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)

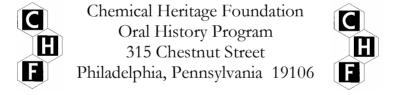
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ROBERT P. LUCIANO

1933	Born in New York City, New York on 9 October
	<u>Education</u>
1954 1958	B.B.A., in business, City College of New York 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
	<u>Honors</u>
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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