



ORAL HISTORY PROGRAM

Komar Kawatra: Loyalty, Dedication & Success – My Students are My Legacy

PREFACE

The following oral history is the result of recorded interviews with Komar Kawatra conducted by Jayson Ripke on November 24, 2025. This interview is part of the AIME Oral History Program.

ABSTRACT

Komar Kawatra moved from Pakistan to Pune, India, as a child and grew up in a modest but happy home. Living in the education capital of the country, Kawatra attended high school, college, and university in Pune, earning degrees in physics before moving to Bombay and beginning his career at the Atomic Energy Commission. He didn't stay there for long, however, as Kawatra's career took him from India to Australia, Canada, and ultimately the US, where he became an associate professor at Michigan Tech in 1977. Over time, he worked his way through the university's ranks, becoming a professor, a chair of the Department of Mining and Materials Processing Engineering, and chair of the Department of Chemical Engineering. Kawatra's research initially focused on instrumentation but expanded to mineral processing. His primary area of interest is in particulate process plants and the treatment of chemical, industrial, and agricultural wastes without the use of carbon. For his work, he has earned numerous awards, scholarships, and grants for research and travel, making his impact on industry practically limitless. But above all, Kawatra always puts his students first, finding them opportunity after opportunity to get ahead and excel in their education and careers. Kawatra is the recipient of numerous awards, including the Taggart Award (SME), the Robert H. Richards Award (AIME), the Frank F. Aplan Award (AIME), and the 1987 Research Award (Michigan Tech). When he is not researching or working with his students, Kawatra can be found giving lectures, attending society events, and enjoying the many opportunities industry offers.

Readers are asked to bear in mind that they are reading a transcript of the spoken word, rather than written prose. The following transcript has been reviewed, edited, and approved by the narrator.

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00:15 Introduction

Ripke:

Good afternoon. Today is Monday, November 24th, 2025, and we are in Fort Myers, Florida. It is my honor and privilege to be here to interview Dr. Komar Kawatra, who was a professor at Michigan Tech. My name is Jayson Ripke, and Komar was my M.S. thesis and PhD dissertation advisor and is an important mentor and friend. This recording is part of AIME's Oral History Capture Program.

It's good to be here today with you, Komar.

Ripke:

Tell me about where you grew up.

00:50 Reflections on Childhood & My Greatest Influence in Engineering

Kawatra:

I grew up in Pune, India, which is about 100 miles from Bombay. It is an important city—people go to Pune for education and go to Bombay for a job. So, I took my high school education in Pune, and also my college in Pune at the University of Pune. All in Pune. And I walked into my college about one year ago. I went straight in because I knew what is where, and people were surprised. I did not ask anything to anybody and just walked around.

Ripke:

Very nice. Can you tell me, what did your parents do for a living?

Kawatra:

My father was in the army. We are very lucky he was in the army because he was able to move us from Pakistan to India, which was very handy. We came in a goods train, and we saw many killings on the way, but that is part of the life.

Ripke:

Wow. That's incredible.

Kawatra:

Yes.

Ripke:

Let me ask, who or what influenced you to become an engineer?

Kawatra:

To become an engineer, the most important person in my life was Dr. A.J. Lynch, Alban [Jude] Lynch. He passed away about one or two years ago. He influenced me a great deal, but there are many other people: John Simons, Ed Dowling, Jim Arnold, Jayson Ripke, and John Marsden. John Marsden will come to my class and say, you want a job? I will offer you a job right now. And then Norman shot up from two students to over 100. And he played a very important role. He came to my house many times and asked me, what can I do for you? And he always did it. Very kind person.

Ripke:

That's wonderful. I had the privilege of meeting Professor Lynch one time at an SME (the Society for Mining, Metallurgy & Exploration). meeting, and we have a picture to commemorate the event.

Kawatra:

Yes. He was one of the nicest [people] you can meet in life. He always came to work at 7 a.m., before anybody else, and was the last to leave, maybe at 7 p.m.

Ripke:

Wow.

Kawatra:

He stayed—

Ripke:

That's dedication.

Kawatra:

—all the time, and he took care of students a lot. He will always ask me, where is your progress report? Can you give me a progress report? I need a progress report in one hour. I had prepared about 50 progress reports to give him. I will pick up the top progress report and give it to him. He will say, oh, not that fast. But he was very happy, and I was very happy. He's one of the finest gentlemen I have ever met.

Ripke:

That's very nice.

03:59 The Path from Pune, India, to Brisbane, Australia – Working with Dr. A.J. Lynch

Ripke:

Professor Kawatra, what school did you go to? University, graduate school, etc.?

Kawatra:

I studied in Pune. Pune used to be called the place of education, and Bombay, about 100 miles [away], was the place of work. So, I did my high schooling in Pune, college in Pune, university in Pune. And all my degrees are in physics. And once I got my degrees, I went to Bombay, like anybody else, and I got a job at Atomic Energy Commission, Bhabha Atomic Research Centre. It was very difficult to get a job there, but they interviewed me on 18th March 1968, and I started working there on 22nd March 1968. I learned a great deal at a very rapid pace.

And then I wrote a letter to Dr. Lynch. Hey, I am interested in coming and working with you. And he said, sure, come over. You will have a full scholarship. And I'd heard a lot about him. I heard about his models and heard about his control schemes. So, he made me a job offer, and I accepted, and I went to see him.

Ripke:

And that was where?

Kawatra:

Brisbane, Australia.

Ripke:

Yes.

Kawatra:

And the funny thing [is], first question [when] he saw me, he asked me, have you been to Broken Hill? I always remember what was his first sentence. And I looked at him. What is a broken hill? I don't know. But Broken Hill is the name of a city in Australia. And he wanted to inquire about Brisbane. And I just flew in from India, and that was really nice.

Ripke:

That's very nice. Broken Hill is a city in Australia.

Kawatra:

Yes.

Ripke:

Yes. And BHP Company is Broken Hill Proprietary Company.

Kawatra:

Right.

And at one time, I recall they were one of the largest companies in the world.

Kawatra:

Yes.

Ripke:

And they were either private or public. I believe that was the same time that what has now become Mosaic Cargill was also the largest company in the world, but one was private, and one was public. They were both the largest companies in the world.

Kawatra:

Nice.

Ripke:

So why did you choose that school?

Kawatra:

I had heard about Lynch and had heard that he treated his people very nicely. And I did not know where is Australia. I did not know to go abroad, you need a passport. I went to the Australian Embassy and told them I needed a permission to go to Australia. They said, where is your passport? I asked them, what is a passport? And that is how it started. The Australian Embassy was very kind to me, very nice to me, very gentle to me, and they treated me very well. And that encouraged me a lot to go to Australia.

Ripke:

That's terrific. Why did you choose the field of mineral processing?

Kawatra:

Lynch was looking for somebody who will do instrumentation and radioactive material, and I had a lot of experience in radioactive material coming from Bhabha Atomic Research Centre. So, he said, would you be willing to work on on-stream analysis? I said, sure. And that is how it all started.

Ripke:

Fantastic. Did any of your professors mentor you in any particular way?

Kawatra:

Yes. Lynch mentored me a lot. He told me one thing about sure, you have to be very honest and very dedicated. And I agreed with him. He said, you want to make money? Don't come for education. You want to go elsewhere? Go wherever you want to. I will help you out. And he kept his words. He came to

my house in Brisbane, Australia. He stayed with me. One time, he brought his son to stay with me. He made all the arrangements for his son, but his son refused to move out of my house. So, he stayed with me, and that was very nice.

Ripke:

That's awesome.

Kawatra:

Yes.

Ripke:

Did you have any classmates who influenced your studies?

Kawatra:

Yes, a lot of classmates influenced my study. I worked for Bhabha Atomic Research Centre. To get a job there, they hire about 30 people every year and then interview about a few hundred thousand people. I interviewed in 1968, and they made me a job offer. In India, the job interview is different from United States. In India, they look for what knowledge you have. So, 18 people interviewed me, and each asked me a question. I was so nervous I could not answer anybody any question. So, they told me, how about you ask a question, and you answer it? That will be lot easier, which I did. Then I went back and asked everybody that I can answer their question, and they said, sure. And they made me a job offer. I was very lucky, very fortunate. And that was the path. I decided I will be at Bhabha Atomic Research Centre as my final job. I will never change again. That was a dream come true till Lynch said, come on over. And he's one of the finest human beings I have ever met.

Ripke:

That's absolutely amazing, Komar. What a story. Did any political or cultural events affect your studies?

Kawatra:

Yes, definitely. My father moved during the partition, and he moved to a small town, and we had to sleep on the floor outside on the ground, which was not easy. Then he got a job in Pune, and we moved to Pune. But at that time, we thought we were very rich. We did not even have power sometimes. No light, no power. Nothing, nothing, nothing. But we were very happy. He took very good care of us.

Ripke:

That's amazing.

11:06 Early Experiences in the Profession – Working in India, Australia, Canada & the United States

Ripke:

So, moving on past childhood, schooling, interest in engineering, the next subject is entry into the profession. How did you get your first professional job in the industry?

Kawatra:

My first professional job in the industry was at Mount Isa Mines. Lynch told me, you go there for a week and you learn all the ropes. I was there for seven months, and it was one of the [most] amazing experiences. He told me to work in concentrator number one, which was a copper concentrator. I learned all about industry. It was really nice. Lynch gave me an opportunity, and I'm always grateful to him.

Ripke:

That's fantastic. What did you do in that position, and what were your job duties like?

Kawatra:

My job duties were simple—to develop an on-stream analysis for copper. I developed a system called a Portable Multi-Stream On-Line Analyzer for copper, and that was a big success. And my main problem was the English language—how to give all the results in English language. Finally, Lynch helped me, and it worked out well. And there was a person by the name Chris Bailey. He helped me a great deal, and he was very nice.

Ripke:

Chris Bailey. Wonderful. Was it difficult to transition into the profession?

Kawatra:

It was very difficult to transition into the profession. Number one, the Australian accent. Number one. Having a physics degree and doing graduate work in metallurgy in Australia, number one, I said, I don't even know what the professor is saying. It was very funny, but they were very patient and very nice to me.

I took a part-time job in the physics department, and the head of the department was George Stacey. He said, you have a job forever, and you can be here forever. Slowly, slowly, I needed equipment from the physics department. I asked him, he will give me equipment. Then asked him for more equipment, then he will give me more equipment. Then one day, phone Australia. Who is this guy, the Indian in our department? He comes and takes away one equipment every day. We will go broke. Lynch told him no, this is alright. He will not steal anything. You can trust him. And my job was good. I taught physics at night and metallurgy in the daytime, which was a good combination.

Ripke:

That's incredible. I really enjoyed that story. That's pretty funny. "You can trust him. He's not going to steal any of the equipment." Oh, that's great.

Professor Kawatra, what was your first major project like?

Kawatra:

The first major project was interesting. I did, in Australia, a bout in Mount Isa. Then I applied for a job of National Research Council scholar in Canada, and they made me an offer, and I realized my professors had also applied for the same job. I did not know that, but they did not get the job. They picked me, which was really nice. They picked me. I came to Canada, and in the appointment letter, they wrote, it will be nice if you can cooperate with your boss, but if you feel like you don't have to cooperate with your boss, we will make you a job offer, anything you want. And if you did not like us, we will give you complete airfare to wherever you want to go in the world. So, I started working for CANMET (Canada Centre for Mineral and Energy Technology).

One thing was very strange. In the USA, if you give a PhD thesis defense, you know you pass or fail. In Australia, it takes about eight months [to hear] whether you passed or you failed. And I had to write a letter to my thesis advisor. Please calm them down. I'm not doing anything. I submitted my thesis. It will take about eight months for the results to come out.

Ripke:

No kidding. That's incredible. So, it takes eight months to find out whether you've passed your—

Kawatra:

Or failed.

Ripke:

Passed or failed.

Kawatra:

Yes, but I had to produce all the documentation that it does take that much time.

Ripke:

Did you have any influences or mentors?

Kawatra:

I had many mentors, and typically Ed Dowling, John Simmons, Jason, and John Marsden. John Marsden is a very great person. And another person was John Simmons. He said, Komar, don't worry about money. Whenever you need money, come and ask me. I'll tell him I need \$25,000; he will write a check of \$25,000 and give it to me. But he will ask me at 4 p.m. on a day; I want you to give a progress report at 6 p.m. today. How will I travel? My plane will come and pick you up. And he will send his plane. He will pick me up, go to the airport in Minneapolis, and give the progress report without any notes, without anything. And he trusted me. And now we are in the process of commercializing united process. We don't use carbon. We use the waste produced in the agricultural industry. We produce sugarcane waste and so on. And the plant is all set to be moved to be operational in Indiana.

Ripke:

Incredible. Moving on to professional development/milestones, what other positions did you hold?

Kawatra:

I worked for the Department of Energy in Morgantown, which was a really nice job, for about four months. And I've had several jobs in India—the final job was Atomic Energy Commission, and that moved me to Australia, which was really good.

Ripke:

Awesome. Where else did you work in your career?

Kawatra:

I worked at CANMET, Canada Center for Mineral and Energy Technology. I worked in the spectroscopy division, and they told me, don't go. You can be here permanently. We'll find a job and place for you. But a time came when I said, thank you very much. And I ran into Professor Plitt one day. I said, Professor Plitt, why don't you hire me? He said, I don't carry my appointment letters in my pocket. Six months later, I thought, I will give him a call. I dialed his number, and they said he's on leave. I looked up—Plitt was in my office standing. He said, you wanted a job? I brought an appointment letter for you. If you don't like our job, you can go wherever you wish. But here is the appointment letter.

And Warren Plitt is one of the nicest [people] you can meet. He came to see me at Michigan Tech. He came to see I was placed properly. He checked on everything, and he took very good care of me. I am grateful to him. He passed away about two years ago.

Ripke:

That's amazing. What an incredible story.

Kawatra:

Yes.

Ripke:

Thanks for sharing. What was your research focus?

Kawatra:

In the beginning, my research focus was instrumentation. And instrumentation worked very well, but soon I realized that if you want to be in the forefront, you have to be in mineral processing, not in instrumentation. Instrumentation, they will use your equipment, and then they will say thank you. But if you work in mineral processing, you are at the top of everything. And I like that very much.

Ripke:

That's great. What are some of the biggest technical challenges you experienced in your career?

Kawatra:

The biggest challenge is very simple: how to learn English language. That too with Australian English. That too, with the Australian accent, which was not easy for me. It was very rough. For example, question number one in exam number one in Australia was, "How would you characterize particle size?" If you wrote, "How would you measure particle size?" I would have given the answer. But characterize? How do I find out the character of a particle? What do I know how to find a character? That was very difficult.

Ripke:

That's interesting. Yes. The character of a particle. Particles don't have characteristics, do they? They're not characters.

Kawatra:

But that was the first question. The first exam.

Ripke:

Oh, that's funny.

Kawatra:

All I wished that time was somebody could explain me everything in my language. That would be really nice. But there was nobody. And slowly, English became my language.

21:26 Successes, Support & Surprises – Reflecting on My Professional Life and Industry Achievements

Ripke:

So this next question, there may be too many to list. Professor Kawatra, can you please share some of your contributions to industry?

Kawatra:

Let me answer first about the awards, then I will answer about the contributions in the industry. I have received every award by SME. There's not even one award left. I'm very pleased with that. I don't think I would have gotten any award in India. I don't think I would have gotten any award anywhere else. But in America, I was a part of them, and they listened to me, and they carefully answered me all the questions. I started at a salary of \$15,000 per year, and I was the highest-paid professor when I left. So, money speaks for itself.

Ripke:

I can attest to that because I remember going to the library, and you were allowed to check out the salaries of all of the professors. And I remember the president, Curt [Curtis J.] Tompkins, at the time, and what his salary was compared to yours. And it was nearly identical. Very impressive. Plus, that was for nine months' salary. Very interesting. Yes.

Kawatra:

And I'm glad you reminded [me] about Curt Tompkins. He had kept a special money for me for my travel. Any time I wanted to travel anywhere, I could use that funds. He gave me very generously. He told me, don't worry. You travel as much as you want to. We will take care of you.

Ripke:

That's impressive. It's nice to receive that kind of support from the university administration.

Kawatra:

Definitely. I'm grateful to Curt Tompkins, and I'll always remain grateful to him.

Ripke:

That's very nice. I remember him fondly.

So, Professor Kawatra, do you recall any significant experiences working with colleagues that you can share?

Kawatra:

Colleagues who are very nice to me, they always gave me whatever I needed. More than colleagues, I relied on my students. My students would do anything for me. I had made a rule before the annual exam, before the final exam, you can call me anytime [within] 24 hours. And if you want to come to my home, bring a cup of tea, a hot cup of tea, and I will answer your questions. In 42 years, only one student ever called me, and it was very interesting. He called me at midnight. He said, Komar, I'm sorry to call you, but I'm trying to understand this material for about three hours, and I cannot understand it; can you please explain it to me? Which I did.

And then there was another very interesting experience [with] a Dow Chemical Company research manager. He was my program manager. He gave me a lot of money, as much money I ever needed. And his son came to me one day. Komar, I got married. How do I tell my father? I could not understand. Number one, I'm new to the American culture. I looked at him. I thought for a while. I said, why don't you get married again? He said, that's a great idea. I will get married again. And he got married again.

Ripke:

Oh, that's hilarious.

Kawatra:

I thought it was very funny.

Ripke:

It seems like the only solution.

Kawatra:

Yes. I could not figure out what is the solution. What do I tell him? You got married? You should have told your family, your parents. They have been waiting for it. He lived in Midland, and he became, later on, friends with me on LinkedIn, 25 years after he got married.

Ripke:

That's an incredible story. And I guess it seems very obvious now what the right thing to do would be, and it sounds like you were able to figure that out for him and recommend it to him. That's great.

Professor Kawatra, what milestones in the industry do you think had the biggest impact on the industry?

Kawatra:

Well, opinionated process. It is going to be commercialized. The land has been purchased. All the equipment has been acquired. It is the question of production now. We are moving ahead, and I'm not doing it for money. I'm not being paid anything. I don't get any checks from anywhere. But that is fine. It is my job to serve the society, and the society gave me everything I wanted. So why not I serve the society?

Ripke:

That's amazing. Professor Kawatra, how did your work impact your family life?

Kawatra:

It is very funny. In Houghton, Michigan, there is a place called Jim's Food Mart. My wife said, I want to buy groceries. Take me there. I said, okay, I will take you there. And then, I thought of a research idea. I said, I might write a proposal now, before I forget. So, I wrote the whole proposal, and I forgot my wife was buying groceries. She gave me hell. But I got the money—\$300,000. I think \$300,000 was more important; it could spot many students. Money was never an issue. Money was never a problem. Anytime I needed money, money was available.

Ripke:

That's great.

27:35 How My Career Was Altered by Membership Societies – Bringing New Blood to SME

Ripke:

Moving on to membership societies, where did you first hear about SME, and how did your involvement progress over the years?

Kawatra:

Hearing about SME was very good. Professor Thayers, he felt sick. He told me, Komar, can you go for me? I said, sure. I tried my level best to become a member of some committee, but I was not able to. So, I went to the publication committee. I complained so much that SME does not like new blood. It's the same old blood going again and again. So, the way SME used to run was, the group leader will tell you, oh, we will meet in the lobby at 4:00. We will find a table, we take coffee, and drink it. I went to SME, and I complained so much that this is a homemade system. What about people like me? How do we get in? You tell us. The publications manager was listening to me very carefully. He called me back three days after the SME annual meeting—oh, you want to be the vice chair of the committee? I said, sure. You are the vice chair of a publications committee, three days from now. It is your job to fulfill your obligations.

Ripke:

That's amazing how that all worked out.

Kawatra:

Yes. At that time, if you go to the SME Mineral Processing Division, you will not see anybody from Michigan Tech, not even one person. Now, you go to the Mineral Processing Division, everywhere you see Michigan Tech.

Ripke:

Yes. I know I greatly appreciate all your mentorship and how you showed me the path forward, but you had to figure it all out yourself.

Kawatra:

Yes. I had nobody, and it was very difficult. It took me about three years to get in a committee, the two publications committees. Thanks to Jane Oliver. She helped me a lot.

Ripke:

Yes. I remember you told me to show up to the Unit Committee meeting at 2:00 on Sunday for the Mineral and Metallurgical Processing Division.

Kawatra:

Yes.

Ripke:

When I showed up, I had no idea what I was getting myself into. And I didn't know whether you were going to be there or not. And you showed up, and we sat around—at the time, it was the Pyrometallurgy Unit Committee table—and you came over and said hello. A couple of the other fellows around the table that had more experience than me and had been involved in SME for quite some time said, things are going well, [but] we just need a vice chair for the Pyrometallurgical Unit Committee. And you put your hand on my shoulder, and you said, you have one right here. And they smiled, and they said, absolutely. And I became vice chair of the Pyrometallurgical Processing Unit Committee.

Kawatra:

I remember talking to Bill Hancock. He met me once. He said, I might just end up—he asked him, what do you do? And he said, he's a graduate student. I don't believe how he got in.

Ripke:

Yes, it's been amazing. SME has treated us both very well.

Professor Kawatra, how has SME membership benefited your career?

Kawatra:

Well, SME membership benefited me a lot. I received every research award. There's not even one award left. And that had a lot of impact at Michigan Tech. And that had a lot of impact on the president of Michigan Tech. And he gave me generous travel money; I could go anywhere without any difficulty. It was a very big help.

Ripke:

How do you see SME benefiting people in the industry today?

Kawatra:

SME is benefiting the industry today a lot because they offer short courses. If you do not know some area, you can do a short course at SME and become experts in it, which is very handy. SME is doing a great deal for its membership. And another thing, which is very important, is SME has changed over time. SME continuously keeps on changing as the times keep on changing. They are just with the society. They are just with the surroundings. They are just with the momentum.

Ripke:

Very nice. If you were to recommend SME to a new graduate, what would you tell him or her about it?

Kawatra:

I typically don't tell him or her about it. What I do is ask the student, let's go to the SME annual meeting, we'll pay part of your expenses. And [I'll] call the SME president, please meet this student. And John Marsden came very happily, and he will tell them all about SME. I did not do anything, but I knew people who would make the change.

Ripke:

Sounds good. In your opinion, what can SME do to attract young people to the industry?

Kawatra:

Provide some sort of a travel assistantship, which is not that difficult. I'll be very happy to contribute to it, but naturally, I cannot pay for the whole sum. But I can pay part of it.

Ripke:

That sounds like a good idea.

Kawatra:

Yes.

33:32 Why I Do What I Do – Loyalty, Students, and Great Opportunities

Ripke:

So we're moving on to some wrap-up. And the next question I have here is, Professor Kawatra, what has made working in the field meaningful to you, and what has been your favorite part of working in the field?

Kawatra:

[My] favorite part of working in the field has been very simple: taking my undergraduate students to the plants and giving them a good plant tour and telling them what are the problems in the plant. Where is the problem? And plant people help me out a great deal, which was never a problem. And finally, plants, [who] will hire from some of those students.

Ripke:

That makes a lot of sense.

Kawatra:

Yes.

Ripke:

Professor Kawatra, do you have any regrets regarding the career you chose or where it has taken you?

Kawatra:

No, I don't have any regrets. I'm very lucky. Americans helped me out a lot. Industry helped me out a lot. Coming to America was amazing, even though I was scared. Like one of my friends told me, you should go to [the] US, not Australia, even though Australia is my favorite country. They said, USA, everybody fits in, whether competent or not. Go to USA. You'll fit in very well. I heard this advice, and I took it, and I'm glad I came here.

Ripke:

Wonderful. Professor Kawatra, can you sum up your career in two or three words?

Kawatra:

It's very simple. "Students," "students," and "students." Take care of them, and they will take care of you.

Ripke:

I hadn't read that question before, but before you answered it, I knew precisely what you were going to say; that those three words were going to be the same, and it was "students," "students," "students."

Kawatra:

Right.

Ripke:

That's incredible. Professor Kawatra, what advice would you have for today's young leaders in the engineering profession?

Kawatra:

Take plant tours, interact with people, do the PE (Principles and Practice of Engineering) exam. And SME offers a lot of opportunities; make use of the opportunities.

Ripke:

Professor Kawatra, is there anything else that you would like to share or discuss?

Kawatra:

I will say what Lynch told me. Lynch was my thesis advisor, and he said, if you go to university, you owe everything to the university—your soul, all the hard work, everything for the university.

Ripke:

Wow. Incredible.

What a fascinating career that you've had, Professor Kawatra. It's been my honor to ask you a few questions to learn more about some of the things you've done [and] your experiences. I've known you for quite some time, and I learned quite a bit here today. I've really enjoyed this entire process.

I do have one more question. First of all, Mike Larson says hello. I just talked to him two days ago, caught up with him after a couple of months, and he wanted to learn more about your time at JKMRC (The Julius Kruttschnitt Mineral Research Centre).

Kawatra:

JKMRC is a very nice place. I really enjoyed it. I saw the JKMRC being formed. It was formed in 1971, about March. I joined the JKMRC, or University of Queensland, in January. So, I saw the whole thing. Julius Kruttschnitt was an American. He worked at Asarco, and he managed a plant in Australia. And the Dutch told him, you should bring your employees here. He said, I don't have any employees; I fired everybody. Julius Kruttschnitt was a very amazing person, and I'm glad I was able to listen to him and follow what he was saying.

Ripke:

Wow. Thank you for sharing that. That's amazing.

Thank you so much again for your willingness to share your story with SME and with AIME.

Kawatra:

Yes. SME gave me everything, and it is my honor, and it is my privilege.

Ripke:

Wonderful.