it from . . . they’ve had a limitation of some 400 odd families. I think they’re going to 600. But eight or ten Reform congregations did that. Anyway, I was active and I became the third president of Temple Sinai. Enjoyed it thoroughly. Then I lost my father in, I think it was around 1970. I wanted a place to go say *Kaddish*\footnote{*Kaddish* (Hebrew for ‘holy’) is a hymn of praises to G-d found in the Jewish prayer service that is recited aloud while standing. The central theme of the *Kaddish* is the magnification and sanctification of G-d’s name. Along with the *Shema* and *Amidah*, the *Kaddish* is one of the most important and central elements in the Jewish liturgy. Mourner’s *Kaddish* is said at all prayer services and certain other occasions. Following the death of a parent, child, spouse, or sibling it is customary to recite the Mourner’s *Kaddish* in the presence of a congregation daily for 30 days, or 11 months in the case of a parent, and then at every anniversary of the death. It is important to note that the Mourner’s} every day. There wasn’t any place except the AA. I went to the AA every
morning, every afternoon, seven days a week. I wasn't a member. I just participated.

MAZIAR: And Helen Cavalier took care of you just the same.

GOLDBERG: That she did. It came to the point where they asked me to conduct services, and I could do that. The morning service is a little tougher. It's a little long, but I can do <unintelligible> any time. No problem at all. I did that for the entire year. But about six months into the year, I went to the rabbi and I said, "I want to join." I had dropped out after we had kids. We had joined the Temple and created Temple Sinai. He said, "You don't have to feel obligation at all. You're welcome here any time you want to." I said, "No. I think it's only right." So I did. I rejoined the AA. I finished out my year. They used to have some great celebrations over there, birthday. You may have heard about their famous birthdays. Saturday festivities and that kind of thing. I always participated. At one time, I belonged to the AA, The Temple, and Temple Sinai, all three.

MAZIAR: You just like to support a lot of Jewish organizations.

GOLDBERG: My wife and I joined The Temple as sort of associate members because of my membership in Sinai. But we've become very active in The Temple now. Just made a major contribution in memory of my in-laws who have both passed away in the last couple of years. There was a Rothschild Institute at The Temple [Rabbi M. Jacob Rothschild Institute for Social Justice]. As of this Saturday night, Friday night, it will become known as the Brockey-Rothschild Institute, named after my mother-in-law and father-in-law. We're participating in that kind of thing. I've gotten involved with Genesis Shelter, which is going to be at The Temple in the new building, that sort of thing.

MAZIAR: That's for women and newborns.

GOLDBERG: Yes. I've been out fundraising for it. Now, I'm trying to get some lights donated for the interior of the building.

MAZIAR: I think The Temple has always stood out for its social action commitment. It has always provided Jews who want to make a commitment to the community in the broader sense the opportunity to do that.

GOLDBERG: Absolutely.

MAZIAR: The other synagogues have been much slower to do that.

GOLDBERG: Yes, they have been.

Kaddish does not mention death at all, but instead praises G-d.
MAZIAR: Although AA has a very large community action.

GOLDBERG: Yes.

MAZIAR: We belong to AA.

GOLDBERG: Yes, very much so. I think the rabbi has been very much responsible for that. I enjoyed working with him. I have when I was president of AJC [American Jewish Committee] for a couple of years.

MAZIAR: I think it's often a family crisis when there's a loss, when there's a death in the family.

GOLDBERG: Yes. I love [Rabbi] Alvin Sugarman.47 I mean, he's a sweetheart. He got me involved in Genesis and the shelter. I'm in my semi-retirement. I'm enjoying all these things.

MAZIAR: It sounds like you've got a couple of other careers going that you had to put on hold, if anything.

GOLDBERG: When I retired from Rich's in 1985, I felt I was still a young man. I didn't want to quit. I did some consulting business, and I started a construction company.

MAZIAR: This might be a good time to stop. It's 11:20. We really haven't talked about . . . Does it seem like the time went by fast?

GOLDBERG: It really does. I am absolutely flabbergasted. I have thoroughly enjoyed it.

MAZIAR: That's good. I'm glad you have. I have too. Why don't we stop here? If we can meet again, I'd like to pick up with the business about the changes that went on at Rich's and just your view of community.

GOLDBERG: Great. Sure.

<End Tape 1, Side 2>

<Begin Tape 2, Side 1>

MAZIAR: Taping for the American Jewish Committee Oral History Project. I'm with Joel Goldberg. The date is March 14, 1994. Mr. Goldberg has prepared some extensive information about Rich's Department Store.

GOLDBERG: Today we're going to talk about Rich's, a store of legend. <Goldberg Reads> It

47 Rabbi Alvin M. Sugarman, now retired, is the Rabbi Emeritus of The Temple in Atlanta. He began his rabbinate at the Temple in 1971 and in 1974 was named senior rabbi. A native of Atlanta, Rabbi Sugarman received his BBA from Emory University and was ordained by Hebrew Union College. In 1988 he received his PhD in Theological Studies from Emory University.
was started back in 1867 shortly after Mr. Sherman\textsuperscript{48} had devastated Atlanta. It starts with [Mauritius] Morris Rich, a Hungarian immigrant from Karchau, [also spelled Kaschau] Hungary, who at age 20 started Rich’s, a company known as M. Rich [& Co.] at that time, in 1867. Morris was the son of Joseph and Rose Reich of Karchau, Hungary.

**MAZIAR:** How do you spell that? Do you know?

**GOLDBERG:** R-E-I-C-H.

**MAZIAR:** How do you spell the town of origin?

**GOLDBERG:** K-A-R-C-H-A-U.

**MAZIAR:** Thank you.

**GOLDBERG:** Joseph and Rose Reich, as I assume it was pronounced back in Hungary in those days, had seven children: five sons and two daughters. To get a little background of the family, the Revolution of 1848 had started in France and spread to the rest of Europe. They were very uncomfortable for Jews in particular. The Reichs made plans for getting their children to America. The first to come was the eldest, William, and the fourth son, Morris, who at that time was age twelve.

**MAZIAR:** Excuse me. Do you know anything about them, socio-economically or politically? What their situation was before they came? There's no history about that?

**GOLDBERG:** Nothing. They traveled from Hungary to Vienna [Austria] to Berlin [Germany] to Hamburg [Germany], and there their parents had booked passage on a ship to New York. They arrived in America and, subsequently, settled with friends from Hungary. They settled in Cleveland, Ohio. In the true entrepreneurial spirit, they became peddlers as America headed into a bitter four-year war.\textsuperscript{49} As many of the other European Jews had done, they anglicized their name to Rich, R-I-C-H, when they arrived in the country. Three years later, Daniel, then age 19, and Emanuel, 13, arrived. These two brothers headed for the Midwest and began their Americanization and their apprenticeship in the mercantile field. With the end of the Civil War, the four brothers were free to travel through the South. William, the

\textsuperscript{48} General William Tecumseh Sherman (1820-1891) served as a general in the Union Army during the American Civil War. He is best known for the harshness of the scorched earth polities he implemented in conducting war against the Confederate States.

\textsuperscript{49} The American Civil War, widely known in the United States as the ‘Civil War’ or the ‘War Between the States,’ was fought from 1861 to 1865 to determine the survival of the Union or independence for the Confederacy. In January 1861, seven Southern slave states declared their secession from the United States and formed the Confederate States of America. The Confederacy, often called the ‘South,’ grew to include 11 states, and although they claimed 13 states and additional western territories, the Confederacy was never diplomatically recognized by a foreign country. The states that did not declare secession were known as the ‘Union’ or the ‘North.’ The war had its origin in the issue of slavery. After four years of bloody combat, which left over 600,000 Union and Confederate soldiers dead and destroyed much of the South's infrastructure, the Confederacy collapsed, slavery was abolished, and the difficult Reconstruction process of restoring national unity and granting civil rights to freed slaves began.
eldest, and the adventuresome one, the fortune maker and loser, the family gambler, was the first one to be attracted to Atlanta. Morris had dropped off at Chattanooga, Tennessee, and found employment in a retail store in Chattanooga as the four brothers headed south. Daniel and Emanuel headed for a little town of Albany in South Georgia where they opened a retail store. William made a start with a wholesale dry goods business in Atlanta. He was later to have a whiskey distillery on Broad Street and an interest in coal mines. William would later marry a woman from Nashville, Tennessee, and he moved there and where they reared 11 children. But in 1865, he had a business and a home in Atlanta, and a stopover spot for young Morris who gave up his job in the Chattanooga store and returned to peddling with the entire State of Georgia as his territory. For a year and a half, Morris peddled door to door throughout the State of Georgia. In 1867, he settled in Atlanta. He borrowed $500 from his brother, William, and rented a building at 36 Whitehall Street. That was on May 28, 1867. By 1877, Atlanta had rebuilt most of General Sherman's devastation. Morris had prospered, and at age 30 expanded his store twice, moving first to 43 Whitehall Street and then to 65 Whitehall Street at the corner of Hunter Street [now Martin Luther King, Jr., Boulevard]. By this time, everybody but his father Joseph had come over from Hungary. A brother Herman had settled in Birmingham [Alabama]. His oldest sister Julia had married in Hungary and arrived with her husband, Jay Hirschberg, along with the younger sister Fannie. Mother Rose had preceded her husband to America, but she passed away in 1875 at age 58. It was five years later before Joseph would arrive in 1880. She's buried in Oakland Cemetery. Joseph, who died in 1885 at age 75, is buried nearby. Subsequently, Emanuel and David sold their store in Albany, Georgia, bringing their stock to pool with Morris', and both joined the M. Rich Store starting as clerks. The store then became known as M. Rich & Bros. Life was no longer all work for the Rich brothers. There was time for social activity. The Atlanta Jewish community to which they belonged came from a rich European culture in many ways more sophisticated and more advanced than the rest of the area. There were intellectuals in the group, people of cultivated tastes and breeding, and a lively interest in entertaining. A congregation was formed in 1867 when a visiting rabbi here to officiate at a wedding encouraged the guests to form a congregation and to engage a rabbi. William Rich

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50 Oakland Cemetery is the oldest cemetery and one of the largest green spaces in Atlanta. Many notable Georgians are buried at Oakland including Margaret Mitchell, author of *Gone with the Wind*; Joseph Jacobs, owner of the pharmacy where John Pemberton first sold Coca-Cola as a soft drink; Bobby Jones, the only golfer to win the Grand Slam, the United States Amateur, United States Open, British Amateur and the Open Championship in the same year; as well as former Georgia governors and Atlanta mayors. Oakland is an excellent example of a Victorian-style cemetery and contains numerous monuments and mausoleums that are of great beauty and historical significance.
was a charter member of the group which first met in homes, later on in rented rooms over store buildings, which was sort of typical to start-up synagogues. In 1877, the first synagogue was completed at the corner of Forsyth and Garnet Streets.

MAZIAR: What was that?

GOLDBERG: Except for William, the Rich brothers were bachelors. William married Miss Rose Loveman of Nashville, Tennessee, and subsequently he went there to live. A surge in social encounters led to matrimony for all three of the bachelor brothers in a couple of years. These marriages supplied new branches to a family that would reach almost every phase of Atlanta business, professional, and civil life.

MAZIAR: They were in their 30s it sounds like at this point?

GOLDBERG: Yes.

MAZIAR: And their business was already successful. They were already established.

GOLDBERG: Very successful. The descendants of the Richs and the connections by marriage today include scores of prominent Atlantans who have made significant contributions to the life of the community. Morris was the first to marry. He married Maud Goldberg of Madison, Georgia, who had stopped to visit friends on the way home from school in St. Louis in 1877. The matchmaker saw to it that Morris and Miss Goldberg met. In less than a year, they were married. That marriage lasted 50 years until Morris’ death in 1928. Brothers Emanuel and David would follow suit within a year.

Morris Adler, founder of the Atlanta Paper Company and a native of Germany, had brought a wife from his homeland, the former Elise Sartorius of Frankfurt, Germany. Her two sisters, Bertha and Claire, came to Georgia to visit. Bertha captivated Emanuel, and in 1879 they were married. Claire was to help found another prominent Georgia family. She married Joseph Jacobs who founded the Jacobs’ Pharmacy chain,51 and they became parents of another distinguished Atlantan, Sinclair Jacobs. That was the year Daniel Rich married their first cousin Julia Teitlebaum.

MAZIAR: I see why you wrote this down. Julia Teitlebaum. Okay.

GOLDBERG: Sister of Adolph who worked for Morris when he first opened his retail store.

51 Jacob’s Pharmacy was a chain of drug stores founded by Joseph Jacobs. Jacobs was born in Jefferson, Georgia. He attended the University of Georgia in 1877 and received a degree from the Philadelphia College of Pharmacy in 1879. In 1879 Jacobs opened the Athens Pharmaceutical Company in Athens, Georgia. In 1884, he bought a drug store in Downtown Atlanta on the southwest corner of Peachtree and Marietta Streets where, in 1886, Coca-Cola was served for the first time as a fountain drink. There was also a Jacob’s Pharmacy in the heart of Atlanta’s Buckhead neighborhood where Charlie Loudermilk Park is now located.
Subsequently, Fannie, the youngest of the Rich children, married Aaron Haas, a Georgia cotton merchant. Their children and grandchildren are prominent today in real estate and legal circles in Atlanta. Emanuel and Bertha had a son Walter, who would succeed his Uncle Morris as head of the store in 1926. Morris and Maud had a baby girl, Rosalind, whose son Richard Rosenheim later changed to Rich became head of Rich’s in 1949. In all, the brothers had ten children: two each for Morris and Emanuel, and six for Daniel. The brothers built three large two-story homes next to each other on Pryor Street. For years, the three Rich brothers walked home together for midday dinner and a nap or rode the steam engine drawn streetcar that ran down Pryor Street. For years, the brothers kept their money in a joint bank account. But William, the flamboyant one who had a taste for investing money in glamorous enterprises such as coal mining, brought an end to that arrangement. According to family lore, William was a millionaire four times and broke four times. In 1900, M. Rich & Bros. filed a petition for a chartered incorporation. Morris was elected president, brother Daniel vice president and treasurer, and David Strauss, the company accountant, was elected secretary. In 1901, Walter Rich, son of Emanuel, graduated from Columbia University and joined Rich’s. He became a vice president in 1920 and in 1926 succeeded his Uncle Morris as president. Morris, then age 79, became chairman of the board. The store had outgrown its Whitehall Street location and in 1924 built a new store at the corner of Broad and Alabama Streets. Morris died in 1928 at age 81. His brother Emanuel had passed away in 1897 and Daniel in 1920. They are all buried at the old Oakland Cemetery near their parents. Walter found himself with a new store and formidable competition as Macy's of New York announced the purchase of Davison-Paxton-Stokes Company, a big new store in the better part of town on Peachtree Street. Walter knew Mr. and Mrs. Frank [Henry] Neely socially. Mrs. Neely, the former Rae Schlesinger, a graduate of Smith, had been teaching the Rich daughter, Bea, along with her own daughter, Rachel, at home. The families were good friends of long standing. Frank Neely was a Georgia Tech [Georgia Institute of Technology] graduate, an engineer, who had great achievements at the Schlesinger Candy Factory, at Fulton Bag and Cotton Mills, and at Westinghouse Electric Company in Pittsburgh [Pennsylvania].

**MAZIAR:** Was he Jewish?

**GOLDBERG:** I don't think. He joined The Temple.

**MAZIAR:** What about his wife?

**GOLDBERG:** She was. Rae was Jewish.

**MAZIAR:** The synagogue that you are referring to is The Temple?
GOLDBERG: Ultimately became The Temple.

MAZIAR: It ultimately became The Temple in 1876. Frank Neely. How was he involved in this again? He was involved in Davison's?

GOLDBERG: No. Frank Neely had worked for Rae Schlesinger's father in the candy factory. Mr. Schlesinger owned the candy factory and then went with Westinghouse Electric in Pittsburgh. Back to Atlanta where he went to work for the Fulton Bag and Cotton Mills. And built himself a national reputation.

MAZIAR: Okay.

GOLDBERG: Walter convinced Frank Neely to join Rich's. Thus, it came about that Rich's was the only department store in the nation which was run for a quarter of a century by an engineer. He was a freshman at Georgia Tech when he met Rae Schlesinger. They married eight years later in a grand wedding at the Schlesinger home. Frank initiated dramatic change at Rich's including the method of inventory and stock control. A noble first was the introduction of air conditioning to the store, the first store in the country to be completely air conditioned.

MAZIAR: That would draw people in during the summer.

GOLDBERG: Yes. He created new policies that stand to this day, such as "the customer is always right," "customer makes their own adjustments," "quality for quality," "Rich's will never be undersold," a very liberal credit policy, and the famous "Atlanta Born, Atlanta Owned and Atlanta Managed." And he created new standards for the workers.

MAZIAR: Excuse me. Was he the first outsider to work for Rich's?

GOLDBERG: First outside of the brothers.

MAZIAR: Out of the family.

GOLDBERG: Right.

MAZIAR: This Mr. Strauss was also in the family?

GOLDBERG: Strauss was not. He was the accountant.

MAZIAR: The accountant.

GOLDBERG: Right.

MAZIAR: What was Frank Neely's position at Rich's?

GOLDBERG: Came in as a vice president. He created a new standard for workers, a quota bonus plan, a free employee clinic, an employee credit union, and insurance and pensions for all employees. During World War II when all the young men in the store including Dick Rich were
in the service, Frank Neely and Walter Rich ran the store and served the war effort at home. In 1926, Frank Neely was named Atlanta’s "Citizen of the Year." He served on several commissions of presidents, organized and chaired the Georgia Department of Commerce, was chairman of the Federal Reserve Bank in Atlanta for 16 years, a Regional Director of the War Production Board, and was responsible for bringing Bell Aircraft [Corporation] to Atlanta, subsequently becoming Lockheed [Martin]. Frank Neely had built himself a nation-wide reputation. First chairman of the Georgia Nuclear Advisory Commission, Frank Neely was instrumental in the construction of a nuclear research reactor at Georgia Tech, and the establishment of Georgia Tech's School of Nuclear Engineering, both done with funds from the Rich Foundation. In recognition, Georgia Tech named the school the Frank H. Neely Nuclear [Research] Center. Dick Rich came home from running Rich's New York office in 1935 to take his first executive job at the store as the advertising director.

MAZIAR: What was in New York at the time?
GOLDBERG: The buying office. David Strauss died in 1936, and Mr. Dick became vice president and treasurer.

MAZIAR: And his parents are . . .
GOLDBERG: Mr. Dick was his famous . . . that's what everybody called him. They called them Mr. Walter and Mr. Dick.

MAZIAR: And Dick Rich's parents were?
GOLDBERG: The Rosenheims. I'm going to elude to that in just a second. In 1930, Dick married Virginia Lazarus of New Orleans. It was Walter's idea that Dick take his mother's maiden name of Rich if he were to ever head the family business. His parents, Herman and Rosalind Rosenheim, agreed to that.

MAZIAR: His mother was one of the original sisters? Is that right?
GOLDBERG: Morris' daughter. The Rich Foundation was established to distribute a large share of the profits of the company to the Atlanta community. First, was a contribution of a business school building at Emory [University] to honor the three founders, Morris, Emanuel, and Daniel. Later, a donation of a radio station to the city and county school system, which still exists today; a computer center at Georgia Tech; an outpatient ward at Georgia Baptist Hospital; a laboratory for industrial engineering department at Georgia Tech; and a wing at St. Joseph's Infirmary, now known as St. Joseph's Hospital. The foundation today is private, and I serve as its president. Walter Rich,
widely respected in the community, genuinely loved in the store, received many awards in his life time. One of the most prized came the last year of his life, the famous Tobe Award\textsuperscript{52} presented him in January 1947 in New York City for distinguished contribution to American retailing. Walter died the following November. A member of the Hebrew Benevolent Congregation, now known as The Temple, he supported churches and schools and hospitals no matter the denomination. He served on the Fulton-DeKalb Hospital Authority, which is Grady [Memorial] Hospital. He was a valued member of the executive committee of St. Joseph's Infirmary and a major supporter of Young Harris College in North Georgia. Following the death of . . .

MAZIAR: Excuse me. How did he get to do that?

GOLDBERG: Customers.

MAZIAR: Did he know anyone in particular or did he just . . .

GOLDBERG: No, he just knew people there who solicited from the foundation, and he personally became a major contributor. Following the death of Mr. Walter, Frank Neely became president until 1949 when he became chairman of the board.

MAZIAR: Who is Frank? Oh, Frank Neely.

GOLDBERG: Dick became president. In 1961, Harold Brockey became the fifth president of Rich's, Dick Rich became the third chairman of the board, and Frank Neely chairman of the executive committee. In 1971, I became the sixth president of Rich's, and in 1978, the fifth chairman of the board. The biggest building program in the store's history would be launched during Dick Rich's regime as president.

MAZIAR: Which spanned what years of him again?

GOLDBERG: 1940. Want to cut that off?

<Interruption in tape>

MAZIAR: Dick Rich was president from 1949 to 1961.

GOLDBERG: Harold Brockey became President in 1961 when Dick became chairman of the board. I became President in 1971 when Harold Brockey became chairman of the board. Dick then became chairman of the executive committee. That was our line of succession. As we continue, I will get into more detail on the 1950 to current times.

MAZIAR: That's wonderful. You were talking about the expansion program that began. Is there anything else?

\textsuperscript{52} The Tobe Award was one of the outstanding honors which can be awarded a retail merchant.
GOLDBERG: Two more stores.
MAZIAR: Okay.
GOLDBERG: In 1959 was Lenox Square. Actually, in 1954 they went to Knoxville, Tennessee. I guess the company had a philosophy that they would not . . . they so dominated the Atlanta marketplace. In fact, in Georgia, they would not ever build anything within 150-mile radius of Atlanta, so they went to Knoxville, Tennessee. That was their first venture. Atlanta grew so rapidly in those next four years that in 1959 Lenox Square was built. That was the first Atlanta branch. Right behind that was three, four more branches.
MAZIAR: How did it happen that they picked that spot at Lenox? The Alexander family had their estate right across the street. Did that have . . .
GOLDBERG: It so happened that Rich's didn't pick it, although Frank Neely was somewhat instrumental. The land was bought by the Noble Foundation out of Oklahoma. Ed Noble was a real estate developer, who moved to Atlanta and started buying real estate and bought all that farm land. It was some just under 80 acres at the corner of Lenox Road and Peachtree [Road]. That became Lenox Square.
MAZIAR: It was all undeveloped out there?
GOLDBERG: Farm land.
MAZIAR: At that time.
GOLDBERG: Strictly farm land.
MAZIAR: But the Alexanders had their home. Their home was established.
GOLDBERG: Yes, that was across the street.
MAZIAR: But that was just across the street.
GOLDBERG: Behind what is now the . . . the Buckhead Loop goes through it. It really would be behind what is now the Ritz-Carlton Hotel.
MAZIAR: Right. And that would be . . . the home is still standing.
GOLDBERG: Yes. I don't think it's going to be much longer.
MAZIAR: Oh really?

53 Henry Aaron Alexander, Sr. (1874-1967), husband of Manya (Marion) Klonitsky-Kline Alexander, was born in Atlanta, Georgia. He was a prominent attorney, scholar, and religious leader. Alexander served in the Georgia State House of Representatives and was a veteran of World War I. He was also a president of the Atlanta Historical Society and a prominent Atlanta attorney. He was a member of the defense team in the trial of Leo Frank. In 1930 he built one of the largest homes in Atlanta on Peachtree Road, with 33 rooms and 13 bathrooms. Alexanders sold part of their land for development of the Phipps Plaza Mall which opened in 1969.
GOLDBERG: With the plans that are underway. Are you familiar with Longleaf? You know, Longleaf that comes off of Wieuca [Road]?

MAZIAR: Yes.

GOLDBERG: That's practically a Jewish street.

MAZIAR: Is that right?

GOLDFVERG: They've all been bought out. Mendel Rohm have moved. Jerry and Henrietta Gilbert are in the process of building a home at Lake Forrest. Dick Rich's sister lived there and several other Jewish families. The owners of Phipps [Plaza] bought them all out and gave them six months to move, or some period of time to move, and they will clean that whole thing out and all the way over to the Alexander property. That will become a housing development, some apartment. I don't know what the rest of it's going to be.

MAZIAR: I recall right before they built [Georgia State Route] 400 there was a lot of discussion about what was going to happen to the Alexander home.

GOLDBERG: Yes. There were all kinds of arguments about it. I think they finally have settled it. When Equitable redid Phipps, they built a fire station. I don't know if you've been over that way, on the back, and gave it to the City of Atlanta.

MAZIAR: Of course.

GOLDBERG: That was part of their contribution. That enabled them to get some of the rights to redevelop that whole thing. Whether they specifically own the Alexander property or not, I don't know. I think they do, in addition to that whole Longleaf area. I think they own everything from Wieuca clear over to the back of the Ritz Carlton.

MAZIAR: What really strikes me about this story is how the family had such a vision about what they were about.

GOLDBERG: And at a very young age.

MAZIAR: It was just incredible.

GOLDBERG: I mean, Morris started Rich's.

MAZIAR: And the nerve! They not only had the vision but the nerve.

GOLDBERG: William was the oldest, and as I said, he was flamboyant. He was an entrepreneur. But he made millions and he went broke. He started a dry goods store in Atlanta. He was the first. There isn't much mention of it because he had his finger in everything. I don't think he stayed in it too long because he opened a distillery on Broad Street. Then he got in the coal mining business in
Alabama. He made money and he lost money. He was a real gambler. Morris came and stayed with William in Atlanta. As I told you, he stopped in Chattanooga and went to work there. When he came to Atlanta in 1867, he was 20 years old. He borrowed $500 and started that store on Whitehall Street.

MAZIAR: Who did he borrow the money from?

GOLDBERG: From William. That was one of William's rich periods. Then Daniel and Emanuel sold their store or their property in Albany, Georgia, lock, stock and barrel. They came. They were in the same type of business, the dry goods business, merged it with Morris' and went to work for Morris.

MAZIAR: Does anybody know what happened? Their father hung behind in Hungary.

GOLDBERG: Their father stayed behind in Hungary because they could only get them out in small pieces. First came two brothers. Then came two brothers. Then came the mother with one of the sisters. In those years, that revolution going on, it spread all over Europe. The Jews were typically not in a very comfortable position. He worked to get everybody out before he came himself. There is nothing to tell. From 1875 to 1880, there's nothing to tell what he was doing. He was in Hungary. His wife died in 1875. He didn't get over here until 1880. I find no record of anything that says what he did those five years.

MAZIAR: Has anybody been to their original community and visited the cemetery or looked up... there may not be anything because I think some of those communities were wiped out.

GOLDBERG: Not that I'm aware of. I don't even know if that community even exists today. It was a small Hungarian community. Small town as I recall reading about it. They moved from there into a larger Hungarian city when they started to move the whole family over to America. So there is nothing in there. There is nobody in the family today that could even tell you. Michael, Dick's only son, passed away a couple of years ago. He was very young, early 50s.

MAZIAR: Was he involved in the business?

GOLDBERG: Yes. Michael worked for me for a number of years. His last job, he was vice president of personnel. He was the store manager at one time. He was a buyer for me. That was his first executive position. I was merchandising in what was known as the Rich's Basement in those days, later became known as the Budget Store. He was my junior sportswear buyer.

MAZIAR: That must have been very... what was it like with all the children of the original people involved? Did they all want to have participation in the store or how did that work out?

GOLDBERG: Is that on?
MAZIAR: Would you like me to turn it off?
GOLDBERG: Yes, I think we need to.
MAZIAR: Okay.

Interview pauses, then resumes

MAZIAR: I wanted to ask you. We were talking about the family involvement in Rich’s. Harold Brockey, who was your father-in-law, how did he come in the picture?

GOLDBERG: He was working for Macy's in New York. Macy's sent him to Atlanta because they owned Davison-Paxton in 1949, I believe it was, to run their Home Store. He did such a great job there that Dick Rich and Frank Neely called him and hired him to run Rich’s Home Store. He came. One year at Davison's and he came and did a great job in our Home Store. He replaced a member of the family. He replaced Oscar Strauss. They let Oscar Strauss go, who is Margaret Weiller's father. Brockey took his job. From 1949 he was vice president of the Store for Homes. He became general merchandise manager of the entire store in the mid-1950s and then became president in 1961. He was a New Yorker. Well, he was from New Jersey and moved to Atlanta in 1949 with his wife and two daughters.

MAZIAR: He hired you when you came down here?
GOLDBERG: No. A fellow by the name of. . . when I came here, I came as a. . . no, he was running the Home Store. I came as a fashion buyer, a women's dress buyer. I was hired by a fellow by the name of Bud [Louis] Long. Bud Long was the general merchandise manager of the entire store of the time. He was Brockey's boss. Bud Long and a fellow by the name of George Sanford [sp], who was general merchandise manager of the Home Store, hired me. I became a buyer. I came up through the Fashion Store.

MAZIAR: Let me ask you. What attracted you to Rich's? What is it that really made it stand out? From the history that you presented, there just seemed to be this aura about . . .

GOLDBERG: There truly is. I started in the business in [W.] Filene's [Sons Co.] in Massachusetts, my home, after World War II and after graduating from college. Then I spent a year with a resident buying office in New York City called Associated Merchandising Corporation. They were the resident buying office for Filene's and Rich's in Atlanta and some 25 of the largest department stores in the country. I got to know the people at Rich's because as a

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54 Associated Merchandising Corporation is based in New York, New York. It operates as a retail merchandising sourcing services provider in apparel and other general merchandise. Associated’s largest store member, Federated Department Stores, left the fold in 1983.
resident buyer, I was buying merchandise for Rich's. They had a department in which the New York office was doing their buying. They had a department manager who did all their buying for them. I knew the store very well. They had an opening in the better dress department. The merchandise manager, who I knew from her travels back and forth to the New York buying office, said, "Why don't you come to Atlanta? I've got a buying job. You'd be a natural for it." So I, tongue in cheek, flew to Atlanta. It was a very unique experience. On the plane coming down, [I was] sitting in the seat next to a young fellow about my age. I was thinking. I was 29 then. We got to talking and he says, "What are you doing?" I said, "I'm going to Atlanta for an interview." He said, "Where?" I said, "Rich's." He said, "Let me tell you a story about that store." He said, "One day I came home from work and I found a vacuum cleaner sitting at my door step. It was from Rich's. So, I called Rich's. I said, 'There's a vacuum cleaner at my door. It doesn't belong to me. Probably belongs to some other customer. Would you please come pick it up?'" He said, "A week went by and it still sat there, and I called again. I was quite angry about it. I said, 'Come get that vacuum cleaner. I'm going to give it away.'" They apologized profusely, and some man called him back. I forgot who the name was. He told me at the time. He said, "We apologize for the inconvenience we have created for you. Please keep the vacuum cleaner as a gift from Rich's." How many stores will do that kind of thing? I said to myself, "What kind of screwballs am I going to work for" because I worked in a Yankee department store at Filenes. We didn't have policies at that time. But I heard story after story after story. I came down and interviewed and liked what they had to offer and I came to work as a dress buyer. One of my first experiences was the wife . . . the son of a governor of Georgia was getting married. We'll have to leave the name out. His wife came to my department to buy her mother-of-the-groom dress for the wedding. She bought a lovely dress. That was on a Friday. Monday morning, she was back in the store with the dress. One of my sales girls came back to my office. She said, "Mr. Goldberg, the governor's wife is out there with that dress she bought last week. She wants to return it." I said, "What do you mean, she wants to return it?" "Well, she spilled champagne down the front of it. She can't get it out and she really has no use for the dress." She said, "I think you better come out and talk to her." So I did. I went out on the floor. I said, "Yes ma'am, can I help you?" She says, "I'm returning this dress." I said, "I'm sorry, I can't take that back from you. You've spilled a drink on it. I can't return it to the manufacturer. I can't sell it. We don't sell seconds. We don't sell used clothing here." She says, "What do you mean you can't
take it back?" She says, "Rich's policy is you'll take it back." I said, "I'm sorry, ma'am." I had been at Rich's all of three weeks. She took the dress out of the sales girl's hand and disappeared. About 20 minutes later, I get a call from Dick Rich. He said, "Young man, would you please come to my office." I went to Dick Rich's office. He proceeded to lecture me on the history of the business, the success of the business, and the less than one-tenth of one percent of people like the governor's wife who would take advantage of us. And look at all the friends we'll make if we take the dress back from her and she goes and tells all her friends what a wonderful place Rich's is. That's better than full-page advertising. He said, "I took the dress back. It's now back in your department. You will issue her the credit for it." I said, "Yes, Sir." I learned with the best. He was absolutely right. It's a shame that policy doesn't exist today, but that was the policy.

MAZIAR: But he wasn't afraid. He had the absolute 100 percent conviction.

GOLDBERG: Absolutely. There was no question about it. The department I bought for, we had like a 35 percent return rate. Women would come in and buy three or four dresses, take them home, try them on, bring all four of them back or bring three of the four back and keep one. I used to grin and bear it because I knew what kind of business it was. Back in those days, when I came in 1959, we had reporting figures. I've forgotten who this is from. All the stores reported their figures, so we'd get Davison's, J.P. Allen [Co.], Sears [Roebuck and Company], and [J.C.] Penney. There was a clearinghouse. I can't remember what it was, whether it was one of the banks or the Federal Reserve [Bank]. They issued the figures once a week. You would know what your figure was. You couldn't identify who the other people were. In those days, Rich's did 63 percent of the reporting business in this town of those stores. Sixty-three percent. That's incredible. The largest of any store in the country. The most dominant.

MAZIAR: Was it loyalty? Do you think it was built up over time?

GOLDBERG: Absolutely. The policies: The customer is always right, the customer makes his or her own adjustments, liberal credit policy. There are stories I didn't get into because they pertain more to the merchandising, the techniques of running the store. I was trying to get in for this oral history into the personalities of the people that developed it. But there are stories that when the City of Atlanta went broke, and it did go bankrupt, Rich's issued scrip to the teachers.

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55 Scrip was used during the Great Depression era as a substitute for government issued currency. Because of the banks closing temporarily and the lack of physical currency, someone had to come up with another form of currency to keep the economy going and a way for trade to continue. Therefore, the old idea of local currency was reborn. Paper, cardboard, wood, metal tokens, leather, clam shells and even parchment made from fish skin was used. At one
You may have heard this story.

MAZIAR: I have heard this.

GOLDBERG: It was like cash. The teachers could bring the scrip into Rich's and cash it or they could bring it in and buy merchandise with it. Incredible. That's an unheard of story. When the cotton crop went bad one year, they gave free credit to the farmers, the cotton farmers, until the following year when their crop came in and they could pay their bills.

MAZIAR: It's interesting. Do you think, on the one hand, people would have seen that as a very liberal policy, but did Rich's, as a store, ever experience any sort of Jewish, not backlash, but difficulty.

GOLDBERG: Never. Never in my history. From what I've learned going back, none then either to my predecessors. Dick Rich became president of the Atlanta Chamber of Commerce in the 1950s. He was the first and only Jew to become president of the Atlanta Chamber of Commerce. He couldn't join the Piedmont Driving Club or the Capital City Club, but he participated with all these people in their homes and everything else. He was one of the half dozen most respected business people in Atlanta. Walter Rich. The same thing about Walter.

MAZIAR: The family was not seen as being clannish or closed?

GOLDBERG: Not at all. The heads of the store were so active in the community. That's one of the things that Dick taught me when I came. Between my father and Dick, they really emphasized to me. As you look at my bio that I left with you, I've been involved with literally dozens and dozens of organizations in this town on a volunteer basis because it was the thing to do, number one. But it was the thing to do for the business because the business got tremendous recognition out of it. I became the second Jewish president of the Chamber of Commerce. In 1976, I became president of the Atlanta Chamber of Commerce. We belonged to everything. We didn't belong to their country clubs. We belonged to our own. That was the only place.

MAZIAR: All the brothers were involved in the founding of The Temple, is that right?

GOLDBERG: William was a charter member. Morris belonged. I find no mention of Daniel and Emanuel in it. I'm sure they did because they built these three houses together on Pryor Street. They all were members of the Hebrew Benevolent Congregation. How active they were, I don't know, except that William was a charter member. That I do know.

MAZIAR: Has a family member done the family tree and done the whole . . . has someone in point, the government considered issuing a nationwide scrip on a temporary basis.
the family done that?

GOLDBERG: I've never seen it done.

MAZIAR: You're not in any way, through marriage, involved with any of the direct descendants of the Rich family?

GOLDBERG: No.

MAZIAR: It's interesting <unintelligible>

GOLDBERG: Dick and Virginia had three children. One son, Michael, who came into the business. Sally and Virginia. Two daughters.

MAZIAR: Who are they?

GOLDBERG: Sally married . . . she's been married a few times now. She married a fellow by the name of Bill Rose [sp] when she was very, very young, a New York stockbroker. She went away to live in New York. Virginia was a ballet dancer. She danced with the New York City Ballet Company. She married Bobby Barnett, who is a dancer with the New York City Ballet Company. They subsequently came back and became members of the Atlanta Ballet. He became the artistic director of the Atlanta Ballet. She formed another company with Carl Ratcliff. Carl Ratcliff and Virginia Barnett formed the Ratcliff Dance Theatre. They ran a ballet school as well for a while. Michael came into the business. Michael, as I said, I told you early <unintelligible> he was a buyer, an assistant buyer.

<End Tape 2, Side 1>

<Begin Tape 2, Side 2>

GOLDBERG: . . . divorced his wife and subsequently found another life style.

MAZIAR: Do you want this on tape?

GOLDBERG: No.

<Interview pauses, then resumes>

MAZIAR: Let me just ask you, because so many people became involved in the business and there were so many descendants. Did every descendant carry with them company stock?

GOLDBERG: Oh, yes. The company became public in 1929. All the families were shareholders.

MAZIAR: All the family were shareholders, so everyone approached the situation feeling that they had a certain interest and degree of power in a situation?

GOLDBERG: Not so much power, because the power really belonged with the management and the foundation and the employee pension fund. As I said to you, one of the things that Frank Neely started
was insurance and pensions for everybody, every single employee. A big portion of the pension fund was funded with company stock. Back in the 1950s and 1960s, the pension fund was the largest stockholder.

MAZIAR: Every family member, no matter what their actual position of authority within the store, would be financially secure?

GOLDBERG: Yes. They all were.

MAZIAR: That was quite a measure of insight and planning . . .

GOLDBERG: That's right.

MAZIAR: . . . on the part of Frank Neely as a way of helping to control a lot of sensitive issues.

GOLDBERG: All of the family members, I mean, Dick Rich's kids, all had trusts. I think the same thing existed on the other parts of the family. Dick's sister, Kitty [sp], was married to a doctor, Charlie Reeser [sp]. That is Dr. John Reeser, who is an ophthalmologist. His sister, Roz, was married to a fellow by the name of Neavil [sp]. They were never involved in the business. None of them.

MAZIAR: Are the descendants close? Is there ever such a thing as a family reunion?

GOLDBERG: No. Not to this day. They're scattered everywhere. There's some living in New York. There are so few of them surviving today that are close knit. It just doesn't exist. One of them passed away at Wesley Homes not too many years ago, who had come here from out of town. There's a Nashville branch of the family. Some in New York. Some scattered throughout other parts of Tennessee. But no group that you could call together. In terms of cousins today, I don't know if you could identify 15 or 20, at the most. They are scattered everywhere.

MAZIAR: Why don't we stop for today.

GOLDBERG: Okay.

MAZIAR: This is truly fascinating.

<End Tape 2, Side 2>

<Begin Tape 3, Side 1>

MAZIAR: The date is March 29, 1994. This is my third meeting with Mr. Joel Goldberg for the American Jewish Committee Oral History Project. We are ready to tape. I want to ask you, you have some information prepared.

GOLDBERG: Yes.

MAZIAR: We have just celebrated Passover.  

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56 Hebrew: Pesach. The anniversary of Israel’s liberation from Egyptian bondage. The holiday lasts for eight days.
bit about your family and how they celebrated Passover this year.

GOLDBERG: We had a very unique experience. My sister-in-law and brother-in-law, Phyllis and Lew Kravitz - I don't know if you know them or not.

MAZIAR: No.

GOLDBERG: They just bought a house up at Lake Lanier [Georgia] about a month ago. They decided they would have the whole family up to Lake Lanier for a very casual seder,\(^57\) Casual attire. My wife, my children, the grandchildren, their grandchildren, and their children went up and spent the day at the lake. I came up late, about five o'clock on Saturday afternoon. They had been out riding in the boat and all that kind of thing. Time came, and we sat down and had our seder in their new A-frame, this new A-frame they had just purchased. We just had a delightful time. I mean, nobody had a coat or tie on. We were all in jeans and T-shirts and that short of thing and had just a wonderful, very informal seder. Everybody participated. Everybody read some portion of the Haggadah,\(^58\) except the real tiny ones who don't read yet. We probably took about maybe half an hour for the Haggadah service itself and then sat down to a very sumptuous meal and had a great evening.

MAZIAR: It's interesting to me how families are very hooked into traditions for Passover and how it's difficult to change and do something different.

GOLDBERG: Yes. For example, I always do the blessing over the wine, the Kiddush.\(^59\) That's my job. I always do the ten plagues.\(^60\) The Baruch atah Adonai, Eloheinu Melech ha'olam, borei

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Unleavened bread, matzah, is eaten in memory of the unleavened bread prepared by the Israelite during their hasty flight from Egypt, when they had not time to wait for the dough to rise. On the first two nights of Passover, the seder, the central event of the holiday is celebrated. The seder service is one of the most colorful and joyous occasions in Jewish life. In addition to eating matzah during the seder, Jews are prohibited from eating leavened bread during the entire week of Passover. In addition, Jews are also supposed to avoid foods made with wheat, barley, rye, spelt or oats unless those foods are labeled ‘kosher for Passover.’ Jews traditionally have separate dishes for Passover.

\(^57\) Seder (meaning “order” in Hebrew”) is a Jewish ritual feast that marks the beginning of the Jewish holiday of Passover. It is conducted on the evening of the fifteenth day of Nisan in the Hebrew calendar throughout the world. Some communities hold seder on both the first two nights of Passover. The seder incorporates prayers, candle lighting, and traditional foods symbolizing the slavery of the Jews and the exodus from Egypt. It is one of the most colorful and joyous occasions in Jewish life.

\(^58\) A Jewish text that sets forth the order of the Passover seder. Reading the Haggadah at the seder table is a fulfillment of the scriptural commandment to each Jew to “tell your son” of the Jewish liberation from slavery in Egypt as described in the Book of Exodus in the Torah.

\(^59\) Hebrew: “Sanctification.” A blessing recited over wine or grape juice to sanctify the Sabbath and Jewish holidays. In many synagogues congregants gather for Kiddush reception after the Friday night or Saturday morning service to recite the blessing over wine or grape juice and have something to eat.

\(^60\) One of the most dramatic moments of the Passover seder is with the recitation of the 10 plagues, the narrative where G-d brought on the Egyptians to persuade Pharaoh to free the Israelites from slavery. As each plague is recited, a drop of wine is spilled in recognition, according to many interpretations, that the process of liberation caused suffering to the Egyptian people. A number of rabbinic sources describe the plagues as retribution for Pharaoh’s rejection of G-d and for the Egyptians’ idol worshipping practices.
p'ri hagafen, and so on. That’s relegated to me every year.

MAZIAR: Is it usually at your home?

GOLDBERG: We alternate between homes.

MAZIAR: Which ones?

GOLDBERG: My sister-in-law's or mine. This year it was her turn, and because they had bought this place up at the lake, they decided they'd like to have it up there. It's the first time we've been this casual. It was great. Just a great evening.

MAZIAR: It's important to try something new because, when you think about it, Rabbi Goodman gave a sermon on Saturday morning. It's the Jews who tried something new. Not all the Jews left Egypt. A very small percentage went with Moses. We talked about taking the risk of trying something new and what does it take to do that, to pursue a different course. It was fascinating.

GOLDBERG: They did not all leave?

<Interview pauses, then resumes>

MAZIAR: Was all your family here? Were all your children at the seder?

GOLDBERG: Yes. Except I have a son and daughter-in-law living in Orlando, and they could not get up for it. They both travel, and they would not have been able to do it. But everybody else was there.

MAZIAR: You have how many children living here?

GOLDBERG: I have two living here. One in Orlando.

MAZIAR: What have you got for our tape?

GOLDBERG: Are we ready? All right. We’ve been devoting this portion of the interview to Rich's.

MAZIAR: Right.

GOLDBERG: In this session today, I will conclude the Rich's story.

MAZIAR: Okay.

<Interruption in tape>

MAZIAR: We're going to start to record again. Go ahead.

GOLDBERG: <Goldberg reads> As the decade of the 1950s started, Dick Rich, now president of

61 Rabbi Arnold M. Goodman served as senior rabbi of Ahavath Achim from 1982 to 2002. He came to Atlanta from Minnesota where he served as rabbi of Adath Jeshurun in Minnetonka since 1966. He currently serves as its senior rabbinic scholar. Upon his retirement, the synagogue honored them by designating its adult education program as Beit Aharon: The Rabbi Arnold and Rae Goodman Learning Institute for adult studies.
the company, found himself running the store in a very different retail world than either his grandfather or his older cousin, Walter knew. While Morris Rich was concerned with staying close to 800 employees in a one-store location, Dick worked hard to stay in touch with thousands. In his day, Walter Rich called himself the "eternal floor walker" and was famous for visiting each department and speaking to each sales person every day. Dick, through a determined decentralization of authority, depended on seven other top executives to keep him abreast of the happenings throughout the organization. This executive committee included Dick Rich, Frank Neely, Harold Brockey, Louis Carrol, Joseph Asher, and Alvin Ferst, all prominent members of the Atlanta business community. As Morris Rich's first male heir, Dick Rich was destined from early childhood to one day take a hand in running the store. He started during vacations when he was a teenager coming up from his parents' home in Savannah [Georgia] to stay with his grandparents and work at the store. Dick graduated from the University of Pennsylvania with a degree in economics. He spent an extended internship working in silk mills in New Jersey, the garment district in New York, and at [L.] Bamberger [& Co.], a major New Jersey retailer. He spent a year running Rich's New York office and returned to Atlanta to head the advertising and public relations departments.

MAZIAR: Should we reiterate here that his name was not Rich to begin with? Was Dick . . . no. Excuse me.

GOLDBERG: It's already in there. We did it on the earlier session.

MAZIAR: Okay.

GOLDBERG: He spent a year running Rich's New York office and returned to Atlanta to head advertising and public relations, becoming vice president when World War II broke out. After a three-year stint in the [United States] Army, he returned to the store. With the death of Davis Strauss, Dick became vice president and treasurer. The late 1950s saw the beginning of Rich's Atlanta expansion into the suburbs: Lenox Square Shopping Center and Belvedere [Plaza] shopping center in 1959; in 1963, the third suburban store in Cobb County; and in 1965, two more stores in North DeKalb and Greenbriar Malls. An athletic individual, Dick played tennis and went swimming in his back yard every morning, weather permitting, arriving at the store each day at 8:30 a.m. He spent his day downtown at meetings, both business and civic, far into the night. The list of organizations for which he worked as chairman, director, or trustee numbered in the 30s. He led the creation and construction of the new Arts Center, which you recall was dedicated to the Atlanta people who were killed in the Orly plane crash. He was the leader in that.
MAZIAR: Would he have gone on that? Was he part of that group?
GOLDBERG: No, he would not have. He was instrumental in the building of the Atlanta rapid transit system, MARTA, one of the key people in it. Dick gives his credit for the time and the attention he gives to civic activities to his luck in having such able people as Harold Brockey running the store. Harold Brockey came up through the department store ranks starting with Macy's training school in New York. He was sent to Atlanta by Macy's in 1949 to head the home furnishings division of Davison Paxton, a Macy affiliate. Recognizing his talents, Frank Neely and Dick Rich convinced Brockey to leave the Macy affiliate a year later to join Rich's as general merchandise manager of Rich's Store for Homes. He was named the director of the company in 1953 and was promoted to executive vice president and general merchandise manager of the entire store over the next four years. In 1961, he became president of Rich's, only the second person outside the Rich family to head the organization, Frank Neely being the first. He too, like his predecessors, followed the Rich's tradition of service and civic and philanthropic enterprises. In 1964, Brockey headed the Community Chest drive, now known as the United Way, and exceeded its fundraising quota for the first time in decades. In the early 1970s, he was the most outstanding leader of the downtown business community called Central Atlanta Progress. Brockey had an excellent team of merchants in his executive group: Louis Carrol, Joseph [F.] Asher and Joel Goldberg, all active members of the Atlanta Jewish community and the community at large. Lou Carrol joined Rich's in 1955 to succeed Brockey as general merchandise manager of the Store for Homes and advanced to senior vice president in charge of merchandising and publicity for the entire organization. Lou had been with Bamberger's of New Jersey. Joseph Asher was born in Midville, Georgia, and joined Rich's in 1921 as a shirt salesman in the Whitehall Street store. He progressed to his most senior position as general merchandise manager of the Men's Store before retiring in the late 1960s. Joel Goldberg, a native of Worcester, Massachusetts, and a graduate of Dartmouth College, started his retailing career in the training squad of Filene's of Boston. Joining Rich's in 1954 as a women's fashion buyer, he held several executive positions before replacing Brockey as president in 1971, only the third person outside the Rich family to head the organization, as Brockey became chairman of the board and Dick Rich, chairman of the executive committee, with the retirement of Frank Neely. In addition to the executives in the store, Rich's

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62 The Community Chests in the United States and Canada were fund-raising organizations that collected money from local businesses and workers and distributed it to community projects. The first Community Chest, "Community Fund," was founded in 1913 in Cleveland, Ohio by the Federation for Charity and Philanthropy. By 1963, and after several name changes, the term "United Way" was adopted in the United States.
had on its board of directors some of the most outstanding business leaders in the South, among them Paul Austin, President of Coca-Cola; Howard Dobbs, Jr., President of the Life Insurance Company of Georgia; Ben S. Gilmer, President of AT&T; Joseph Heyman, Sr. Vice President and Chief Economist of Trust Company of Georgia; A. Carl Kotchian, president of Lockheed Corporation; Walter Mitchell, vice president of Draper Corporation; Louis Montag, senior partner of Montag & Caldwell Investment; Oscar Strauss, Jr., of the Selig Manufacturing Company; Robert Troutman, Sr., of King & Spaulding; and Jesse Hill of the Atlanta Life Insurance Company, the first black elected to a Georgia corporate board. The decade of the Sixties saw further expansion of the business into the suburbs of metro Atlanta as the Atlanta population in surrounding counties increased in numbers quite dramatically.

MAZIAR: Was Jesse’s appointment to the board at Rich's his first appointment?

GOLDBERG: First one.

MAZIAR: So Rich's really set the lead.

GOLDBERG: We were the first ones in the Atlanta community.

MAZIAR: . . . for broadening the scope of the people on their board.

GOLDBERG: I believe, if I'm not mistaken, we were the first ones to put a woman on the board shortly before the merger. [Beatrice] Be [Hirsch] Haas was put on Rich's board. That was just a few months before we merged.

MAZIAR: Was her family related? She's not a relative in any way?

GOLDBERG: No.

MAZIAR: There were no other relatives that were on the board?

GOLDBERG: Louis Montag was related by marriage. His wife, Mrs. [Jane Rich] Montag, was a Rich, part of the Rich family.

MAZIAR: And she had income coming from the store. I think that's absolutely fascinating that there were no family . . .

GOLDBERG: Michael was put on the board. That was it. There was nobody else.

MAZIAR: I think that's fascinating. Neither the family lobbied for more . . .

GOLDBERG: Never.

MAZIAR: Do you think there was a conscious decision to kind of exclude the family from the running of the business to kind of take it to a different level?

GOLDBERG: No. I don’t think it was a conscious decision. There was just nobody coming up who had any interest in going into the store at a starting level with the exception of Michael.
Michael went to Vanderbilt [University], and when he graduated, he came to the store. Louis Montag’s son, Tony, had no interest in the store. Jimmy, the youngest son, did work in the store part time for a while, but it was not a permanent career thing. The others were all living out of town.

MAZIER: So they really had to prepare in some way what would happen to the business.

GOLDBERG: Rich’s leadership felt its reputation in the South merited expansion outside of Atlanta, and we sought opportunities to buy other retail stores from Washington, D.C., south to Florida, and west to Alabama and Tennessee. The approach from a firm with the stature of Rich’s raised the asking price of the organization we sought to acquire to the point of making such acquisitions not feasible economically. So, we turned our expansion to the opening of new stores outside the Atlanta metro area. First to Birmingham, Alabama, then to Augusta, Georgia, followed by Greenville and Columbia, South Carolina, all in the early 1970s. It was at this time that major discount stores were expanding into the South. Seizing another opportunity for growth and expansion, we created our own discount division, called Richway, and successfully opened discount stores in metro Atlanta, North Carolina, Tennessee, and Florida. In 1975, Dick Rich suffered a stroke and passed away. Within a few months we were deluged with requests from some ten major national and international retail corporations with requests to acquire or merge with Rich’s. After a great deal of soul-searching and some serious disagreements among top management of Rich’s, we entertained three of the proposals. They were Dayton-Hudson Corporation of Minneapolis, Minnesota; Carter Hawley Hale of Los Angeles, California; and Federated Department Stores of Cincinnati, Ohio, three very strong department store chains. It was in the summer of 1976, that the decision was made and the board approved a merger of Rich’s with Federated Department Stores. On October 29, 1976, Rich’s, Inc. ceased to exist and became a division of Federated Department Stores, 110 years and 5 months to the day Morris Rich first opened the doors of his new retail establishment on Whitehall Street in downtown Atlanta, Georgia. Perhaps more than any other store-keeping family anywhere in America, the Rich’s had created the feeling in their community that their store was not merely a store but an institution, and one whose honesty, compassion, and credit the individual members of the community could count on absolutely. More than any bank or public utility or branch of local or state government, Rich’s was perceived by virtually everyone within a radius of several hundred miles of Atlanta as reliable, responsive, and humane. Virtue was more than just its own reward. With its great reputation came great business until finally no other store in the south even approached Rich’s success. Most of America’s great
Jewish store builders came from Germany, but a few, especially in the south and west, were from Eastern Europe: Birmingham's Louis Pizitz [Department Store] from Russia; Arizona's Mike Goldwater from Poland; and, Atlanta's Morris Rich from Hungary. Just as the terrible fire in Chicago in 1871 made possible that great city by destroying it, so with the burning of Atlanta by Sherman's troops in 1864, its growth began in earnest. It had been nothing before the Civil War, not even incorporated or named Atlanta until more than a century after Georgia's founding. But after the war, it boomed, not as part of an antebellum cotton plantation economy, but as a new distribution and manufacturing center. In the main, this new Atlanta was made by newcomers such as Morris Rich. There were several stores in the new Atlanta owned by both Jews and non-Jews, but what made Rich's outlast most of the other stores and surpass all of them, was its treatment of customers, its insistence that people are more important than things. In each generation, there were dozens of tales, the true stories often more remarkable than the <unintelligible> ones, of how Rich's resolutely unremittingly satisfied its customers no matter how unreasonable, outrageous, or provocative. The store refunded the full price of an unused pair of high button shoes that were 30 years old, of an unworn man's shirt 10 years old, of a dead canary. It accepted for credit or exchanged merchandise that customers had not bought at Rich's, but from its competitors, because when a Rich's customer alleged that she had bought it at Rich's, Rich's did not propose to call her a liar. Rich's had no complaint department. Every employee had to accept goods for return without a question.

**MAZIAR:** How about all the clothes that were worn that were returned?!

**GOLDBERG:** Did I ever tell you my story of an experience when I first came?

**MAZIAR:** It's on the tape, about a woman who brought back a gown that she had spilled champagne on.

**GOLDBERG:** The governor's wife.

**MAZIAR:** We've got it on tape. What a way to find out about the policy.

**GOLDBERG:** The store's liberal return policy was only one aspect of our insistence that the store must be run to suit the needs of the customer. Rich's credit policy was tolerant to a fault. If a farmer could not pay his family's bill only once a year when he was paid for his crop, that was okay with Rich's. If you couldn't manage even that in a bad crop year, that was okay, too. To a degree, the customer made not only their own merchandise adjustments but their own credit and payment program as well. In the 1914 Depression, when the price of cotton fell to unheard of lows, Rich's advertised that it would buy and store bales of cotton at well above market price, and the farmers did not forget.
After the disastrous [Great] Atlanta Fire of 1917, the store's credit policy was an important factor in the city's rehabilitation, and the citizens did not forget. In 1930 when the virtually bankrupt city had no money to meet the school teachers' payroll, Walter Rich called the mayor to suggest that the city issue scrip to pay the teachers, which the store would not only accept in payment, but it would also cash at full value with no obligation that a penny be spent at the store. Rich's paid out $645,000 for the script and had it until the city could redeem it. The school teachers didn't forget nor did their children nor did their grandchildren.

MAZIAR: What about the banks? Loan money without interest?

GOLDBERG: What Rich's did better than anyone else was to identify their store with their area, not only to advertise it as a Southern institution, but to make it just that. The history of Rich's that I have presented here has not dealt with the financial success of a major American retail establishment. An examination of the facts and the figures and statistics are a testimony to its position as one of America's most successful department stores. The Rich's I would try to portray in the story is a story about people, a business built on the premise that people are more important than things. Their history could be entitled "From Rags to Riches" since the store is a dramatization of the theme of lowly born to highly risen. Such stories of early American leaders who have risen from the log cabin to the White House have never tired the rural school boy of the urban adolescent. Similar tales of business men who started as newspaper delivery boys and who have risen to the presidencies of our largest American corporations have increased the ambitions of thousands of young men and women throughout our nation. Rich's, too, exemplifies this theme of young ambition, perhaps even more dramatically than our classic American success story, for here are added variations to the story. Instead of a young American born in a log cabin in the Midwest, we have immigrants from Hungary. In place of a more typical Anglo-Saxon Midwesterner, we have three young Jewish boys who overcame racial, language, and religious

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63 The Great Atlanta Fire of 1917 began just after noon on Monday, May 21, 1917. It blazed all day and was finally brought under control by 10 p.m. This fire started in a warehouse at Fort and Decatur Street and rapidly spread. It burned whole blocks of homes so quickly that people couldn't even get anything out of the buildings. Soldiers arrived to dynamite buildings to try to stop it. Fire fighters came from cities in Tennessee (Chattanooga, Knoxville, and Nashville), Jacksonville, Florida, Greenville, South Carolina, and across Georgia including Rome, Augusta, Macon, Newnan, Marietta, Griffin, Gainesville, and Savannah. The area continued to burn and smolder for a week. 300 acres had been burned, 1,938 buildings were destroyed and 10,000 people (mostly ‘Negroes’) were made homeless. Property loss was $5,500,000. See Atlanta and Environs, Franklin Garrett, Volume II, page 700 to 706 for details.

64 The Great Depression was a severe worldwide economic depression in the decade preceding World War II. The time of the Great Depression varied across nations, but in most countries, it started in about 1929 and lasted until the late 1930’s or early 1940’s. It was the longest, most widespread, and deepest depression of the twentieth century.
difficulties as well as financial and social ones. Although the pattern is typically Horatio Alger, we find here that truth is indeed strange. The Rich's story is at times more dramatic and more touching that most creations of the imagination. Warm and extremely human throughout, the story of Rich's is truly one of man's inherent ability to cope with his environment granted incentive, drive and character. This theme has passed on from generation to generation for over 125 years. Fini. Fire away.

MAZIAR: I think there's an awful lot here.

GOLDBERG: Thank you. I tried to keep this pretty much in a Jewish vein because that's what we're dealing with. There were a number of people in Rich's who were not Jewish, successful executives, who I left out of the story because I was trying to maintain this oral history we're looking for of the Jewish community, except in the case of the board of directors, where I listed all of the highly successful men, both Jewish and non-Jewish.

MAZIAR: Some of it is selective, but I think the thing that you focused on, which is the real fact, is that values were so important to this family. It was the whole thrust of their business and what they wanted to represent and that they really wanted to be identified with the best values and the best in people. They wanted to, for the South, to be represented in that way. That kind of humane way of relating to each other.

GOLDBERG: I wish I had had the opportunity to work with every one of them, because each one of them was unique in his own personality as I read through the history of it, and yet they all made significant individual contributions.

MAZIAR: It, too, would be fascinating to know a little bit more about their upbringing and the kind of values that their parents had and the kind of things that they did. The kinds of traditions and the kinds of habits that families develop are things the children aren't always aware of, yet, they lend a certain sort of identify and strength. We talked about your wanting to put on tefillin every morning. There are certain kinds of rituals and attitudes and values that become ingrained very early on, and one doesn't even question them. One just does it because it's such a comfortable . . . it satisfies a spiritual sense. I have some questions, some things that I'd like to go over with you, if that's okay.

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65 Horatio Alger Jr. (1832-1899) was an American writer who became famous for writing over 100 books for young working class males portraying 'rags to riches' stories. His characters gain wealth and honor and ultimately realize the "American Dream."
GOLDBERG: Sure.

MAZIAR: Feel however you would like to answer them briefly or if you'd like to expand on some of them. I'm very naive when it comes to business. I wanted to get back to why Rich's felt it needed to sell at all. Why couldn't it have just stayed the same? Why couldn't it have remained a local entity and just gone ahead and done business as it had?

GOLDBERG: I think because Brockey, at that point, was not completely healthy. I think in his own mind, he didn't have the confidence in the rest of us, the seven of us who were his executive staff. I shouldn't say didn't have the confidence in us. I don't think he had the confidence in himself, to be honest with you. Dick was dead, and I don't think he had the confidence in himself to carry that business to greater lengths.

MAZIAR: Can you tell me a little bit about him, what kind of man he was?

GOLDBERG: Great family man. His wife and his two daughters, he idolized. They were his whole life. He had no interest outside of that, unfortunately. When I first married Carole, I tried to get him to go play golf and things. He had no interest whatsoever except the store and some gardening around the house. He did that. Other than that, that's the only thing. He read a lot. Avid reader, primarily fiction. But it was the store. Everything was that store. He lived, ate, and he breathed the store. That illness affected him more than he ever realized, and I think more than anybody else, that heart attack, the first one. Subsequently, he had open heart surgery. Over a period of time, his health deteriorated and, I think, his thinking capacity. I think he felt it. I think he felt that he didn't have the capability to take that organization forward.

MAZIAR: Do you think that he may have had some second thoughts?

GOLDBERG: Yes. I think he did. In 1976, he thought that was right for the company. The company was going to grow. It needed funding. It needed the help of a major corporation such as Federated Department Stores. But as the years went on and he sat by and watched what was happening to the business, he had great regrets about it. He wished he had never done it. He told me at one time it was the biggest mistake he made in his career.

MAZIAR: What was happening? What did he see happening to the business?

GOLDBERG: It wasn't Rich's that has been related in this story. Don't misunderstand me. Federated bought Rich's and has made a huge success out of it. They bought a very successful business and took it to even greater heights. Profit wise, it's outstanding. It's one of the best stores in their entire group. But what it took out of it, it took the whole flavor out of the business. It eliminated
all of the less unprofitable and less profitable parts of the business, the French Room, the Specialty Shop, and those kinds of things. Dick Rich and his predecessors always maintained that we give our shareholders a fair return on their money. We have a primary interest of taking care of our customers because that’s how we take care of these shareholders. We want to do things in our store that, while they’re not all profitable, they bring people to our doors and they bring them in greater numbers than they do to anybody else, to any of our competition, and they did exactly that. If you look at Rich’s today, virtually all of that stuff has been eliminated. All of those marginal departments are no longer part of their stores.

MAZIAR: How would you say the image of Rich's has changed in terms of the level of quality or kind of aura of Rich's?

GOLDBERG: I think it’s changed dramatically. People can see it in the results. At one time, the Macy affiliate, Davison-Paxton, did less than a third of our business. Less than a third of Rich’s business. Today, my guess is, they do better than 80 percent of Rich's business. So, while Rich’s continued to grow, Davison's has grown tremendously. That is the major competition.

MAZIAR: What happened, do you think, that allowed that?

GOLDBERG: I think this change in hands. I said to one of my friends at Davison's-Macy’s that the Rich's Federated merger did more to help Davison-Paxton than the years affiliated with Macy's. There was great concern among people, customers, when the merger was announced, what was going to happen. It was written about all the time, great concern of what was happening to their store. The major change that took place was the great influx of people from outside Atlanta, from the Northeast, from the Midwest, to the point where Atlanta's population was becoming very much non-natives.

MAZIAR: Right.

GOLDBERG: As it is today. They came here not knowing Rich's. They didn't know Rich's. Didn't know the history of Rich's. Whereas, prior to the merger, the grandmother and the mother and the daughter and the granddaughters, they all shopped at Rich's. That became a way of life, particularly from the hinterlands. When I said 700-mile radius earlier in the conversation, it literally was. We had customers from within a 700-mile radius, and it was all because of this reputation that the Rich’s had built.

MAZIAR: Other people felt that they were getting a fair shake.

GOLDBERG: Absolutely. I can recall when Lord & Taylor and Saks Fifth Avenue came to town,
their policies on credits and returns were their New York policies, which were not very liberal, if you've ever had a shopping experience in either of those stores. Their initial response in Atlanta was not good, to the point where they had to redefine their policies of adjustments and credit because of Rich's.

MAZIAR: What did they eventually do?

GOLDBERG: They became much more liberal in their returns, much more. When I came here as a buyer, as I mentioned to you earlier, I bought a better dress department. It was kind of moderate priced in those days, in which we had a 35 percent return rate. I'd have customers come in and they'd pick four or five dresses and take them home and bring all four or five back. Or they might keep one and bring four back. We had a 35 percent return rate, and yet we made money because we had customers coming every day. Knocked on our door.

MAZIAR: Let me ask you, what happened to the officers and the people who were involved in the business once Federated came in? You were not ready for retirement?

GOLDBERG: No. That's the strange part.

MAZIAR: How old were you at the time?

GOLDBERG: At that point, I was 51, and I had a 9-year contract. They gave me a nine-year contract which, according to Federated, was the longest contract they had ever given in the history of the corporation. They gave Brockey . . .

MAZIAR: How old are you now?

GOLDBERG: Sixty-nine. They gave Brockey a five-year contract, I think it was.

MAZIAR: Did all of the old agreements about compensation that applied to family, were those still holding up, trusts and things like that? What happened?

GOLDBERG: You lost me.

MAZIAR: Yes. We'll get into that later. Brockey, how long was his contract?

GOLDBERG: I think it was five years. We were the only two that had contracts. Nobody else.

MAZIAR: What happened to everybody else?

GOLDBERG: The chief financial officer resigned the day of the merger. Eventually, and we knew it would happen, Federated brought their own people in.

MAZIAR: Sure.

GOLDBERG: Eventually replaced me and my two general merchandise managers, Leonard Levy and Albert Maslia, both left the store. Alvin Ferst left the store. To the point where today
in Rich's, I don't believe, I'm almost positive of this statement, there is nobody in the upper management group left from prior to 1976. None of them. They've all changed.

MAZIAR: That's really incredible. What did you do? I mean, you had a position there, but what exactly?

GOLDBERG: I became chairman of the board when Brockey retired. We brought in a new president from Bullock’s [of Los Angeles], which was a Federated affiliate.

MAZIAR: Were you involved in that decision or not?


MAZIAR: But you knew all these people, is that right, through professional organizations? Did you know a lot of the people? Did you know a lot of Federated people?

GOLDBERG: Sure. Yes. I didn't know this particular fellow from Bullock’s because he was a general merchandise manager. He was not president or chairman of the board. Those were people I had been dealing with at that stage. And then they started. I became chairman executive committee for the last five years, and they brought in another one of their own people. They had a two-man team of theirs, both Federated people, who were running it. They proceeded to lop off the top executives from the Rich's organization prior to 1976.

MAZIAR: And yourself included.

GOLDBERG: No, I had my contract.

MAZIAR: I see.

GOLDBERG: My contract ran to 1985.

MAZIAR: But did you have responsibilities?

GOLDBERG: Yes. I was chairman of the executive committee until I retired in 1985. You know, some they fired and some they terminated, to be polite. Others, they gently persuaded them to leave. That sort of thing.

MAZIAR: The maneuvering must have been quite incredible.

GOLDBERG: It was incredible to watch.

MAZIAR: Did you think that you were going to be able to stay on? Did your contract allow you to go off and develop other businesses and other ventures?

GOLDBERG: No. I had a non-compete contract. At age 60 when my contract was up, I would have had to leave Atlanta if I wanted to stay in retailing. And there weren't too many other places in the United States that I could go where there weren't Federated Department Stores. There were a few
places, but no place I was really interested in. So, I retired. Remember, I told you we took the foundation out at the merger in 1976?

MAZIAR: And that was part of the condition of the merger.

GOLDBERG: Yes. Shortly after that, I became president of the foundation.

MAZIAR: Who was responsible for that piece? Who had the foresight to get that worked out about the foundation?

GOLDBERG: I think we just sort of told them. It was an individual. It was a corporation unto itself. It had nothing to do with the business, although the business did fund it.

MAZIAR: Right. Does it still? How do you work that out? Is Federated obliged to contribute a certain amount to it?

GOLDBERG: No. They did for a while because of our United Way gift, and that was their request. They weren't in the position, they felt, to give a huge United Way gift that Rich's, Inc. gave every year.

MAZIAR: How is it funded now?

GOLDBERG: The foundation?

MAZIAR: Yes.

GOLDBERG: Just growth.

MAZIAR: Stock and holdings.

GOLDBERG: Yes. It's grown tremendously. It's up almost $29 million.

MAZIAR: Really.

GOLDBERG: I would guess at the time of the merger, it was maybe $11 or $12 million. It's had tremendous growth. We have an investment manager that manages it for us. By law, we give away our five percent of the profits each year.

MAZIAR: Your retirement of whatever was really tied into those contracts that you were given to by Federated?

GOLDBERG: Yes. They did not renew my contract when the nine years was up.

MAZIAR: Right.

GOLDBERG: Nor did I expect them to.

MAZIAR: Right. And it sounds like you had a position, but they really wanted their own people to run things.

GOLDBERG: Yes. Absolutely.
MAZIAR: Were you bored? Did you have enough to do?

GOLDBERG: I took care of all my civic activities and ran the foundation and was involved. As a matter of fact, there was a write-up on the front page of the Wall Street Journal shortly after I moved to chairman of the executive committee, telling about how at Rich's we believed in our executives getting involved in the community because I was devoting virtually full-time to my extracurricular activities, civic, philanthropic, cultural, all that kind of thing. Which is sort of how I got involved with 30 organizations like Dick Rich. Been involved in a lot of them before the merger came.

MAZIAR: Harold Brockey. How much longer did he live past the buyout?

GOLDBERG: Let's see. It was 1976. He stayed in the store until 1978, at which point they sort of retired him and put him in an office across the street in a bank building with a secretary. He spent his time there doing his civic stuff for another three years. That was 1981. He lived another 10 years but in very poor health.

MAZIAR: I would imagine he must have gotten a lot of comment from the business community of Atlanta. Was there a lot of criticism?

GOLDBERG: You mean in 1976?

MAZIAR: Yes.

GOLDBERG: Yes, he did.

MAZIAR: From outside of Rich's.

GOLDBERG: Yes, he did, shortly after the merger, though. Within a couple of years, he was out of the business, and that was all forgotten about. There was no communication with him. I was very active in the Atlanta business community. There were no other retailers involved. Davison's never participated. None of their people. None of their operation. Sears Roebuck, at that point, had practically nobody involved. J. C. Penney had virtually nobody involved. Today, they do. They have a regional man who is. So, it was Rich's. When Federated bought us out, I continued. I was the Rich's representative at that point. But then the new president came in and got involved in the community. The chairman did not.

MAZIAR: Who was that?

GOLDBERG: Allen [1.] Questrom. He never got involved in any outside activities. But Jim Zimmerman, whose uncle had worked for Rich's many years before that. He was involved in CAP. He and I were both on the CAP executive committee.

MAZIAR: CAP is?
GOLDBERG: Central Atlanta Progress.

MAZIAR: All the other executives left and went out and either developed businesses or worked for another company.

GOLDBERG: Yes. Albert Maslia. I don't know if you know Albert.

MAZIAR: No.

GOLDBERG: He went into business for himself. He opened a series of Hallmark card shops.

MAZIAR: Right. Social Expressions?

GOLDBERG: They're called Social Expressions. Been very successful at it. Leonard Levy, who was the other general merchandise manager, left here and wound up in Baltimore [Maryland] working. . . I can't think of the name of the company offhand - and then moved around. He was in Texas for a while, and right now he's up in Chicago in the furniture manufacturing business. Alvin Ferst, who was our planning director, he built stores and that sort of thing, they retired him and he got involved a little bit in real estate. He's still here.

MAZIAR: When the business was sold, what did the family do? Did they say anything?

GOLDBERG: Michael was.

<End Tape 3, Side 1>

<Begin Tape 3, Side 2>

MAZIAR: And their income, they drew incomes from Rich's?

GOLDBERG: From whatever shares they held.

MAZIAR: But their shares became Federated?

GOLDBERG: Yes. They did become Federated.

MAZIAR: In essence, their income or wealth was key to whatever happened to Federated?

GOLDBERG: Yes. Eventually, if they held onto those shares, they made a lot of money when this [Robert] Campeau fellow, this Canadian, remember he bought out Federated. All of us made a lot of money on Federated stock. At the time of the merger, I think the stock was in the 30s, and we got over $70 a share when Campeau bought it.

MAZIAR: But then what happened?

GOLDBERG: It went bankrupt.

MAZIAR: Right.

GOLDBERG: A major department store chain in the world went bankrupt. Came out of bankruptcy just a year ago at this time.
MAZIAR: So what happens to the value of the stock?

GOLDBERG: Fortunately, for those of us in the inner circle, Campeau bought it. I mean, in order to take over Federated . . .

MAZIAR: He bought your stock.

GOLDBERG: He bought our shares. At that point, we owned no shares.

MAZIAR: Fascinating. Did you ever think that it was going to turn out that way?

GOLDBERG: Never. I had people tell me that, people in the industry. But I never believed it. I think I was very naive.

MAZIAR: Because here you were in a situation where everything was humming along and perfect and successful business.

GOLDBERG: I sort of got a clue. I had been on this trip around the world. I don't know if I told you that.

MAZIAR: No. I'd love to hear about it.

GOLDBERG: I had been on this trip around the world with Al Maslia, who was merchandising the Home Store at that point. He and I left here and flew to Tokyo [Japan].

MAZIAR: When was this?

GOLDBERG: This was 1978.

MAZIAR: We went in 1975.

GOLDBERG: We were going on this buying trip. We went to Tokyo and to Bangkok [Thailand]. We went into India. We did Bombay and New Deli. From there we were going to Israel. We had to fly TWA to Tehran [Iran]. The Shah was still alive in those days. We picked up an El Al plane. No. Maybe it was TWA plane and went a different plane on into Tel Aviv [Israel]. From there, on into Europe and back home again.

MAZIAR: How long were you gone?

GOLDBERG: I had been gone for three and a half weeks, the longest I had ever been gone from the store. I got back and Brockey called me at home that evening. He says, "You've got to go to Cincinnati in the morning." I said, "What for?" I said, "I've been gone for three and a half weeks." I said, "I haven't seen my desk yet." He says, "Ralph and Harold" . . . Ralph Lazarus [of

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66 ‘Shah’ is the Persian word for “king” or “sovereign.” Mohammad Reza Pahlavi (1919-1980), also known as the Shah of Iran, reigned from 1941 to 1979 until his overthrow by the Iranian Revolution. He is known for his policies of modernization and secularism. He died while in exile in Egypt, whose president, Anwar Sadat, had granted him asylum. He is buried in Al-Rifa’i Mosque in Cairo, Egypt.
F. & R. Lazarus & Co.] was chairman of the board and Harold Kresge was the president. "They want to see you." I said, "What do they want to see me about?" He said, "I don't know, but they want to see you." So, I did. The next morning, I got a plane to Cincinnati. I walked into Ralph's office and he said . . . is this recording now?

MAZIAR: Yes.

GOLDBERG: I think we better take . . .

<Interview pauses, then resumes>

MAZIAR: For the sake of clarity, Mr. Brockey was no longer able to participate in business for various reasons.

GOLDBERG: That's right.

<Interview pauses, then resumes>

MAZIAR: Can we say that on the tape? How did it work out when the new management came in, with Allen Questrom coming from California? How was the transition?

GOLDBERG: It worked fine. He took over the merchandising function. I took over the CEO and financial and all that kind of thing.

MAZIAR: During this time, did you feel then that you would leave in 1979 when your contract was up?

GOLDBERG: No, I really didn't. When Brockey came back from Federated with this nine-year contract for me, he was so excited about it. It was the first time they ever gave a contract this long in their history and so on. I said, "That's great." They gave me excellent salary. When I replaced him, when I went to Cincinnati on that trip I was telling you about, they gave me an excellent increase. I had no complaints. But when he was put out, I could smell it was coming. I knew there would not be a renewal of my contract at that point. By then, they would have all their own people in, which is what they did. As you go back in history, you look at other acquisitions they made over the years, that's how they operated.

MAZIAR: Has the Federated executive pool kind of remained stable or do they go through a lot of executives of people moving in and out.

GOLDBERG: No. It's a lot of people moving in and out. They've had a lot of changes, particularly with this bankruptcy thing that went on. Its affected the business dramatically, but it's coming back very strong.

MAZIAR: It sounds like their main focus is the bottom line.
GOLDBERG: It is. It's exactly what it is. There's nothing wrong with that.
MAZIAR: Yes. But they don't seem to get terribly involved in the communities where they have their stores.
GOLDBERG: No. Very little. Used to, but very little today.
MAZIAR: Could you share with us a little bit about what you're doing now? You're building schools and you've gotten involved in some other activities.
GOLDBERG: Yes. When I came out, when I retired from Rich's, I started this construction business. I got hold of a Dutch concrete modular technology through these friends of my son's and started building schools.
MAZIAR: How in the heck did you decide on that?
GOLDBERG: These two young men, architect and engineer friends of my son, had been invited over to Holland by this Dutch company who were looking to come into the Southeast as an opportunity for expansion of their business. While they were over there, the Dutch company was sold to a British company, and they met the British principals. The British principals said to them, "Listen fellows, we're not going to America. We bought this company to expand on the European continent because they're a mainstay in this particular type of technology, but you can have whatever you want. Any information we can give you, blueprints, take them with you. God bless you. Go back and have fun. And so they did. They gave them a set of blueprints of this technology. They came back and they were having dinner with my son a few days after they got back. They said, "We need somebody who's got some money and somebody who knows how to run a business. We've got a great idea. "He said, "Talk to my dad. He's getting ready to retire from Rich's in about a month." So they contacted me. I had dinner with them. I looked through the thing. It was in Dutch. I had to have it translated. I checked with a number of people, including the state superintendent of schools, who happened to be a very good friend. He looked at it and had some of his people. He said, "Looks like a great idea." He said, "If you can do it economically, you know, if you can match current costs or beat them." Time wise, it was incredible. We could put up a school in no time. Almost overnight. It was that fast a process. I said to the two guys, "I'll put some money up. We'll start the business. We've got to go out and find customers." We went looking. It was kind of tough because it was like a good old boy society. They all had their private, their own group of friends who they used as contractors and that kind of thing. I found a school superintendent up in Cherokee County, up in Woodstock [Georgia]. Incidentally, just as an aside, I was watching the weather... the storm the other night. There was a student in Etowah High School
[who] killed himself in class. The reporter from Channel 2 was up there taking pictures and took pictures of the building I had built. I was looking at the TV set and [said], “Oh, God no.” Anyway, I found this Ms. Kline who was the superintendent of schools in Woodstock. She had a bunch of trailers on her high school grounds, and she wanted to replace them. She needed a building, but she didn't have money. It's all state and federally funded is where it all comes from. I said, "Ms. Kline, I'll tell you what I'll do with you.” She needed a ten-classroom addition to this high school, a free-standing building. I said, "I will build you, my first customer, I will build you this ten classroom [building] at my cost, whatever it costs. But you've got to do one thing for me. You must send out, when we're finished, send out an invitation to your 153 colleagues" . . . There are 154 school systems in the State of Georgia. Every county has one . . . "and invite them to an open house when we're finished." I said, "We'll furnish some refreshments." So she did. We built the building. It came in about 20 percent over estimate, but I sold it to her for what I promised. She sent out the invitations. We had 54 people come on a Sunday afternoon to this open house at this new school building. I got six contracts out of it. And I was in business. I started building school buildings: Marietta, Cobb County, Pickens up in Jasper.

MAZIAR: Have you been outside of Georgia too?

GOLDBERG: No. Only in North Georgia. We started in 1985, 1986, 1987, 1988. The federal and state government started tightening up on school money, on money for new school building. By 1989, the recession had come in, and there was no money. Over that period of time, from 1985 to 1989, I built 11 school buildings and made a lot of money. It was very, very successful. My bank was very happy. I was paying my notes on time and everything. So, I had no business. I mean, nobody was building anything. At that point, I did have some staff, and I had to let them go. But I kept the one, the engineer, my primary person. He stayed with me. I said, "Ed, if you can find something else for us to do, I'll fund it, but otherwise I'm going to have to close the business down." I was running the Rich Foundation at the same time. I was president of the Rich Foundation. It kind of brought me in here as a place to house it when Rich's closed the downtown store because one of Rich's employees was sort of a bookkeeper for the foundation. He did that as extracurricular work. When they closed the downtown store, I pulled all the records out here <unreadable>. Anne Berg is the grant coordinator for the foundation. Anyway, we went looking. We went in these small industrial parks and there seemed to be a demand for these small office warehouse buildings. I said, "I'll tell you what. Let's buy an acre
of ground, and we'll build one of these things." They are metal buildings with brick facades. We did a nice job. I said, "Let's build one and see what happens to it," because these were spec buildings. While I was building the one, a customer came along and he bought it. Gee, that's very nice. Ed said to me, "Are you ready to go now?" I said, "No, Ed. Let's buy another one. Let's buy another piece of ground." We bought a two-acre lot, and we built a building. Just as we were finishing it, a British company came to town. They were bringing the new wire stuff that telephones . . . fiber optics. They were going to manufacture fiber optics cable. He bought my plant. Paid cash for it. We were in great shape. Ed says to me, "You ready?" I said, "No, let's try one more." We started building another one, and another opportunity came up for another piece of land. We had two going at this point. We sold them both. They were sold ready for whenever we finished them. We finished them within just a few months. He said, "Are you ready?" I said, "I'm ready." So we went out and we bought three pieces of land, and we built three office warehouse buildings. That was in 1991. This is 1994. I am sitting with those three office warehouse buildings. The fortunate part of it is I went ahead and rented them. I leased them so at least I'd have some money coming in.

MAZIAR: How many square feet are they?

GOLDBERG: Two of them are 10,000 square feet. The other one is 8,750. They are fully occupied and I'm getting a positive cash flow. I'm paying my bank every month. Right now, everybody is happy. But I'm waiting for this real estate business to perk up so I can get rid of these three buildings. By then, I'll be 70 and I'll spend a little more time on the golf course. I'll run the Rich Foundation and do my other extracurricular activities.

MAZIAR: Do you feel that you have done what you set out to do?

GOLDBERG: Yes, I really do. I moved up very fast in retail. Very, very fast. That was not my intention. When I came out of the Navy and finished college, I wanted to be a radio announcer. I had a sister who was an actress. The guy she was dating at the time said, "Don't to this. There's no money in radio announcing." I said, "I'm going to be a Graham McNamee" or one of those kinds of people." He said, "No. Get into merchandising. If you get a merchandising background, then," he says, "you want to get into radio, it doesn't help you in announcing any." He says, "But there is lots of money in the administrative end of radio." So, I wound up at Filene's in their training program. I finished the training program, and six months later I was a buyer, the

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67 Graham McNamee (1888–1942) was an American radio broadcaster, the medium's most recognized national personality. He originated play-by-play sports broadcasting, for which he was awarded the Ford C. Frick Award by the Baseball Hall of Fame in 2016.
earliest anybody had made a buyer in the history of Filene's. That's a very young age to . . . six months, not chronologically, but very young for the span of time. I had been three months on the training program, and six months later I was a buyer. I bought junior sportswear, and I loved it. Fascinating business. After that, I picked up the junior coat and suit department. Then they moved me into the misses dress department. It was a huge misses dress department there. That's where I got my first experience. It was owned by Federated, incidentally. Filene's was a Federated store. The then head of Federated came through one day, Ralph Lazarus' father. He was going through Filene's, and the merchandise manager brought him over and introduced me to him. He said, "How long have you been here?" He quizzed me. He says, "Our buying office in New York is looking for somebody to buy better dresses." This was an operation called the central dress division, in which we purchase the merchandise . . . we resident buyers in New York, we would actually purchase the merchandise for something like 14 of the 20 AMC [Associated Merchandising Corporation] stores, of which, most of them were Federated. He said, "What would you think?" I said, "Gee, Mr. Lazarus, it sounds like a great opportunity." At that point I had been there about five or six years. He set up the interview. I went down to New York and got interviewed, and I got the job. I spent the year as a resident buyer, misses dresses. I hated it. I hated New York. I liked the job. I did not like New York at all. But one of the stores I was buying for was Rich's. I was buying for the moderate priced department at Rich's. So, I knew all the people. The merchandise manager was in New York, and I was working the market with her. We had department managers in departments because we did the buying for them. She said, "Would you think of coming to Rich's?" She says, "I've got a great job in the better dress department. I need a better dress buyer." She said, "You look like you've got the kind of <unintelligible> we want." And she went off. I'm fascinated. I'll come down for an interview. So I did. I flew South. That's where I met the young guy sitting next to me on the plane where I told you the story about the vacuum cleaner.

MAZIAR: Right.

GOLDBERG: I was interviewed by Rich's that day and they offered me a job and offered me good money. I flew back to New York. I started working in the market place there then came South.

MAZIAR: What do you think it is about you that's made you so successful if you had to kind of look back on things? I have my own ideas.

GOLDBERG: Perseverance, I think, more than anything else. I had a good pace level. That
sort of came as I grew up. I think a lot, my sister, who was the actress, rubbed off on me. But perseverance. I worked. I worked hard. I was very thorough. I like people, and I enjoyed being on the floor working with customers as sales person. I didn't go into fitting rooms or anything like that, but I wouldn't hesitate to sell a woman a dress.

MAZIAR: And that was very natural.

GOLDBERG: I loved it. I thoroughly enjoyed it.

MAZIAR: You have a very strong sense of not being afraid to try new things. Very flexible.

GOLDBERG: Yes, my dad taught me that. I bought dresses for Rich's. I came in 1954. I bought this department 1954, 1955. Carole was at Skidmore [College]. She was home for the summer and she was on Rich's college board. The college board kids were always assigned to the junior department because that was the juniors or the teen department. She was in juniors. That was right across the floor, on the fourth floor downtown, from my department. This young kid was always hanging out at the water fountain. There was a water fountain right on the corner of my department. This young kid was drinking water all day long. I thought she was going to float away one day.

MAZIAR: Was she supposed to be working?

GOLDBERG: One day, I'm walking by, and she banged into me, which she subsequently told me was done on purpose, and we got to talking. She told me who she was and her father was the general merchandise manager of the Home Store. I didn't know him from Adam. He was the enemy as far as I'm concerned. I was in the Fashion Store. We had nothing to do with the home furnishings people. They were aliens. I asked her for a date. I took her to . . . I'll never forget our first date. We went to see 

*Mister Roberts*, the movie. Then we started dating after that. She never went back to Skidmore. We were married a year and a half later. We were married in 1956. In 1957, I was promoted to divisional merchandise manager in the Budget Store, which in those days was called the Basement. I had the whole apparel area, women's apparel and accessories in the basement. That was 1957. I was there for three years. In 1960, I was moved upstairs as divisional merchandise manager of all the upstairs ready to wear.

MAZIAR: It was a perfect fit.

GOLDBERG: Just worked out beautifully. Then I went back downstairs to the Basement as the general merchandise manager over the whole basement. That was in 1965. That was when I was put on
the Rich's board.

**MAZIAR:** I have a feeling that you're going to come up with another business. I think that you're going to sell those buildings and something else is going to turn up because something is going to sound interesting and appealing to you.

**GOLDBERG:** I did own something in between. It was a partnership. I doubt if you ever heard of it. It was called the Atlanta Golf Center. It was out on Beaver Ruin Road. It still exists today. You know where Beaver Ruin Road is?

**MAZIAR:** It's out that way. Up [Interstate] 85.

**GOLDBERG:** On 85 just before Gwinnett [Place] Mall. Four friends of mine, three other friends and I, bought this piece of land as an investment 20 something years ago. We decided to make a golf driving range out of it. Part of it was flood plain so it was easily convertible. We made a golf driving range and we hired the pro from our club, from the Standard Club, who had been let go at that point, and his brother, who was also a golf pro living down in Texas. He came to work. We built a little clubhouse and we build this golf driving range. We started making money like wild fire. In the third year, this thing was making a profit. We couldn't believe it. So, we held it and held it and held it and held it. In 1992, we sold it to a Korean from Chicago for $1.2 million.

**MAZIAR:** We're hearing about all the successful deals. Wait a minute.

**GOLDBERG:** I've had some bad ones. Believe me. I've had some bad ones. But this one worked out very well. I started a chicken business, a chicken processing business. Do you know Arthur Scharf [sp]? Do you know him at all?

**MAZIAR:** No.

**GOLDBERG:** He died a few months ago. Middy's [sp] husband. Arthur and I got involved in a chicken processing business. We started producing chicken breasts out in Rutledge, Georgia. We built a small factory out there. We were selling it to Delta Airlines, their food kitchen kind of thing. The guy who was running our business was stealing from us, we found out. He was stealing us blind. He was down in Rutledge running it and we were back here doing our thing. We brought the sheriff out and padlocked the door and got rid of him, and we sold it. We were lucky because outside of Rutledge, a young fellow had come down from New York City and he took over what had been a horse meat factory and was producing chicken parts other than breasts to be frozen and shipped to Saudi Arabia. Every night he had trucks coming up to his place taking this chicken out. His plant was awful. It was horrible. The board of health had told him that if he didn't
He bought our plant, and we gave him a mortgage on it. We gave him a note, which we closed on December 10 of last year. He took it over, took the factory over. We didn't lose any money on it. We didn't make any, but we didn't lose anything. We went down on December 10 to close. This was after this ten-year note. He said to us, "Why don't you guys come over to the plant." He said, "You haven't seen it since ten years ago when I bought it from you." He says, "I'd like you to see what we're doing." We went over there, and as we drove up I said to Arthur, "This guy, he's expanded the plant. It's twice the size." He never said a word about it. Never told us he was doing it. I said, "He must be doing very well." As we drove around the back to the parking lot, there were ten refrigerated trailers sitting out back.

MAZIAR: Oh, my goodness.

GOLDBERG: We walked into the factory, and there were 60 people processing chicken for a shipment to Saudi Arabia. He was shipping 10,000 pounds a day of processed chicken to Saudi Arabia. Those refrigerated trucks are taken to the Atlanta airport and off it goes overseas and eventually Saudi Arabia, Bahrain, and Kuwait. So that was my chicken venture.

MAZIAR: Well, you wound up being successful for someone. Yes, you do have a knack, I have to say. Let me ask you, because the time is really rolling on and we're going to close briefly. You said you got something from your dad. I was wondering what it was that your dad taught you about perseverance or not being afraid to try new things.

GOLDBERG: My dad spent his whole career in the ice cream business.

MAZIAR: Doing?

GOLDBERG: He was not an adventuresome individual. He was superintendent of an ice cream plant in my home town in Worcester, Massachusetts. He always felt there were opportunities that he didn't go after, that he wanted me to think of things differently. He sort of raised me that way. I went through college. My parents [Rebecca and Max Goldberg] never paid a penny, I earned it. I worked for it. I went in the Navy when I was 17 years old. My mother wasn't happy, but I went.

MAZIAR: Just because you wanted to do that, you were ready?

GOLDBERG: The war was on. I became a Navy pilot. I came back four years later and went back to Dartmouth College and finished up. But my father was one of the most respected people I've ever met in my life. I never heard a cuss word out of that man. I never heard a damn or a hell
or anything. I mean, he was a puritanical Yankee if there ever was one. He was born in London [England]. Came to the United States when he was like 18 months old with his mother because his father was over in South Africa hunting for diamonds or some damn foolish thing. Got caught up in a world war or whatever it was. He taught me right as a youngster to look for opportunity and not to be afraid to take chances.

MAZIAR: And how about your mother?

GOLDBERG: My mother was a go-getter. My mother was what my father should have been. She was kind of the impetus between some of the things he did. He started in the ice cream business and then they were married and had my older sister [Eleanor Goldberg Neddleman]. They got into the bakery business. My mother had had some experience with it previously, so they had a bakery in my home town. They lived upstairs over it. Then they decided to sell the bakery because the ice cream business . . . their people wanted him back again. They wanted to promote him, so he went back. He spent 40 years in the ice cream business with National Dairy Corporation which is Sealtest Ice Cream.

MAZIAR: And your mother, did she work again?

GOLDBERG: No. My mother never worked. My mother couldn't read English. My mother could speak English. She couldn't read it. Never went to school. She came over here as a girl of 16.

MAZIAR: From?

GOLDBERG: From Lithuania it really was. It was on the Polish-Lithuanian border.

MAZIAR: Did they speak English at home?

GOLDBERG: No.

MAZIAR: They spoke Yiddish at home?

GOLDBERG: Spoke Yiddish at home.

MAZIAR: Even though your father was born in London?

GOLDBERG: In my home.

MAZIAR: Yes.

GOLDBERG: I thought you meant my mother's home. No, they spoke English.

MAZIAR: In the home you grew up in?

GOLDBERG: Yes. They spoke Yiddish when they didn't want us to know what was going on, but eventually I understood. She wasn't fluent in English. I mean, she could look at a paper and
make out some of it. She spoke Polish, Lithuanian, and Russian very fluently. So, she just raised kids and kept the household.

MAZIAR: You do have wonderful taste in things, looking around at your office and at your artwork on the walls. I was wondering if you had any of that in your own family. Were there opportunities for . . .

GOLDBERG: No, there really wasn't. One of the activities I got involved in was the High Museum. In fact, I became vice president in charge of operations at the High Museum. I enjoyed that. I was on their board for over 12 years. I enjoyed that. That's where I really got an appreciation for it. But nothing in my family.

MAZIAR: And your sister? What happened to your sister?

GOLDBERG: My sister was an actress in radio. She went to the American Academy of Dramatic Arts in New York City and graduated from there. Did some radio work because television didn't exist in her day. Did some radio work in New York City and met a guy from my home town that she fell in love with. She came back to Worcester and joined one of the local radio stations and was doing a program of her own, an hour show. She was married and raised kids and did that show for a good number of years.

MAZIAR: Is she still alive?

GOLDBERG: No, she died. She had a massive heart attack at age 65. Quite some time now. She did all our radio work before World War II. Walt, her husband, joined the Navy. He wound up in Puerto Rico during the war, at the Guantanamo Naval Air Base, and subsequently back to Norfolk Naval Station. She was able to live on base because there was housing there. With their first child, she moved down there and gave up her radio life. She was a very creative person. I think some of that wore off, I'm sure.

MAZIAR: Yes. I think that was obviously percolating in your family.

GOLDBERG: Yes. Mine, by exposure to Judi [sp]. In later years when the kids were grown, she became an interior decorator and did a fabulous job of it. Excellent. Just make some spending money.

MAZIAR: With your own children, I'm just thinking about this. Is that why you sent them to Galloway because Galloway tends to be more creative? It has a kind of creative . . .

GOLDBERG: No. I sent only one kid to Galloway because he had a learning disability. As it turned out, Galloway was not the school for him because Galloway allows a kid to work at his own
speed, and this kid needed strong discipline. I told you, I became chairman of the board at Galloway School. <unintelligible> and I agreed after a couple of years that this was not the place for him. So we talked to some counselors and sent him up to, just outside of Augusta, Maine, to a school up there. He spent a year up there going to school for kids with learning disabilities and did well. He learned how to ski more than anything else. He came home and we put him into Brandon Hall School, which was exactly the kind of school. It was perfect. Brandon Hall, at that point, heck, they threw him out and brought in a new man. The school was in all kinds of trouble. Jimmy came back, and he finished up. The last few years of high school he did at Brandon Hall. Then he went to ABAC, Abraham Baldwin Agricultural College down in Tifton, Georgia. Liberal arts kind of stuff. He didn't want to become a farmer.

MAZIAR: Did any of your kids become involved in merchandising or business?

GOLDBERG: No. My daughter is with Manning Selvage & Lee.

MAZIAR: Which is?

GOLDBERG: A public relations firm here in Atlanta. My oldest son is with Solo Cup Company out of Urbana, Illinois, just outside of Chicago. A year ago, he was promoted to national accounts manager, which is a fabulous job for a kid in that position. He travels the whole country, meeting with heads of companies and planning programming for business. He's done extremely well. He started with them as a salesman in the Atlanta area working under a supervisor. Within six months, they were so impressed with him, they sent him down to Orlando [Florida] and split the Florida territory and created a territory from Orlando to the East Coast, the Kennedy Space Center and Daytona. He opened Disney World for them. They did not have the Disney account. Their competitor had it. Jeff opened the Disney account. It became a multi, multimillion dollar account.

MAZIAR: It sounds like he has the same gene.

GOLDBERG: Yes. He was on his way.

MAZIAR: Sounds like he certainly was. And the other child is?

GOLDBERG: And then there is the crowd.

MAZIAR: That's the crowd?

GOLDBERG: Yes. <Shows a picture> Jeff is on the far right, then his wife.

MAZIAR: And baby.

GOLDBERG: Debra, my daughter, with their first child. Her husband [Chris] right behind
them. The kid with the beard on the top is Debra's twin brother, Jimmy, who is not married.

MAZIAR: Good looking group.

GOLDBERG: Thank you.

MAZIAR: I hope they give you much happiness.

GOLDBERG: Oh, they do. They do. Now I have a second granddaughter. Debra had another child. She's a year and a half old. That's the two of them sitting in my lap in the picture right by the chair.

MAZIAR: Okay. And they live?

GOLDBERG: They live in Sandy Springs [Georgia]. They just bought a house in Sandy Springs just a year ago.

MAZIAR: So you get to see them?

GOLDBERG: Oh, yes.

MAZIAR: You get to play with them.

GOLDBERG: All the time.

MAZIAR: Let me just do a little bit of... I think you have to sign something.

GOLDBERG: All right. What, you want a release?

MAZIAR: No. I'm telling you our time. Do you realize it's almost 12 o'clock?

<Pause in tape>

MAZIAR: Today is the 29th.

GOLDBERG: Don't forget to turn your clock ahead Saturday night.

MAZIAR: I need you to sign right down here. [Is there] anything else you can think of?

GOLDBERG: Not a thing.

MAZIAR: We've covered it?

GOLDBERG: I think we've covered it.

MAZIAR: I'm looking forward to reading your book.

GOLDBERG: I have enjoyed meeting you in the first place and spending this time with you.

MAZIAR: Thank you.

GOLDBERG: I have thoroughly enjoyed it.

MAZIAR: I think the tapes are wonderful. I appreciate the attention you gave to them and organizing them. I think they are going to be quite a fascinating piece in the tapestry of the Atlanta fabric. Thank you so much. It was just great.
GOLDBERG: Thank you.

<End Tape 3, Side 2>

INTERVIEW ENDS