

CHEMICAL HERITAGE FOUNDATION

ROBERT P. LUCIANO

Transcript of an Interview
Conducted by

David C. Brock and Leo B. Slater

at

Madison, New Jersey

on

25 June 1999

(With Subsequent Corrections and Additions)

CHEMICAL HERITAGE FOUNDATION
Oral History Program
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ROBERT P. LUCIANO

1933 Born in New York City, New York on 9 October

Education

1954 B.B.A., in business, City College of New York
1958 J.D., University of Michigan

Professional Experience

1958-1966 Royall Koegel & Rogers [Rogers & Wells]
Senior tax associate

Ciba-Geigy Corporation

1966-1968 Attorney, CIBA Corporation
1968-1970 Assistant Secretary, CIBA Corporation
1970-1971 Assistant General Counsel and Director of Public Affairs, CIBA
Pharmaceuticals

1971-1973 Vice President, Planning and Administration
1973-1975 Vice President, marketing, CIBA Pharmaceuticals
1975-1977 President, Pharmaceuticals Division

American Cyanamid Company

1977-1978 President, Lederle Laboratories Division

Schering-Plough Corporation

1978-1979 Senior Vice President, Administration
1979-1980 Executive Vice President, Pharmaceuticals
1980-1982 President and Chief Operating Officer
1982-1984 President and Chief Executive Office
1984-1986 President, Chief Executive Officer and Chairman of the Board
1986-1996 Chief Executive Officer and Chairman of the Board
1996-1998 Chairman of the Board of Directors

Honors

1988 Candlelight Award, Epilepsy Foundation of New Jersey
1989 Gold Award, *The Wall Street Transcript*
1989 Bronze Award, *Financial World's* CEO of the Decade Award Program

- 1989 President's Award, Graduate School and University Center of the City
University of New York
- 1989 *New Jersey Business* "Top 10 Most Admired Executives"
- 1990 Distinguished Business Leaders' Award, Monmouth College
- 1990 Corporate Recognition Award, National Puerto Rican Coalition
- 1991 Alexander Hamilton Economic Award
- 1991 Paul L. Troast Award, New Jersey Business and Industry Association
- 1991 Townsend Harris Medal, Alumni Association of the City College of New
York
- 1991 Science/Technology Medal, Research and Development Council of New
Jersey
- 1992 Distinguished Service Award, American Liver Foundation
- 1992 Distinguished Citizen Award, Boy Scouts of America
- 1992 Hall of Fame Award, Tri-County Scholarship Fund
- 1992 Ireland United States Council for Commerce and Industry's Council
Award for Outstanding Achievement
- 1992 *New Jersey Monthly* Magazine's New Jersey Business Leader of the Year
Award
- 1992 Honorary Doctor of Humane Letters, Drew University
- 1993 "Freedom of the Human Spirit Award," International Center for the
Disabled
- 1994 Baruch College Alumni Association Outstanding Achievement Award
- 1994 Honorary Doctor of Laws Degree, University College Dublin of the
National Ireland University
- 1994 American Paralysis Association Special Award
- 1994 New Jersey Battered Women's Association, Professional Leadership
Citation
- 1995 Baruch College Distinguished Alumnus Award

ABSTRACT

Robert Luciano begins the interview with a brief description of his early years in New York City, New York. Luciano attended New York public schools, and in sixth grade was selected to join a rapid advancement program for gifted children. After graduating from high school, Luciano attended City College of New York, receiving a bachelor's degree in business in 1954. Luciano then entered the Army, serving in the Pentagon. When he returned from military service, Luciano attended law school at the University of Michigan, earning his J.D. in 1958. Luciano returned to New York, where he practiced law for eight years. He accepted a position in Ciba Corporation's General Counsel Department in 1966. Quickly rising through the ranks at Ciba, he moved into the company's business environment. Luciano was Vice President of Marketing when Ciba and Geigy merged, and by 1975, Luciano was President of Ciba-Geigy's pharmaceuticals division. His skills as a manager helped assuage the difficulties between management and research within the company. After a year with American Cyanamid Company, Luciano joined Schering-Plough Corporation in 1978 as the Senior Vice President of Administration. Luciano sought to increase understanding in the pharmaceutical industry that cutting-edge research programs sometimes produce failure and that tolerance for failure was necessary. In the late 1970s, Schering-Plough entered the world of biotechnology, buying 13 percent of Biogen. Soon after, Biogen scientist Charles Weissmann first cloned interferon. Luciano became CEO of Schering-Plough in 1982, the same year that Schering-Plough bought DNAX, another biotechnology company. Luciano concludes the interview with thoughts on research and development at Schering-Plough, his views on government regulation, and a discussion of the future of the smaller pharmaceutical companies.

INTERVIEWERS

David C. Brock is Associate Historian at the Chemical Heritage Foundation in Philadelphia. He is currently a Ph.D. candidate in the History Department, Program in the History of Science at Princeton University. In 1995, Mr. Brock received his M.A. in the History of Science from Princeton University and in 1992, he earned a M.Sc. in the Sociology of Scientific Knowledge from the University of Edinburgh.

Leo Slater is Director of Historical Services at the Chemical Heritage Foundation in Philadelphia. A former research chemist at the Schering-Plough Research Institute, he received his doctorate in history from Princeton University in 1997.

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