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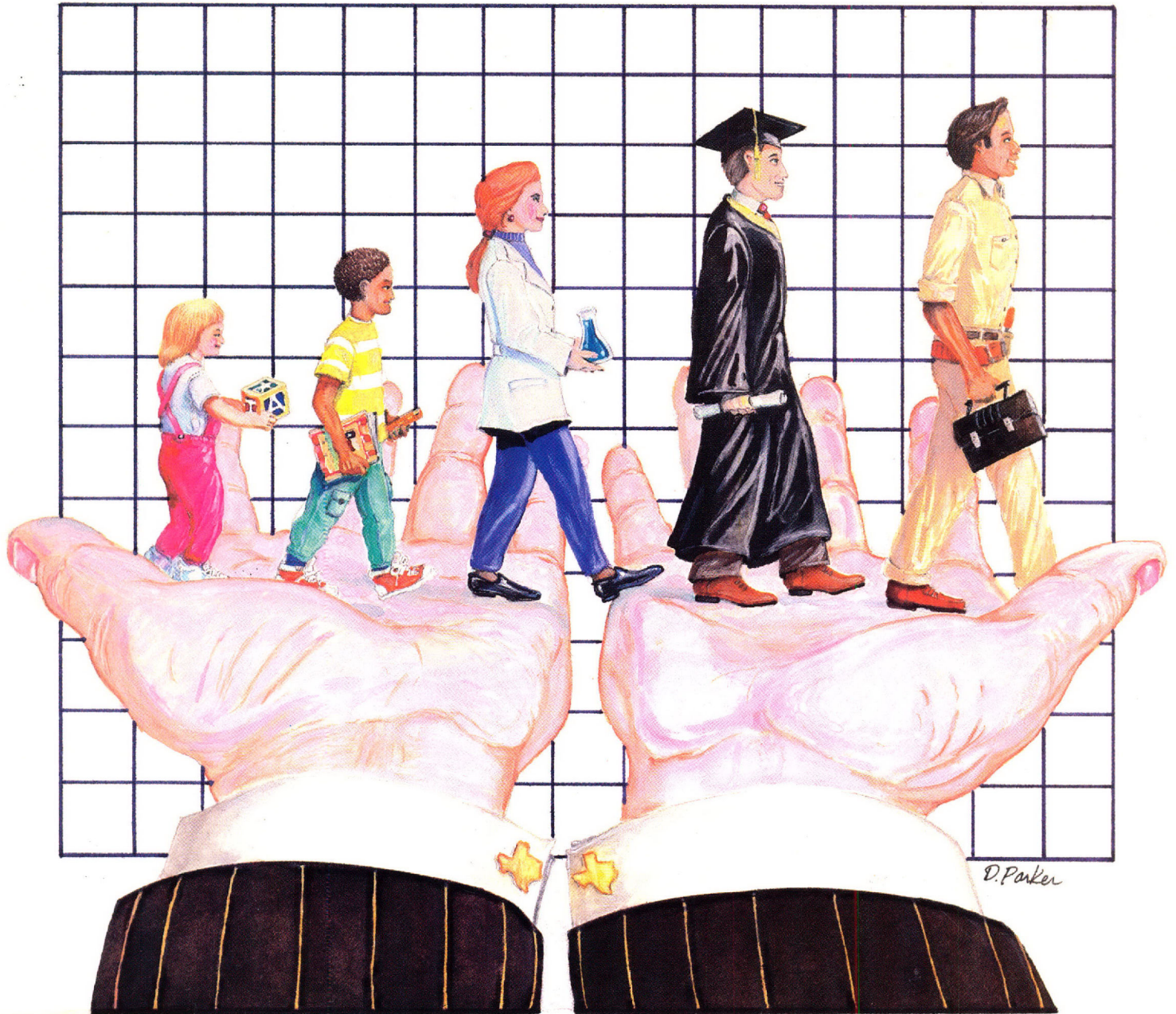
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Our Future Is At Hand

1990 Annual Report



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GOVERNMENT PUBLICATIONS

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TEXAS RESEARCH LEAGUE



MORE EFFICIENT GOVERNMENT THROUGH RESEARCH

A well-trained, educated work force is critical to Texas' continued economic progress; allowing one out of three young people to drop out of school is not acceptable. Neither is it acceptable to have large numbers of young Texans cut off from adequate medical care. The cost -- over-crowded prisons, increased numbers on public welfare rolls, less productive citizens -- is simply too great.

Prenatal health care; improved, affordable child care; motivated children staying in school; better medicaid program administration; improved management of the criminal justice system; and health care within the financial reach of all Texans are essential elements to developing the full potential of the state's greatest resource -- its people.

Moving into the 1990s, a new spirit is emerging, exemplified by business and government joined in a partnership to make those essentials become reality. You, as a Texas Research League supporter, are among the leaders in this partnership. The League's research program, outlined in this Annual Report, touches every one of us -- our families and our employees -- and continues to be a relevant part in determining the state's future.

Through the League, business and government are working together to create a Texas where all citizens have an opportunity to achieve their best.



J. Sam Winters
Partner-Clark, Thomas,
Winters & Newton
1990-1991 LEAGUE CHAIRMAN

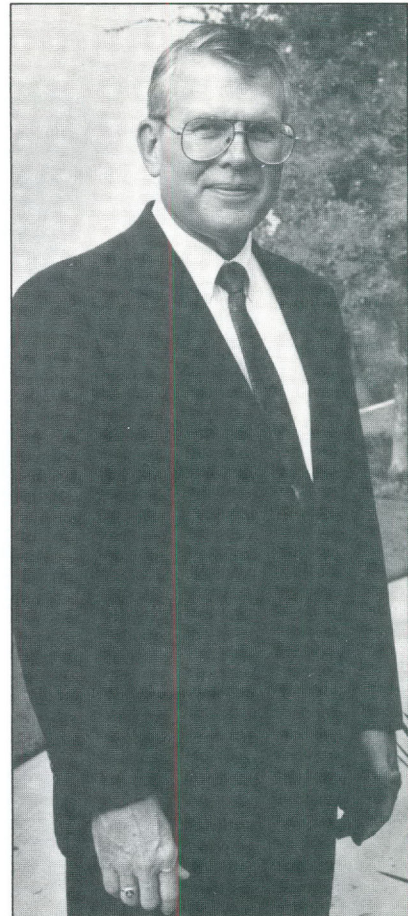
The decade of the nineties will be different from any of its predecessors, especially in Texas. Indeed, the governor regularly refers to the New Texas, and is actively moving to make that vision a reality.

When things are changing, there always is some uncertainty about what it all means for the business community of Texas. Uncertainty means risk. Will the New Texas be a good place to do business? What values will be reflected in the goals of our new state leaders? Will those goals be consistent with the goals of business?

In my view, the nineties offer a great opportunity for Texas businesses. The challenges facing public education are formidable enough to absorb the entire energies of both the governmental and business sectors, and are a major focus of the New Texas. The spectre of inadequate numbers of well educated and technically trained Texans to fill the jobs of the future haunts us all, and the business community already has accepted the challenge of preventing this disaster. Through their support of such efforts as Project A+, Communities in Schools, mentoring, the League's Student Retention Study and others, Texas businesses have proven their willingness to put time and money into programs with proven records of success.

In other areas as well, the interests of our new political leaders and the business community coincide. The proposed management audits of all state agencies and school districts promise to point the way toward more efficient operations. The proposed restructuring of our antiquated tax system holds out the hope that all businesses in Texas will be treated more fairly in the future than in the past. Ethics reform will provide a more independent state government.

In short, I am optimistic that the New Texas will be an even better place to do business. We at the Texas Research League will continue to work with government and business to see that this hope is realized.



Gary E. Wood
PRESIDENT

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TEXAS RESEARCH

LEAGUE

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ANNUAL REPORT TEXAS

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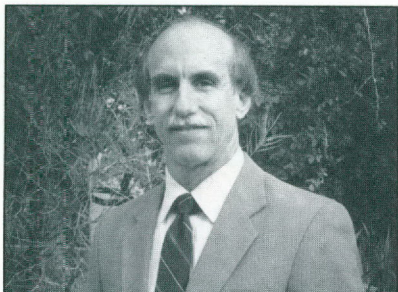
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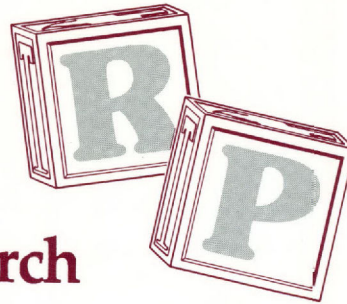
Robert E. Norwood
DIRECTOR OF RESEARCH



Alan Barnes
SENIOR RESEARCH ASSOCIATE



John Kennedy
SENIOR RESEARCH ASSOCIATE



1990 Research Program

The League's 1990 research program centered on programs important to all Texans -- education, taxation and spending, health insurance and the court system.

Education

Making the public school system more responsive to students' needs in a changed economic and cultural environment is perhaps the most challenging issue facing Texas in the 1990s. This means, in part, retooling the classroom to better match teaching skills with the different ways students learn.

A first hurdle to be overcome is the design of an efficient school finance structure that provides equal educational opportunities to each child. As one of the few repositories of school finance data, the League provides valuable information needed to face these issues.

Taxing and Spending

Continued state and local government fiscal stress results to a large extent from a tax structure that is a mismatch to the economy as Texas has moved from an agri-petroleum era to heavy reliance on services and retailing. The League's expertise -- most particularly in the property tax arena -- is an important resource as the state's leaders grapple with restructuring the tax system with equity and continued fiscal responsibility.

Upper-level university expansion was one fiscal issue addressed by the League in a report requested by the chairs of the Senate Finance Committee, the Senate Education Committee and the House Appropriations Committee.

The League report concluded that converting two-year universities to four-year institutions would be expensive and could drain students from community colleges. As an alternative, the report suggested that upper-level schools and neighboring colleges should give more attention to productive coexistence.

Insuring Texans Health

"Nearly one-fifth of Texans have limited access to health care because they are uninsured, and the other four-fifths are finding it harder to afford the coverage they do have." This was one of the findings in a report to the lieutenant governor examining health insurance issues.

Providing broader coverage and controlling costs are both difficult issues, but with more than three million Texans -- one-third of whom are children -- having no source of health insurance whatever, finding a solution is essential.



Janet Beinke
RESEARCH ANALYST



Anne Dunkelberg
RESEARCH ANALYST

1991 Research Committee

J. S. Farrington, Chairman & Chief Executive Officer, Texas Utilities Company, Dallas - **1990 Chairman**

Edward B. Adams, Manager, State External Programs, IBM Corporation, Austin

David W. Biegler, President & Chief Operating Officer, Lone Star Gas Company, Dallas

John W. Burnam, Vice President, Tandy Corporation, Fort Worth

John R. Castle, Senior Vice President, General Counsel & Secretary, Electronic Data Systems Corporation, Dallas

Sam Coats, Attorney, Jenkers & Gilchrist, P.C., Dallas

Walter N. Corrigan, Corrigan Enterprises, Inc., San Antonio

Mary Ruth Duncan, Waco

James B. Gardner, President & CEO, Marquette National Life Insurance Company, Dallas

Earl Goode, President, GTE Southwest Incorporated, Irving

J. Roger Hirl, President & Chief Executive Officer, Occidental Chemical Corporation, Dallas

John C. Holmgreen, San Antonio

Dwayne K. Jose, Consultant, Bell Helicopter Textron Inc., Fort Worth

Melvin Lack, President, Lack's Stores, Inc., Victoria

Nick L. Laird, President, Laird & Associates, Spring

Joseph R. Musolino, Vice Chairman, NCNB Texas National Bank, Dallas

Don W. Scoggins, Vice President, Texas Eastman Company, Longview

Marvin Selig, President, Structural Metals, Inc., Seguin

William T. Slick, Jr., Houston

E. Michael Williams, East Texas Division Manager, Southwestern Electric Power Company, Longview



Harold Sanders
RESEARCH ASSOCIATE



Augustin Redwine
RESEARCH ANALYST



Sarah Burka
RESEARCH LIBRARIAN

The Texas Judicial Nonsystem

A growing backlog of unresolved cases, resulting in some instances from disproportionate workloads among judges, and in other instances from a system perceived as inefficient and cumbersome, has undermined citizen confidence in the Texas' courts.

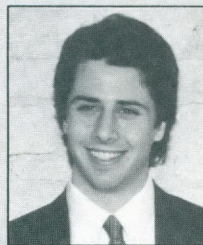
Texas has more than 3,000 judges sitting in 2,600 courts - more than any other state. With overlapping jurisdictions and with little relationship one to another, Texas' courts are in reality a nonsystem.

A three-part League study requested by the chief justice describes the state judiciary, suggests alternatives for needed restructuring, and examines some ways in which better court management and administration could make the courts more effective.

League Archives

An archival report, continually updated, describes the League's work over the nearly four decades of its existence.

Alvin A. Burger Memorial Intern Program



Andrew Michael Porth
RESEARCH INTERN



Terri Rivera
RESEARCH INTERN

A memorial to our first executive director. The program's goals are:

- to give practical research experience to participating students;
- to give the League staff an opportunity to work with an elite group of potential League or government employees; and
- to expand the League's research capability.

Foundation support for the 1990 intern program was provided by the Brown Foundation; Davidson Family Charitable Foundation; the James R. Dougherty, Jr. Foundation; Dodge Jones Foundation; Sid W. Richardson Foundation; Hatton Sumners Foundation; and the Trull Foundation.

Student Retention Study

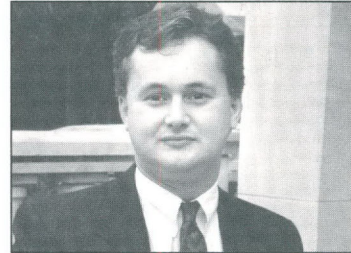
Little is more critical to the availability of a well-trained, educated work force than keeping students in the classroom at least through high school. With that in mind, the League undertook a two-year student retention study (financed with \$350,000 of business and foundation contributions) with four basic goals:

1. To act as a catalyst for greater collaboration between public and private efforts to increase student retention in Texas.
2. To act as a catalyst for greater private sector involvement in student retention activities.
3. To evaluate Texas' student retention programs and to identify gaps in the state's efforts.
4. To develop a coordinated public awareness campaign.

Six reports were published as part of the *ACHIEVE!* series in 1990:

- Early Childhood Intervention: The Challenge for Business Involvement
- "Basic Skills" is Job One
- Why Business Should Care About Child Care
- Does Mentoring Matter? Mentors and At-Risk Youth
- Accelerating Remediation
- Technology in the Classroom

The final report on this project -- focusing primarily on how business can do a better job in deciding when and where to support student retention efforts -- will be published in 1991.



Jeffrey Cole
PROJECT DIRECTOR



Patricia Hopkins
RESEARCH ANALYST



Annemarie McCracken
RESEARCH INTERN

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Public Information Committee

Catherine McHaney, Co-Owner,
Victoria Advocate, Victoria,
Chairman

W. Jack Drake, Texas Area
Manager, Aluminum Company
of America, Rockdale

John L. Eck, Governmental
Relations Representative,
Southern Pacific Transportation
Company, Austin

William I. George, Executive
Vice President, Texas
Instruments, Inc., Dallas

Michael Heath, President and
Chief Executive Officer, The
Houston Post, Houston

Roger S. Kintzel, Publisher,
Austin American-Statesman,
Austin

George L. McGonigle,
President, Health Benefit
Management, Inc., Austin

Raymond R. Preddy, Publisher,
Waco Tribune-Herald, Waco

Dan H. Rogers, Manager of
Public Affairs, Motorola Inc.,
Austin

Robert T. Rork, Retail Banking
Executive, NCNB Texas National
Bank, Dallas

Freeman E. Smith, Manager,
Texas Area, Public Affairs
Department, Exxon Company,
U.S.A., Houston

League Publications



Analysis - Published monthly by the League, and serves as an outlet for distributing the results of staff research.

Bulletin - Provides brief updates on a variety of topics concerning state finance and published as subject matter dictates to keep readers informed on matters at hand.

ACHIEVE! - Published periodically as part of the student retention study. *ACHIEVE!* provides information on various aspects of the dropout problem, legislative issues relating to the crisis, prevention programs and ways to encourage student retention.



Bench Marks 1989-1990 School District Budgets in Texas - This report presents a comparison of the financing of the 1,052 school districts in Texas. It is used as a frame of reference to measure local district financial performance.

Appraisal Practices and Tax Burdens, Texas Local Government 1988-89 - This publication provides property tax information both to taxpayers and to public officials.

The Texas Open Meetings Act: A Handbook for Public Officials - Updated in 1989, this guide is used as a reference for open meeting procedures.

Inventory of Texas Basic Personnel Statutes - The only available publication of the various state statutes which govern personnel practices. Issued every two years to state agencies.



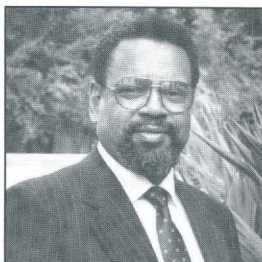
Patricia Matthews
EXECUTIVE SECRETARY



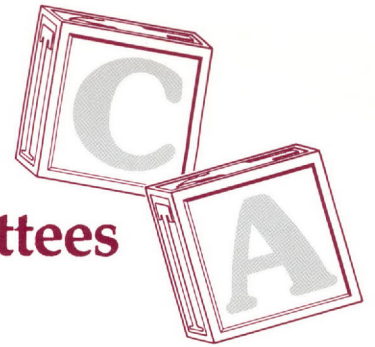
Margaret White
EXECUTIVE SECRETARY



Betty Flood
PUBLICATIONS MANAGER



Herbert Griffin
STAFF ASSISTANT



Committees And Administration

Nominating Committee

L.O. Brightbill, III, Vice
Chairman-Fort Worth
Region, Team Bank, Fort
Worth

Donald L. Howell, Partner,
Vinson & Elkins, Houston

Joe Kilgore, Partner,
McGinnis, Lochridge &
Kilgore, Austin

Robert R. Onstead,
Chairman of the Board &
Chief Executive Officer,
Randall's Food Markets, Inc.,
Houston

John B. Utsey, Houston

E. L. Watson, Senior Vice
President, TU Electric
Company, Dallas,

C. Ivan Wilson, Chairman of
the Board & Chief Executive
Officer, First City-Texas,
Corpus Christi

Audit Committee

Pattilou P. Dawkins, Oil and Gas Investments, Amarillo

Ron W. Haddock, President & Chief Executive Officer, American
Petrofina, Incorporated, Dallas

William L. Kimsey, Vice Chairman & Regional Managing
Partner-Southwest Region, Ernst & Young, Dallas

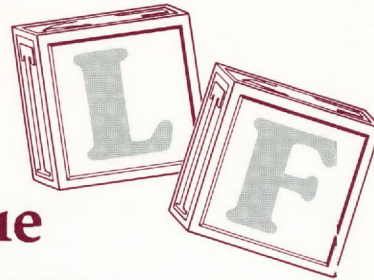
Thomas J. Lee, Jr., Vice President, Public and Regulatory Affairs,
United Texas Transmission Company, Houston

A. Reginald Richardson, Managing Partner, Coopers & Lybrand,
Houston

Bruce I. Romig, Regional Vice President, State Farm Insurance
Companies, Austin



W.D. Stevens
 President, Exxon Company, U.S.A.
 LEAGUE VICE CHAIRMAN



League Finances

Every dollar provided by League members is a critical, strategic investment in the future of Texas. While our financial statements must show careful stewardship of these funds, those records do not reflect the true value of the League. Dollars contributed by members are not consumed; rather, they are converted through analysis to develop the sound ideas which undergird the future progress of our state. League members are distinguished for their far-sighted and generous investment in a better Texas.

Bill Stevens

Comparative Revenues and Expenses

	1990*	1989	1988
REVENUES			
Contributions	\$958,160.50	\$895,896.50	\$888,239.25
Other	151,392.70	110,027.15	66,141.91
TOTAL REVENUES	\$1,109,553.20	\$1,005,923.65	\$954,381.16
EXPENSES			
Salaries	\$652,583.51	\$550,614.08	\$528,375.02
Employee Benefits	144,450.39	110,134.94	71,596.91
Research Support Services	18,050.46	20,949.89	31,623.54
Research Publications	32,237.16	37,507.28	24,812.74
Travel	52,957.01	45,599.69	52,026.56
Headquarter Expenses	111,133.27	139,945.32	124,229.65
Operating Expenses	50,904.05	46,892.44	36,589.34
Organizational Expenses	39,797.38	39,305.98	37,313.45
TOTAL EXPENSES	\$1,102,113.23**	\$990,949.62	\$906,567.21
EXCESS OF REVENUES OVER EXPENSES	\$7,439.97	\$14,974.03	\$47,813.95

*Unaudited

**Excludes Capital Expenditures.

Finance and Membership Committee

John L. Adams, Vice Chairman, Texas Commerce Bancshares, Inc., Dallas

Morris Atlas, Managing Partner, Atlas & Hall, McAllen

George J. Becker, Jr., Chairman of the Board, Sea World of Texas, Inc., San Antonio

Merle L. Borchelt, Chairman, President & Chief Executive, Central and South West Corporation, Dallas

Edward G. Casteel, Director of Government Affairs-Electronics, Rockwell International Corporation, Dallas

Danny H. Conklin, Partner, Philcon Development Company, Amarillo

E. Linn Draper, Jr., Chairman of the Board, President & Chief Executive Officer, Gulf States Utilities Company, Beaumont

William P. Franklin, President & CEO, First City-Texas, Midland

Gerald Grinstein, Chairman, President & Chief Executive Officer, Burlington Northern Inc., Fort Worth

William L. Hammock, Vice President & General Manager, Champion International Corporation, Huntsville

Jeannette Holloway, CPA, Holloway, Martinez, Lockhart & Co., Corpus Christi

Dee J. Kelly, Partner, Kelly, Hart & Hallman, Fort Worth

Joe Kilgore, Partner, McGinnis, Lochridge & Kilgore, Austin

Joseph C. Merritt, President, Dixie Iron Works, Inc., Alice

W. Merriman Morton, Chairman of the Board, Texas Commerce Bank, Austin

W. Bernard Pieper, President & Chief Operating Officer, Brown & Root, Inc., Houston

Boone Powell, Jr., President, Baylor Health Care System, Dallas

G. Ed Powell, Managing Partner, Price Waterhouse & Company, Houston

H. Lee Richards, President, Hygeia Dairy Company, Harlingen

George S. Slocum, President & Chief Executive Officer, Transco Energy Company, Houston

Ronald L. Smith, FACHE, President, Harris Methodist Health System, Fort Worth

F. L. Stephens, Chairman of the Board & Chief Executive Officer, Town & Country Food Stores, Inc., San Angelo

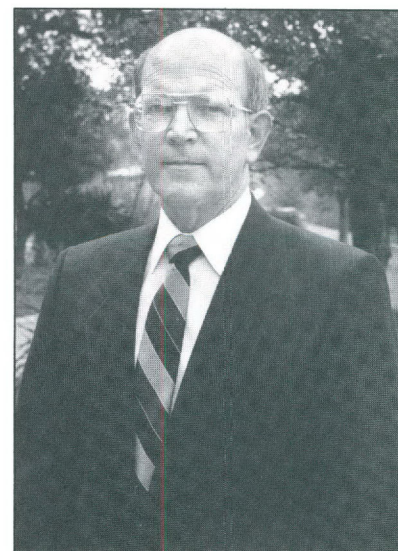
W. D. Stevens, President, Exxon Company, U.S.A., Houston

H. Bartell Zachry, Jr., Chairman of the Board, H. B. Zachry Company, San Antonio

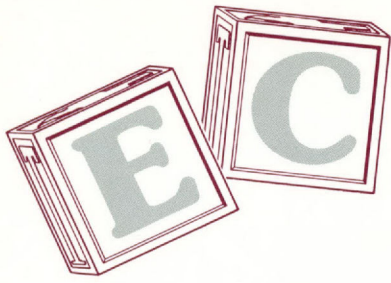


"With your help, the League has enjoyed another successful year financially and maintains a strong contingency reserve."

A.W. Riter, Jr.
LEAGUE TREASURER



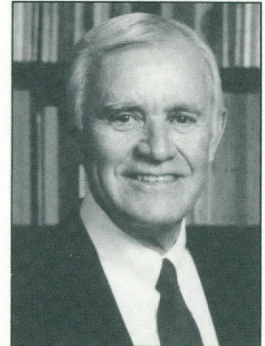
Wilburn W. French
DIRECTOR OF ADMINISTRATION



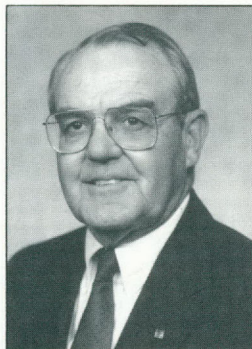
1991 Executive Committee*



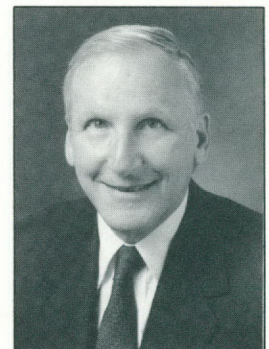
John L. Adams
Vice Chairman, Texas
Commerce Bancshares, Inc.,
Dallas



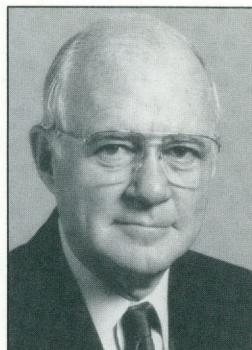
J. S. Farrington
Chairman & Chief
Executive Officer, Texas
Utilities Company, Dallas



William P. Franklin
President and CEO, First
City-Texas, Midland



Gerald Grinstein
Chairman, President &
Chief Executive Officer,
Burlington Northern Inc.,
Fort Worth

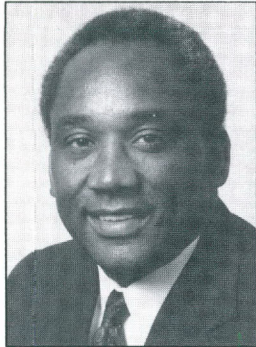


J. Roger Hirl
President and Chief
Executive Officer,
Occidental Chemical
Corporation, Dallas

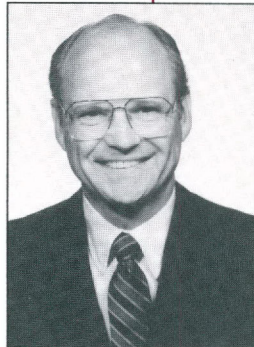


Jeannette Holloway
CPA, Holloway, Martinez,
Lockhart & Co., Corpus
Christi

*In addition to the chairman,
vice chairman, treasurer, and president.



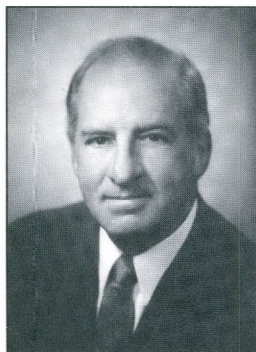
Kerney Laday, Sr.
 Vice President, Region
 General Manager, BSG,
 Southern Operations, Xerox
 Corporation, Irving



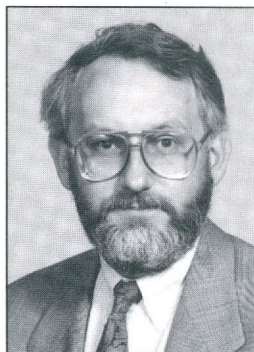
W. Bernard Pieper
 President & Chief
 Operating Officer, Brown &
 Root, Inc., Houston



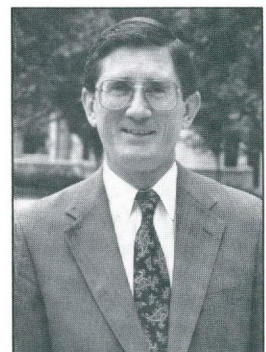
Bernard Rapoport
 Chairman of the Board &
 Chief Executive Officer,
 American Income Life
 Insurance Company, Waco



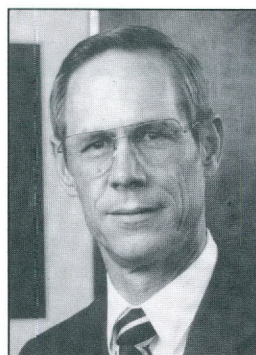
Paul F. Roth
 President-Texas Division,
 Southwestern Bell
 Telephone Company,
 Dallas



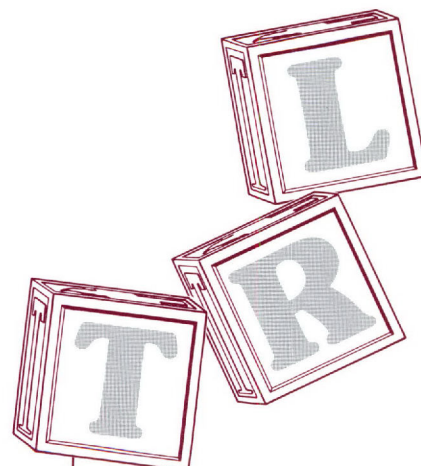
Thomas G. Singley
 General Manager &
 Associate General Tax
 Counsel, Shell Oil
 Company, Houston



John B. Utsey
 Immediate Past Chair-
 man, Houston



H. Bartell Zachry, Jr.
 Chairman of the Board,
 H. B. Zachry Company,
 San Antonio



1991
TEXAS RESEARCH LEAGUE
BOARD OF DIRECTORS

Abilene

GLEND. CHURCHILL, President and Chief Executive Officer, West Texas Utilities Company

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DAVID WEEKS, President, Media Southwest, Inc.

Alice

JOSEPH C. MERRITT, President, Dixie Iron Works, Inc.

Alvin

M. B. GRAY, Plant Manager, Monsanto Company, Chocolate Bayou Plant

Amarillo

PAUL W. CAIN, President and Chief Operating Officer, Mesa Limited Partnership

DANNY H. CONKLIN, Partner, Philcon Development Company

PATILLOU P. DAWKINS, Oil and Gas Investments
W. R. ESLER, Chairman of Board and Chief Executive Officer, Southwestern Public Service Company

WALES H. MADDEN, JR., Attorney

EDWARD R. SCOTT, JR., Partner, Gibson, Ochsner & Adkins

• **C. I. WALL**

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Austin

EDWARD B. ADAMS, Manager, State External Programs, IBM Corporation

DONALD L. BOLIN, Division Planning Manager, Advanced Micro Devices

★ EDWARD CLARK, Partner, Clark, Thomas, Winters & Newton

FRANK W. DENIUS, Attorney at Law

JOHN L. ECK, Governmental Relations Representative Southern Pacific Transportation Company

RONALD J. ENDRES, President, Southern Union Gas Company

HARRY N. FRENCHAK, Chairman and CEO, American Physicians Service Corporation

ELIZABETH ANN GILES, Regional Manager, Government Affairs, Philip Morris U.S.A.

NORMAN M. JASPER, External Programs, IBM Corporation

DENNIS A. KEARNS, Legislative Counsel, Santa Fe Railway

RON KESSLER, Attorney, Jones, Day, Reavis & Pogue

JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore

ROGER S. KINTZEL, Publisher, Austin American-Statesman

RICHARD KLUSMANN, Administrator, South Austin Medical Center

DAN MATHESON, Attorney, Johnson & Gibbs

JOSEPH MATLOCK, President and CEO, Franklin Federal Bancorp

GEORGE L. MCGONIGLE, President, Health Benefit Management, Inc.

WILLIAM J. McLELLAN, Staff Vice President, Corporate Services, 3M Company

W. MERRIMAN MORTON, Chairman of the Board, Texas Commerce Bank-Austin

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DAN H. ROGERS, Manager of Public Affairs, Motorola Inc.

BRUCE I. ROMIG, Regional Vice President, State Farm Insurance Companies

WILLIAM PRESLEY SHEPPARD, Vice President, State Government Affairs, AT&T

CHARLES S. TEEPLE IV, Chairman of the Board and Chief Executive Officer, Penta Properties, Inc.

DONALD L. VAN STONE, Chairman of the Board and Chief Executive Officer, First City, Texas-Austin

MARGARET SCARBROUGH WILSON, Chairman of the Board and Chief Executive Officer, Scarbroughs

J. SAM WINTERS, Partner, Clark, Thomas, Winters & Newton

LARRY F. YORK, Partner, Baker & Botts

Baton Rouge

JACK KYLE, Vice President - Baton Rouge, Union Pacific Railroad

Beaumont

H. VERLON BRADLEY, Plant Manager, Beaumont Works, E. I. du Pont de Nemours & Company,

WALTER J. CRAWFORD, Oil, Gas & Real Estate

E. LINN DRAPER, JR., Chairman of Board, President and Chief Executive Officer, Gulf States Utilities Company

Brenham

TIEMAN H. DIPPEL, JR. Chairman of the Board, Brenham Bankshares, Inc.

College Station

JARED E. HAZLETON, Director of Business and Economic Analysis, Texas A&M University, College of Business Administration

Corpus Christi

RICHARD L. BOWERS, President, Hitox Corporation of America

ROBERT R. CAREY, President and Chief Executive Officer, Central Power & Light Company

BLAKE FAENTHOLD, Attorney, Kleberg & Head

PAUL R. HAAS, Oil, Gas & Investments

JEANNETTE HOLLOWAY, CPA, Holloway, Martinez, Lockhart & Co.

C. IVAN WILSON, Chairman of the Board & Chief Executive Officer, First City, Texas-Corpus Christi

Dallas

JOHN L. ADAMS, Vice Chairman, Texas Commerce Bankshares, Inc.

DAVID W. BIEGLER, President & Chief Operating Officer, Lone Star Gas Company

MERLE L. BORCHELT, Chairman, President and Chief Executive, Central and South West Corporation

E. R. BROOKS, Executive Vice President, Electric Operations, Central and South West Corporation

EDWARD G. CASTEEL, Director of Government Affairs - Electronics, Rockwell International Corporation

JOHN R. CASTLE, Senior Vice President, General Counsel & Secretary, Electronic Data Systems Corporation

JAMES E. CHENAULT, JR., Vice Chairman, Lone Star Steel Company

SAM COATS, Attorney, Jenkins & Gilchrist, P.C.

THOMAS H. CRUIKSHANK, Chairman of the Board and Chief Executive Officer, Halliburton Company

J. S. FARRINGTON, Chairman & Chief Executive Officer, Texas Utilities Company

JAMES B. GARDNER, President & CEO, Marquette National Life Insurance Company

WILLIAM I. GEORGE, Executive Vice President, Texas Instruments, Inc.

FRED GROTE, President, DeGolyer & MacNaughton

RON W. HADDOCK, President and Chief Executive Officer, American Petrofina, Incorporated

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ignorance: and a people who
mean to be their own governors
must arm themselves with the
power which knowledge gives."

-James Madison

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