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	APF	"Miller, J. Irwin"

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1ST STORY of Level 1 printed in FULL format.

Copyright 1997 The Indianapolis Newspapers, Inc.
THE INDIANAPOLIS STAR

October 12, 1997 Sunday CITY FINAL EDITION

SECTION: NEWS; Pg. A16

LENGTH: 519 words

HEADLINE: Xenia Miller makes her own contributions to Columbus

BYLINE: BILL SHAW

BODY:

J. Irwin and Xenia Miller live two miles north of the courthouse in Columbus in an elegant, low-slung home surrounded by graceful gardens, sculpted shrubbery and the Flatrock River. The residence was designed in 1957 by one of the world's great architects, the late Eero Saarinen, a longtime Miller family friend.

Among other American landmarks, Saarinen designed the Gateway Arch along the Mississippi River in St. Louis.

The Millers' home contains beautiful paintings, gleaming pianos, huge fragrant orchids, books on every imaginable topic and expensive glass doodads sitting on delicate glass tables.

Not a good place to toss the dog a Frisbee.

"Don't worry; the kids did back flips into the sunken living room," said Mrs. Miller. "Nothing got broken. "

Making changes

Xenia was born in Morgantown in 1917 and moved with her family to Columbus when she was 10. Her father made hickory furniture, which meant they didn't exactly move in the same social circles as the prominent Miller clan.

She met Irwin in a Sunday school class taught by his sister, Clementine, when they were kids. They became involved years later at Cummins and were married in 1943.

"It was intimidating at first marrying into the family," she said.

"It was a big change for me. "

After their five children were raised, she traveled the world on business with her husband. The daughter of a Hoosier furniture maker once had dinner at Buckingham Palace with Prince Philip and the very formal Queen Elizabeth.

Is the queen human? Can she smile?

Miller, J. Irwin

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"Yes, she even laughed," laughed Mrs. Miller.

Committed to the arts

During a photo session at their home, the Millers politely refused to pose in any setting that might make them look prosperous or important, like standing in front of the house. Not their style.

J. Irwin does, however, gently prompt his wife to talk about her long commitment to the arts in Indiana. Her philanthropic projects and honorary degrees fill four single-spaced pages.

"Tell him how you saved and restored 14 historic buildings and doubled the size of the downtown visitor's center," he prodded with obvious pride.

"Irwin. Please. "

A few years ago, she helped design and fund a 150-page book for the Chamber of Commerce highlighting Columbus' world-famous architecture. Even though the Miller family fortune is responsible for the architectural wonders, their name is not to be found in the book.

"Tell him about the rug," says the persistent J. Irwin.

Xenia had the shape of every variety of tree leaf found in their yard woven into a rug, a nice Hoosierly touch amid the modern paintings and striking architecture.

She's just like him. Or he's like her. They'd rather talk about glass doodads, back flips, leaves or the queen of England than themselves.

After 54 years of marriage they still laugh, flirt and joke as if they met last week.

At one point he reached over and touched her arm, a big smile crossing his normally rather reserved face.

"We've had a good time, haven't we?" he beamed.

"We have. "

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Rockefeller, D.
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Copyright 1997 The Hearst Corporation
The San Francisco Examiner

October 24, 1997, Friday; Second Edition

SECTION: BUSINESS; Pg. C-1

LENGTH: 641 words

HEADLINE: HOT PROPERTY ;
Prudential wants to sell its stake in Embarcadero Center

SOURCE: OF THE EXAMINER STAFF

BODY:

OWNERS of Embarcadero Center are looking to sell up to half of the sprawling San Francisco office and retail complex in a deal that real estate brokers estimate could be worth as much as \$ 500 million.

New York-based Prudential Insurance Co. of America co-owns the 3 million-square-foot Financial District center with David Rockefeller & Associates, also in New York. Prudential is spearheading the effort as part of its nationwide plan to gradually exit the business of directly owning big real estate properties.

Rockefeller would retain its 50 percent equity stake in Embarcadero Center.

John Lutzius, a real estate analyst at Green Street Advisors in Newport Beach, said Prudential should have no trouble selling Embarcadero Center, which has been dubbed Rockefeller Center West.

"It's a very prominent property," he said. "Whoever owns that property gets a perceived market presence that might be able to help that company become a player in San Francisco."

Lutzius speculated that real estate investment trusts, known as REITs, would be among the most likely buyers for Embarcadero Center because they're flush with cash right now. According to the National Association of Real Estate Investment Trusts, the stock market value of all REITs stands at about \$ 125 billion, up from about \$ 9 billion at the end of 1990.

The front-runner, Lutzius said, would be Chicago-based Equity Office Properties Trust, in which billionaire investor Sam Zell is a majority shareholder, because the REIT already owns five buildings in The City, including 1 Market Plaza and 1 Maritime Plaza.

Jim Wilson, a REIT analyst with investment bank Jeffries & Co. in The City, agreed that Equity Office would be a prime investor, but also noted that San Francisco-based Shorenstein Co. would also be a contender.

"They both want it," Wilson said. "In San Francisco they own about the same amount of office space."

Indeed, Shorenstein has been on an office-buying tear for the past five years, scooping up buildings on the cheap and filling them with top-notch

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The San Francisco Examiner, October 24, 1997

tenants. Today, the company owns about 25 million square feet of office space in a number of cities across the country, including San Francisco, New York, Los Angeles and Boston.

Last year, Shorenstein bought several office buildings in Oakland for an estimated \$ 100 million as well as the 55-story First Union Financial Center in Miami for \$ 207 million.

Equity Office would not comment on the speculation. Shorenstein executives were unavailable for comment.

Prudential spokesman Rick Matthews said the company hired investment bank Lehman Bros. about six weeks ago to work up an offering document on Embarcadero Center. That document, Matthews said, will be sent out to a few dozen potential investors by the end of the year. Matthews did not know which companies or individuals would be receiving the information.

Matthews said the transaction could be structured in a number of different ways. For example, the 50 percent equity stake could be purchased with cash, traded for stock or made with a combination of the two, Matthews said. More intricate forms of financing, he added, are also possibilities.

As part of the transaction, Prudential could even end up keeping some of its equity in the property, which includes blue-chip office tenants like accounting firm KPMG Peat Marwick, the J. Walter Thompson ad agency and law firm McCutchen Doyle Brown & Enersen. Retail tenants include Nine West, Banana Republic and Liz Claiborne.

"For the Embarcadero, it's too soon to say how that deal will be structured," Matthews said. "We need to put that (the offering document) out on the market, and negotiate from there. We hope there'll be an opportunity for us to retain some type of equity stake. It depends on who's going to come to the table."

GRAPHIC: PHOTO (EXAMINER / CRAIG LEE)
Caption 1, Embarcadero Center houses such bluechip retail and office tenants as Liz Claiborne and KPMG Peat Marwick

MAP
(EXAMINER / GRAPHICS)
Caption 2, EMBARCADERO AREA OF SAN FRANCISCO

LANGUAGE: English

LOAD-DATE: October 25, 1997

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Miller, J. I.

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Copyright 1997 The Indianapolis Newspapers, Inc.
THE INDIANAPOLIS STAR

October 12, 1997 Sunday CITY FINAL EDITION

SECTION: NEWS; Pg. A01

LENGTH: 2570 words

HEADLINE: He built a Fortune 500 company, sculpted a city, advised U.S. presidents and championed social reform. J. Irwin Miller is a...HUGE PLAYER, HUMBLE BENEFACTOR

BYLINE: BILL SHAW

BODY:

COLUMBUS, Ind. - A former mayor of this architecturally splendid city of 35,000 summed it up perfectly.

"The two greatest living Hoosiers are J. Irwin Miller and Herman B Wells," said Bob Stewart, who knows both men well.

Wells, of course, is the legendary 96-year-old chancellor of Indiana University.

Miller, 88, is the retired chairman of the board of Cummins Engine Co., the family business he built from 60 employees in 1934 into a Fortune 500 empire with 25,000 workers in 100 countries and \$ 6 billion in annual sales.

He has known Eisenhower, JFK, LBJ, Nixon, Carter, Reagan, Clinton, King, Mandela and many more.

More than 50 public and private buildings in Columbus were designed by the world's great architects and paid for with Miller money. Not one building bears the family name. Putting his name on a building would be unthinkable. Boastful. The sin of pride.

In Indianapolis, the family fortune built Christian Theological Seminary near Butler University.

He helped organize the Rev. Martin Luther King Jr.'s 1963 civil rights march on Washington and poured millions into black voter registration campaigns in the segregated South. In October 1967 he was pictured on the cover of Esquire magazine beneath a headline that declared, "This man ought to be the next President of the United States. "

His fierce devotion to civil rights and his passionate opposition to the Vietnam War earned him a coveted spot on President Richard Nixon's fabled "Enemies List. "

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THE INDIANAPOLIS STAR, October 12, 1997, Sunday

"I don't know what I did to make Nixon mad," he said with a smile. Miller's small, spartan office is on the third floor of an 1881 bank building built by his grandfather. It's across from the Bartholomew County Courthouse and two blocks from the house in which he was born in 1909.

There is no sign in front of the building, just the address on the door. His personal stationery doesn't even bear his name, only the address. He declined to be photographed outside the building.

"Not my style," he mumbled apologetically.

His office walls contain no pictures of presidents, foreign dignitaries, religious leaders, silly celebrities or university presidents. No honorary degrees, awards, plaques or certificates of any kind, though he's received enough to fill a room.

The only thing on the wall is a small, framed certificate naming him a life member of the Diesel Workers labor union. His company, Cummins, makes diesel engines.

"It's one of my proudest honors," he said, beaming. "We need labor unions. They keep us honest." He's looking forward to the doughnuts at the union Christmas party.

Remember, Miller is a powerful businessman. Such individuals usually loathe unions, rather than embrace them. He's also a Republican. Sort of.

In his small outer office is a priceless pastel portrait of Abraham Lincoln in its original frame. Miller's great-grandfather, Joseph Ireland Irwin, was a friend of Lincoln's.

That's the extent of the stuff in his office: a labor union membership and a portrait of America's greatest president, two symbols that best illustrate his extraordinary, paradoxical life.

Which, of course, he would rather not talk about.

Renaissance Hoosier

"I won't be disappointed if you don't write about me," he said three different times.

OK, so who is this Jeffersonian Hoosier who can explain the stroke, bore and torque ratios of a diesel engine and quote Cicero, Plato or Socrates with equal ease, but is puzzled by the computer on his desk? He reads Greek and Latin, plays Bach on a Stradivarius, confers with South African President Nelson Mandela, recently started an engineering school for women in India, was the first lay president of the National Council of Churches, has lived in the same house and attended the same Disciples of Christ Christian church for 40 years, says he's never heard of the Circle Centre mall in Indianapolis and loves orchids, splendid architecture, chocolate chip cookies, great

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works of art and greasy cheeseburgers at The Brick Tavern in Jonesville.

"You can't beat a good cookie," he said after lunch in his private dining room. "Have a couple. "

The private dining room down the hall from his office is used only for guest lunches, he notes, almost self-consciously.

"I usually just drive home for lunch," he said. "It's only two miles. "

Miller was born to great wealth and privilege in the family home on Fifth Street, a house that was built before the Civil War. A fourth-generation Hoosier, he remembers teams of oxen walking through the muddy streets of Columbus. He and his older sister, Elizabeth Clementine, were taught by their parents that great wealth carried even greater social responsibility.

"My parents always said, 'You didn't make this money. Other generations laid the foundation, and you have an obligation that is not self-centered but in the interest of other people who have gone before you,' " he explained.

The family ate three meals a day together. When guests were present, children were not excluded but encouraged to participate in discussions. A dictionary sat on the table in case a word needed to be checked.

Taught to do good

The mealtime discussions of politics, the arts, the classics and, above all, the need to do good works were led by Miller's dad, Hugh Th. Miller. Miller's father taught at Butler University and served one term as Indiana lieutenant governor before returning to Columbus to run the family empire, built on starch manufacturing, banking, grocery stores and electric cars.

Former Lt. Gov. John Mutz's grandmother, Arie Massie, was the first woman to own a business in Columbus in the 1930s. Banks didn't loan money to women back then without a husband's signature. Miller's great-uncle William G. Irwin, president of The Irwin-Union Trust Co., loaned her \$ 400 to buy an electric chicken incubator. He didn't ask for a husband's signature.

"Grandma never forgot that," recalled Mutz. "The family's always been way ahead of its time on social issues. "

A century ago, when the all-black Second Baptist Church in Columbus needed a stained-glass window, Miller's father bought it.

It's still there.

A few years ago, Cummins was threatened by a hostile takeover.

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Fearing that a takeover eventually would destroy the company and collapse the Columbus economy, Miller and his sister dipped into their personal savings and bought \$ 65 million worth of stock to thwart the bid.

"It's unimaginable the kind of money they've poured into this city," said former Mayor Stewart.

Miller attended Taft, a private prep school in Connecticut, and then Yale University, majoring in the Greek and Latin classics. He received a master's degree in politics at Oxford University in England, which prepared him for his first job, sacking potatoes, stocking shelves and cutting cheese in the family's California grocery stores.

In 1934, after a year of sacking and cutting, his dad asked him to come home and work in the diesel factory, which was drowning in red ink.

"I was 24, and they threw the whole thing at me, making me vice president and general manager," he recalled.

Questions, not answers

Weren't you scared?

"I don't remember being scared, but a lot of people were irritated at me because I spent the first year asking everyone what they did.

They kept saying, 'Just tell us what to do. ' I didn't feel comfortable telling people what to do until I understood what they did," he explained.

He figured it out, building Cummins into the world's largest manufacturer of heavy-duty diesel engines. In 1943 he married Xenia Ruth Simons, a purchaser of iron castings at the plant. They have five children and 10 grandchildren.

"In all the important ways, my marriage is better all the time," he says, fingering his thin gold wedding band.

He spent 18 months in combat in the South Pacific during World War II, returned home and eliminated segregation in Cummins Engine Co. "South of Indianapolis, I don't think there was a colored person who wasn't a janitor or a maid. I decided to begin hiring people on the basis of skill, not skin color," he said. "And I did. "

He proudly notes that there are 70 ethnic groups living in Columbus today. The president of Irwin Mgt. Co., which manages and gives away Miller's money, is Sarla Kalsi, who came to Columbus from Calcutta, India, with a master's degree from Columbia University.

"I figured I'd stay a year," she recalled. "That was 30 years ago.

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The greatest thing in my life is being associated with the Miller family. "

A pro-union capitalist

Miller's management style is truly stunning, given today's Donald Trump-like, conspicuous consumption, greed-driven, downsizing, union-busting corporate ethic.

"If you give corporations the power of the market, you must have someone watch them, and that's got to be the government. Profit is a byproduct," says Miller. "It's not something you seek directly. I feel we are a trustee for the customer, the worker and the company.

They don't have to work for you. The main motivation has got to be to serve people. If you do it well, you'll make money. "

In over a half century on the Cummins payroll, Miller gave away 30 percent of his pre-tax salary, the maximum allowed by the IRS.

Cummins Engine Co. still donates 5 percent of its pre-tax profit to charity.

"The highest priority should be the legitimate claims of those left behind in society. In this country, that's largely African-Americans," he said. "It's the duty of a Christian to fight for the disadvantaged. "

After studying and analyzing the world's great religions, Miller settled on Christianity because of the love-your-neighbor part.

Because his neighbors half a world away were being mistreated, he shut down the Cummins factory in South Africa to protest apartheid.

Indiana's U.S. Sen. Richard Lugar credits Miller with helping him write legislation in 1986 that led to economic sanctions against South Africa, ultimately toppling white rule and leading to Mandela's release from prison.

"The influence of J. Irwin was profoundly important in ending apartheid in South Africa," said Lugar, who returned a phone call in 10 minutes when an aide told him the topic was Miller.

Loving all of his neighbors

Miller shrugs. It wasn't that big a deal, he says, just helping a neighbor. It's the Hoosierly, Christian thing to do. He believes that Mandela is one of the world's great men.

"After 27 years, he walked out of prison smiling," he said.

"The greatest Christian value is that you must love your neighbor as yourself, especially the guy you don't want to love. You must love them equally, even those who disgust or enrage you. "

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In the 1960s, when Miller's black neighbors in the South were being beaten and lynched, President John F. Kennedy and his brother Attorney General Robert F. Kennedy sought Miller's help and counsel.

In addition to pouring his personal money into black voter-registration drives, he asked Southern CEOs to work to end segregation. The executives responded by running advertisements calling for a boycott of Cummins Engine.

He continued his civil rights involvement into the Johnson administration and found himself liking Lyndon B. Johnson so much that he voted for him, despite the war in Vietnam.

Miller says nothing about Nixon, admires Jimmy Carter's human rights record and believes President Clinton should be applauded for reducing a dangerously high deficit. He won't say whether he voted for Ronald Reagan, but it's doubtful.

"We got corruption and vice and a huge deficit in the Reagan administration. We were in a patch of selfishness and still are. Most CEOs' salaries are OK, but there are flaming exceptions. The difference in the CEO and the shop worker's salary has more than doubled, and that's not good. I didn't agree with Reagan on much, but I guess he was sincere," he said.

"The current disparity between the rich and poor is a prescription for disaster. "

OK, are you a Republican or Democrat?

"I'm a registered, disgruntled Republican. Right now, the Democrats outrage me less than Republicans. "

Miller speaks in careful, measured sentences, not funny anecdotes or windy stories. He thinks before speaking. Ask him why he doesn't name buildings after himself, like, oh, say, the Hilbert Circle Theatre in Downtown Indianapolis, and he pauses. Thinking.

"Um, while not criticizing others who do, it's a matter of taste.

We're more interested in the project than our name on the building," he says. "Another cookie?" he says, changing he subject.

A complicated simple man

He doesn't understand why his life would be of interest to others.

It isn't that complicated, he thinks.

Building Cummins wasn't that hard: Produce a good engine. Hire talented people and treat them well.

Donating millions to build schools, hospitals, museums and churches for his neighbors in the world is simply the right thing to

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do. How much does one person need? How many cars can you drive? He has one. Closing a factory in South Africa was not a difficult decision. You don't do business with the devil. A man's soul is not for sale. A neighbor needed help. What's the big deal? How about another cookie. Let's talk about something else.

Is it fun being rich?

"I don't get joy out of money as such. It's harder to give away money than it is to make it. We've had a happy life, and the biggest part is our children," he said.

These days, he is learning to speak Italian and re-reading the history of the Roman Empire in preparation for a trip to Venice with his wife and four of their kids.

A mild case of polio 40 years ago numbed some nerves in his right leg, and he hobbles a bit, but his health is great. Getting old is not great. He's working his way through a 12-inch stack of papers to close the substantial estate of his late sister, Clementine.

"When my parents died, the papers were only an inch thick," he moaned.

"Being 88 sometimes gets scary. It was scariest around 60, when I started asking myself what I could have done differently. I always thought I'd run for office one day like my father, but that slipped past me," he explained.

Most people of Miller's stature would write a book. Herman Wells did, although he resisted the entire process, fiddled with it 10 years, put none of the good stuff in it and then wished he hadn't been talked into it in the first place.

A couple of years ago, former Mayor Bob Stewart somehow talked Miller and his sister into a two-hour videotaped interview to preserve a bit of oral family history.

Clementine, then 92, told wonderful, colorful family stories.

Miller sat bolt upright in a chair, said little and wore the blank look of a man about to be strapped down and electrocuted.

The exact same look that appeared when it was suggested he write a book. He dropped his cookie.

"You gotta have a little more ego than I have to write a book," he said slowly, emphasizing each word. "I cannot imagine doing that.

"Who cares about me? "the state of local and world affairs.

GRAPHIC: COLOR PHOTOS; PHOTOS; MAP; LASTING MATCH: Xenia Miller and her husband, J. Irwin
Miller, relax in their Columbus home. The Millers met as youths in a Sunday school class taught by J. Irwin's sister, Clementine. They

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married in 1943. Story, Page A16.; HEAD SHOT; A MODEST LEADER: Called one of the greatest Hoosiers of all time, J. Irwin Miller, 88, is retired chairman of the board of Cummins Engine Co., the family business he built into a Fortune 500 empire. He has made it his life's goal to quietly change ; NO CREDIT PLEASE: J. Irwin Miller has won many awards, but only one certificate hangs on the wall of his modest office (above). The Millers also financed more than 50 buildings in Columbus, including the North Christian Church (left). Not one bears their name.; PROMINENT PROFILE: J. Irwin Miller's devotion to some political causes, such as registering black voters, earned him a place on President Richard Nixon's list of enemies. However, Miller's doings earned him his own "presidential" accolade on the cover of Esquire magazine in October 1967.; MAP SHOWS THE LOCATION OF COLUMBUS AND BARTHOLOMEW COUNTY IN CENTRAL INDIANA.; GARY MOORE; STAFF MAP

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Elisha, W. (Photography
Committee)

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Business Wire

April 1, 1997, Tuesday

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DISTRIBUTION: Business Editors/Automotive & Transportation Writers

LENGTH: 1941 words

HEADLINE: Cummins expects first-quarter profit before tax to exceed that of fourth quarter 1996

DATELINE: COLUMBUS, Ind.

BODY:

April 1, 1997--

Common Stock Dividend To Increase 2.5 Cents

To 27.5 Cents Per Quarter

Cummins Engine Co. Inc. (NYSE:CUM) told shareholders today that it expects first quarter earnings to approach \$ 1 per share with profit before tax higher than that of the fourth quarter on somewhat lower sales. The company also announced a 10 percent increase in its quarterly common stock dividend, from 25 cents to 27.5 cents. Cummins' annual shareholders meeting was held in its headquarters city of Columbus, Ind.

Cummins Chairman and Chief Executive Officer, Jim Henderson, said, "We are much more diversified now and business conditions are favorable in most of our markets at this time. Our international revenues are 44 percent of our total. If business conditions continue as they are now, we expect higher earnings in the second quarter than the first."

Largest product introduction in history

"1996 was an important transition year for Cummins, and was a year of significant change," said Cummins President and Chief Operating Officer, Tim Solso. "It was a year in which we earned respectable profits, despite a 23-percent decline in the North American heavy-duty truck market. These profits recognize the hard work of lowering our costs, improving quality and productivity, and diversifying into new and different markets." Solso said 1996 marked the beginning of the largest new product introduction in the history of the company, with investments of more than \$ 1 billion from 1996 through 1999 in capital and product development. "By the year 2000, we will replace today's entire product line with the most advanced engines, product support and information technology in the world."

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Business Wire, April, 1997

The largest restructuring effort in the history of Cummins occurred during 1996, Solso said, involving a \$ 118 million charge and absorption of an additional \$ 25 million in costs. Gross savings in 1996 were \$ 50 million and will grow to \$ 80 million annually by 1998. Through this program, Cummins closed eight plants and five distribution centers, eliminated six businesses, and reduced employment by 2,300 people. Solso reminded shareholders that Cummins is making a \$ 500 million investment in Southern Indiana, including the new block line at the Columbus Midrange Engine Plant, the joint venture with Komatsu at Seymour, the new Fuel Systems Plant in Columbus, and renovation of the Columbus Engine Plant, all of which will guarantee employment and growth for this area. Solso added that Cummins' "constellation" of growing international partnerships should produce revenues in excess of \$ 2 billion by the year 2000. He noted that the productivity of Cummins employees has doubled in the last five years through several quality programs in manufacturing, marketing, technology and distribution. As a result, since 1991 Cummins has achieved a 63-percent reduction in quality defects, a 55-percent reduction in the number of safety-related incidents, and a 76-percent increase in inventory turns.

Record sales for fifth consecutive year

Vice President and Chief Financial Officer, Kiran M. Patel, said Cummins' 1996 sales were a record for the fifth consecutive year. "Our compound annual growth rate is more than 10 percent for the past 25 years. This puts us in the top quartile of Fortune 500 companies." While sales to the North American heavy-duty truck market declined, other key markets improved last year. Bus and light commercial vehicles, power generation, and industrial markets all achieved record levels of sales, he said. Fleetguard performed well again in 1996, setting new records for both sales and profits, and continuing the 15-percent annual growth rate it has maintained for more than two decades. Cummins' second largest market outside the United States is Asia, representing 17 percent of the company's sales. "Our future growth potential in Asia is enhanced by our joint ventures and alliances in India, China, Japan and Indonesia."

While 1996 was a profitable year, Patel said, earnings declined because of the lower heavy-duty truck market sales which were offset by power generation and industrial sales, but at lower margins. Earnings also declined because of increased new product spending, increased product coverage expenses, and restructuring costs. Patel concluded by noting that Cummins has completed the repurchase of 2.5 million shares of common stock in 1996 and announced a program to repurchase an additional 3 million shares. "With 1.3 million shares already purchased in January 1997, the number of shares outstanding has been reduced by 3.4 million over the last few years." Five years of strong financial performance have allowed Cummins to improve its debt-to-capital ratio to 24 percent, Patel said. "From this strong base, the company is pursuing profitable growth opportunities through product line expansions and international growth via alliances and joint ventures, and has the capacity to acquire new businesses."

Automotive looks to the 21st century

Executive Vice President, Group President - Automotive, Roberto Cordaro, told shareholders that Cummins has held a leadership position in the North American heavy-duty truck market for 24 consecutive years, and its presence in the medium-duty truck market has remained strong by being the power of choice at Ford, Freightliner and PACCAR. "To continue this success in the future, we are

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working closely with partners on every continent to grow our sales of product and information and to expand our network of customer support." Cordaro cited as examples Cummins' M11 electronic "Euro 2" engines which are best in class in fuel economy, the new joint venture with Iveco and New Holland to design and manufacture the next generation engines based on the successful B Series, and continued growth in bus and light commercial vehicle markets due in large measure to the popular Dodge Ram pickup truck.

Cordaro also told shareholders about Interact, Cummins' system of new products, information and support developed to interact with customers and designed with their business success in mind. This technology interacts with customers on several different levels, he said, adding that the ISB engine is the first in a family of new products that will use this technology. "All of these subsystems interact to produce an ISB engine that offers up to a 20-percent improvement in performance, with increased reliability and durability versus today's B Series engine." An important element of the Interact System is providing outstanding customer support, made possible by the opening last fall of a new centralized parts distribution center in Memphis, Tennessee. "Quickserve" is a new program which offers a guaranteed diagnostic and service response to customers, minimizing downtime and improving customers' operating results.

Industrial group achieves record sales

Executive Vice President, Group President - Industrial, Joe Loughrey, told shareholders that 1996 was a record year for the industrial group, with sales increasing 11 percent over 1995. "Cummins' emissions and electronics technology, global alliances and strong distribution systems have us positioned well to continue to grow at rates faster than the markets themselves. Since 1993, units sold have grown from 48,000 to 78,000, while sales have increased 47 percent."

During 1996, Loughrey said, Cummins and Komatsu officially opened their joint ventures in Oyama, Japan, and in Seymour, Indiana. "Since these joint ventures were created in 1993, Cummins' commercial sales to Komatsu have grown about 140 percent, and Komatsu has become our largest industrial customer." Loughrey added that Cummins' joint venture with Case, Consolidated Diesel Co., produced 170,000 engines in 1996 while commercial sales to Case were the second highest for the industrial group. Joint teams are working on global growth opportunities, differentiated products and cost reduction. To better communicate with 1,000 construction and 250 agricultural manufacturers worldwide, the company has developed the "Cummins Advisor," enabling distributors and manufacturers to obtain electronic access to all the information needed to develop the best possible match between engine and equipment. Cummins introduced the Quantum QSK 19 and QST 30 engines in 1996, and late this year will begin limited release of the new Quantum QSK 45 and 60. These engines have a remarkable new monitoring and reporting tool called CENSE, which enables operators to confidently predict engine durability and stretch maintenance intervals without endangering their equipment.

Power generation sales represent 23 percent of Cummins total

Executive Vice President, Group President - Power Generation, Jack Edwards, said Cummins' joint venture with Wartsila expands the power generation product

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line-up to the 4.5 megawatt range. "This expansion is significant because while the under-1-megawatt market has enjoyed a 10-percent annual growth rate, the fastest growing and more profitable segment is from 1 to 4.5 megawatts, which has been growing at 28 percent annually." With the expansion of its product line, Edwards said, Cummins is developing a powerful strategy to position itself to take advantage of growing worldwide power demand. Cummins currently has a 17-percent global market share, strong partners including Wartsila and Komatsu, a strong global presence, and critical power systems technologies.

"Sales of power generation represented 23 percent of Cummins' net sales in 1996. Record sales of \$ 1.2 billion in 1996 were an 11-percent increase over 1995 and 23 percent more than 1994," Edwards said. In order to take advantage of the growth opportunities in a profitable way, significant restructuring is underway, including closing a manufacturing facility in Huntsville, Ala., and restructuring in Minneapolis, Minn., at the headquarters of Onan Corp., a Cummins subsidiary. Major markets for primary power are India as well as China, where Cummins' power generation business grew from \$ 10 million in 1990 to \$ 110 million in 1996. Another major market is mobile power generation, where Onan has enjoyed more than an 80-percent share of the U.S. recreational vehicle market for the past decade. Power generation products also provide standby power for a variety of operations.

At the meeting today, the following directors were elected: Henderson, Solso, Harold Brown, Robert J. Darnall, Walter Y. Elisha, Hanna H. Gray, William I. Miller, Donald S. Perkins, William D. Ruckelshaus, Henry B. Schacht, Franklin A. Thomas and J. Lawrence Wilson. J. Irwin Miller previously had indicated his decision not to seek re-election to the board. In other action, shareholders approved the appointment of Arthur Andersen LLP as the company's auditors.

Cummins, headquartered in Columbus, Ind., is a leading worldwide designer and manufacturer of diesel engines and related products. These engines provide power for customers in its key markets: automotive, power generation, industrial and filtration. Cummins' home page on the Internet can be found at <http://www.cummins.com>.

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January 15, 2000, Saturday

MOMA
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SECTION: News; Pg. 7

LENGTH: 286 words

HEADLINE: An Oasis of Architecture In Indiana's Cornfields;
American Topics

BYLINE: By Brian Knowlton; International Herald Tribune

BODY:

Driving into Columbus, Indiana - population 37,000 - can be an eye-opening experience, after the flat cornfields and worn-down barns that surround it for miles. The visitor comes upon an astonishing oasis of modernist architecture, so distinguished that it soon is expected to gain National Historic Landmark status. On a single downtown block, there is a library by I. M. Pei, a sculpture by Henry Moore, a church by Eliel Saarinen, a bank by his son, Eero Saarinen, and a company headquarters by Kevin Roche. Elsewhere, schools, firehouses, churches and factories are among 65 buildings by well-known architects.

"It is at once a classic American town - it has a Main Street - and at the same time, it has this highfalutin' architecture," said Robert Venturi, who built Fire Station No. 4 for the city in 1967. "I admire the architecture there very much."

Behind this rare collection is a rare partnership between heavy industry and high art, reports The New York Times.

The Cummins Engine Co., maker of diesel engines and generators, is based in Columbus. Its retired chairman, J. Irwin Miller, has long been a fan of modernists, and in 1957 a company-run foundation began paying architectural fees for new public buildings and renovations. Public agencies could choose from a list of contemporary designers selected by an independent panel of architects.

The impact has been broad and infectious. Many distinguished buildings in Columbus have been funded by non-Cummins money. "The architecture in Columbus has raised standards across the board," said Mr. Miller, who is 90. "It is an example of Churchill's notion that first we shape our buildings and thereafter they shape us."

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January 2, 2000, Sunday, Late Edition - Final

SECTION: Section 1; Page 16; Column 1; National Desk

LENGTH: 1388 words

HEADLINE: A Town Aspires to Landmark Status

BYLINE: By ROBYN MEREDITH

DATELINE: COLUMBUS, Ind., Dec. 31

BODY:

In a matter of months, this Midwestern small town of big-city architecture that is a who's who of post-war design may boast yet another distinction: a group of its buildings is likely to become the first in modern architecture to win National Historic Landmark status, an honor more often bestowed on the nation's earliest buildings.

On one downtown block alone, there is a library by I. M. Pei; a sculpture by Henry Moore; a church across the street by Eliel Saarinen; a bank down the block by his son, Eero Saarinen, and a company headquarters next door designed by Kevin Roche. There are schools, firehouses, churches, factories and a Cesar Pelli shopping mall, all part of a collection of about 65 buildings by nationally known architects.

Not bad for a city of 37,000 nestled between farmland and factories in the middle of the prairie.

Historians who will evaluate the application said the architecture here amounted to an unusual grouping of significant modern buildings. "It is almost like raisins in a pudding -- you have all these raisins studding a pudding, and they are all wonderful in their own right, but it's the combination of all the raisins that makes the pudding good," said Patty H. Henry, a historian with the National Historic Landmarks division of the National Park Service.

And these works are found far from American architectural meccas like Chicago, New York, San Francisco or Boston. "You're talking Columbus, Ind.," she said. "To find that little gem of a collection out there is what makes it unique."

Architects who have worked here agreed. "It is at once a classic American town -- it has a Main Street -- and at the same time, it has this highfalutin architecture," said Robert C. Venturi, who built Fire Station No. 4 here in 1967. He is now one of the nation's leading architects, at Venturi, Scott, Brown & Associates in Philadelphia. "I admire the architecture there very much."

How did a small city about halfway between Indianapolis and Louisville, Ky., come by such an astounding collection of modern architecture? It is, after all, a surprise after the 43-mile drive south from Indianapolis, where the fields

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are nearly flat, and this time of year, pancake-colored, interrupted by worn-down gray barns, copses of bare-boned trees and the occasional scruffy silo.

The buildings here reflect another incongruity, a partnership between heavy industry and high art.

A small part of the price of a Dodge Ram pickup with a diesel engine goes to support architects working here. The same goes for the electric company bills from major utilities, which help pay for standby generators, and a tiny piece of the price of most anything shipped on an 18-wheeler. That's because those diesel engines and generators are built by Cummins Engine Company Inc., the patron of this company town and its architecture.

The company's retired chairman, J. Irwin Miller, has long been a fan of modernists, and in 1957 his company began financing an unusual architecture program through its nonprofit foundation, the Cummins Engine Foundation. That jump-started the effort to persuade notable modern architects to build here.

The foundation pays architectural fees in Columbus's Bartholomew County for new public buildings and for renovations of existing buildings, as long as the public agencies agree to choose an architect from a list of contemporary designers selected by an independent panel of distinguished architects. Agencies also must give the architects they hire responsibility for planning and designing the entire building, including landscaping and furnishings.

"Good architecture needs a good client as well as a good architect," Mr. Venturi said. "I would love to build another one there -- it is a sympatico environment."

The Cummins foundation has spent \$13.8 million on 43 projects since 1957, including 13 new schools, three fire stations, the Post Office, the triangular City Hall by Edward Charles Bassett and a number of renovations of existing buildings.

But the nonprofit group's example has also inspired others. Fewer than half of the notable buildings here have been paid for by the foundation. The rest have been backed by other local companies, residents and congregations.

The collection of modern churches alone is remarkable. Mr. Miller got the ball rolling, when he persuaded the congregation of his church, First Christian, to hire Eliel Saarinen to build its church here in 1942. The result was one of the nation's first churches with modern architecture.

Then came Eero Saarinen's 1964 North Christian Church, with a sanctuary cupped in the structure like a chalice, topped by a 192-foot steeple with a delicate cross rising to the heavens. A year later, Harry Weese built First Baptist Church, with steep triangular shapes and a low, T-shaped entrance. In 1998 Gunnar Birkerts built St. Peter's Lutheran Church, with tall, thin walls like fins and floor-to-ceiling windows.

The 1942 Eliel Saarinen church, the 1954 Eero Saarinen bank building and his 1964 church, the 1965 Weese Baptist church, a 1960 school by John Carl Warnecke and Mr. Miller's own house, built in 1957 by Eero Saarinen with landscape architecture by Dan Kiley, are the six buildings expected to be included in

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the application for National Historic Landmark status.

A local preservation group, called Preserve to Enjoy, is expected to file the application in January, and a decision is expected this summer. If the landmark designation is granted, other Columbus buildings may be added in the future.

The application is extremely unusual, Ms. Henry said, because it violates two nearly iron-clad rules at the landmark commission.

Typically, buildings must be a minimum of 50 years old, and the group of Columbus buildings dates from 1942 to 1965. At the dawn of the year 2000, even the 1960's can seem long ago, but the landmark commission makes only rare exceptions.

In addition, the landmark commission seldom honors the work of living architects, and the school's designer, Mr. Warnecke, is retired but quite alive.

Still, the architects who built here are so notable that exceptions may well be granted. "They are very well-known modern architects that will no doubt stand the test of time," Ms. Henry said.

The Columbus application will focus on two areas: the important modern architecture and the role of the Cummins Engine Foundation in bringing it to this unlikely spot.

Mr. Miller, 90, has handed many architectural cares to his son, Will Miller, chairman of what townspeople here simply call "the Bank." That's the Irwin Financial Corporation, a local bank and mortgage company with \$2 billion in assets that early this century was the financial backer of Cummins Engine.

"In a lot of ways, the architecture in Columbus has raised standards across the board, not just in bricks and mortar," said Mr. Miller, who like his father is an aficionado of modern architecture. "It is an example of Churchill's notion that first we shape our buildings and thereafter they shape us."

Remarkably, these Midwestern Medicis have managed to create such an interesting collection of buildings that leading architects clamor to design small-scale buildings here.

"It is nice to be in that selected group of architects to build there," said Kevin Roche of Roche, Dinkeloo and Associates in Hamden, Conn. He designed the 1970 Post Office, a 1973 Cummins engine factory, the 1983 Cummins headquarters along with some additions and renovations. "It is quite prestigious because you are in the company of distinguished architects."

He praised the move to try for National Historic Landmark status. "It is good for the buildings because it helps preserve the buildings," Mr. Roche said.

There are fewer than 2,300 landmarks nationwide -- the program is far more selective than the National Register of Historic Places, which has about 70,000 listings. Landmark status can protect historic buildings from alterations or demolition by requiring reviews of any changes to the buildings if federal funds or permits are involved.

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A landmark listing would be an honor for both the city and the architects. Louis D. Joyner, a Columbus architect who is helping with the application, said, "The National Historic Landmark designation is just like winning the Academy Award."

<http://www.nytimes.com>

GRAPHIC: Photos: At left, Irwin Union Bank by Eero Saarinen, and above, First Christian Church by Eliel Saarinen, framed by Henry Moore's sculpture. (Photographs by Tom Strickland for The New York Times)

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June 04, 2000, Sunday ,CITY FINAL EDITION

SECTION: TRAVEL; Pg. K03 ,DAVID MANNWEILER

LENGTH: 744 words

HEADLINE: Interior Secretary Babbitt honors four modern Columbus buildings

BYLINE: BY DAVID MANNWEILER

BODY:

Four outstanding examples of modern architecture in Columbus, Ind., have been designated National Historic Landmarks by Secretary of the Interior Bruce Babbitt. Eleven other properties in nine additional states also were recognized for their national significance in American history and culture.

The sites in Columbus are the Irwin Union Bank, North Christian Church, the J. Irwin Miller residence and the First Baptist Church. Six sites in Columbus were originally proposed for the designation.

"These landmarks serve as a guide in comprehending important trends and patterns in American history, allowing us to better understand the conditions which helped shape our country," said National Park Service Director Robert Stanton.

A site recognized as a national historic landmark is already listed in the National Register of Historic Places. While the national register contains more than 71,000 historic sites, only 2,310, or roughly 3 percent, have been selected for landmark designation by the National Park System Advisory Board.

Among the other new national historic landmarks are Brown-Forman's Labrot & Graham Distillery in Woodford County, Ky.; the Columbia River Highway in Oregon; a labor party hall associated with Italian immigrants in Barre, Vt.; the home of the "Father of American Mineralogy" in Brunswick, Maine, and an outstanding example of an Adirondack camp in Newcomb, N.Y.

New museum tours

After three years of planning, fund-raising and building, the Museums at Prophetstown opened its 300-acre campus Friday for regular public tours. Nick Clark, executive director said the hourlong tours cover a distance of about three-quarters of a mile.

Tours will be given at 10 a.m. and 2 p.m. on Monday, Wednesday, Friday, Saturday and Sunday through October. Prophetstown is east of West Lafayette, Ind. Visitors should follow signs to Prophets-town that begin at 4265 Ind. 225 East.

Fifty-five docents have been trained to led tours of the Wabash Valley Living History Farm where 1920s farming techniques are used, the Native American Complex and its Council House and restored natural environment.

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THE NEW YORK TIMES OBITUARIES THURSDAY, AUGUST 19, 2004

J. Irwin Miller, 95, Patron of Modern Architecture, Dies

By ERIC PACE

J. Irwin Miller, the industrialist whose patronage turned Columbus, Ind., into a showcase for modern architecture, died on Monday at his home in Columbus. He was 95.

He died after a brief illness, his family said.

For 26 years, Mr. Miller was chairman of the Cummins Engine Company, based in Columbus, 40 miles south of Indianapolis. He and the company were instrumental in changing a decaying Columbus into a showcase for buildings designed by architects like Eero Saarinen and I. M. Pei.

"Columbus, Ind., and J. Irwin Miller are almost holy words in architectural circles," The New York Times's architecture critic Paul Goldberger, now with The New Yorker, wrote in 1976. "There is no other place in which a single philanthropist has placed so much faith in architecture as a means to civic improvement."

Early in Mr. Miller's chairmanship of Cummins, a leading maker of diesel engines, the company established a foundation that fostered the design of new school buildings in Columbus. Its commitment to excellence in design encouraged other Columbus residents to sponsor equally distinguished construction.

As the years passed, Columbus came to have a newspaper building designed by Skidmore, Owings & Merrill; a library designed by Mr. Pei; churches designed by Mr. Saarinen and his father, Eliel; a Kevin Roche post office and a Cesar Pelli shopping area.

By 1976, Columbus, which then had a population of 30,000, had come to be "considered one of the major showplaces of modern architecture in the world," Mr. Goldberger wrote.

An industrialist who made Columbus, Ind., a design showplace.

Mr. Miller became interested in modern design as an undergraduate at Yale, where he was sent by his wealthy family, which was long established in Columbus and had founded Cummins in 1919.

He also had a longstanding interest in religion and was active in the Christian Church (Disciples of Christ). He was the first layman to serve as president of the National Council of Churches. As president from 1960 to 1963, he championed church activism in civil rights and many other fields.

He also directed the Rockefeller for President Committee, which helped persuade Gov. Nelson A. Rockefeller of New York to seek the Republican presidential nomination in 1968; the nomination went to Richard M. Nixon.

Four years later, Mr. Miller; his wife, Xenia; and his sister, Clementine Tangeman, supported Mayor John V. Lindsay of New York City in an unsuccessful bid for the 1972 Democratic presidential nomination, contributing more than \$200,000 to the campaign.

Joseph Irwin Miller belonged to a busy family that gained wealth in banking, real estate and cornstarch before going into diesel engines. Born on May 26, 1909, he was a 1931 Phi Beta Kappa graduate of Yale, where he majored in Greek and Latin. He received a master's degree at Oxford University in 1933.



Tom Strickland, 1989

J. Irwin Miller

Mr. Miller began his career with Cummins in 1934. He left the company temporarily in World War II to serve as a Navy lieutenant. After that, he was the executive vice president of Cummins from 1944 to 1947 and president from 1947 to 1951, when he became chairman.

In 1977, the year he left the Cummins chairmanship, he became chairman of the executive and finance committees of its board. In the middle of that year, he and his family controlled about one-third of the shares of the company, which had come to be the world's largest independent producer of diesel truck engines. It had \$1 billion in revenue in 1976.

Early in his chairmanship of Cummins, he refused to accept the deterioration of Columbus as final. He set about making the town into what he

thought would be a more appropriate setting for the company, a place that would be more attractive to the able young executives, blacks as well as whites, his company recruited.

In 1954, when Columbus's population was only 19,000, the Cummins Engine Foundation was set up to subsidize architectural design.

Mr. Miller and his family were also active in personal philanthropy in their town. They commissioned a church designed by Eliel Saarinen, a noted Finnish architect and the father of Eero Saarinen.

Later, in 1971, Mr. Miller presented Columbus with a sizable sculpture by the British artist Henry Moore. The green sand-cast bronze work, "Large Arch," was placed in a square flanked by the Pei library and the Eliel Saarinen church.

Over the years, Mr. Miller was a trustee of the Museum of Modern Art and the Ford Foundation and a member of the Yale Corporation, the university's board. In 1967, he served as chairman of an American Medical Association conference on health care for the poor.

At his death, he was honorary chairman of both Cummins Inc., still a world leader in the manufacture of large diesel engines, with \$6 billion in annual sales, and the Irwin Financial Corporation, formerly Irwin Union Bank.

In addition to Xenia Simons Miller, his wife of 61 years, Mr. Miller is survived by three daughters, Margaret I. Miller, of Washington; Catherine G. Miller, of Hamden, Conn.; and Elizabeth G. Miller, of Pound Ridge, N.Y.; two sons, Hugh Th., of Lake Angelus, Mich.; and William I., of Columbus, Ind.; and 10 grandchildren. Clementine Tangeman, his sister, died in 1996.

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