

DALLAS PUBLIC LIBRARY



X86401767

REFERENCE

Texas Research League 1987 Annual Report



R

GOVERNMENT
PUBLICATIONS

R1800.3
AN78 98
7

X86401767

Reference Use Only

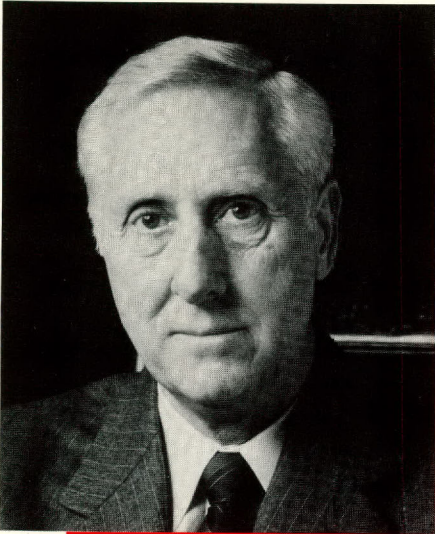
CGP SER 000500 Y88051404
R
353.9764 N0577247 017

T3556A TEXAS RESEARCH
LEAGUE
R1800.3AN ANNUAL REPORT TEXAS
78 987 RESEARCH LEAGUE--PA

1986 DALLAS PUBLIC LIBRARY
GOVERNMENT PUBLICATIONS



Chairman's Message



W. C. McCord
1986-1987 League Chairman
*Chairman of Board & President
ENSERCH Corporation, Dallas*

1987: A Year of Ups & Downs

Looking back on 1987 is like watching a kid playing on a pogo stick. The stock market was up and the price of oil was down. Then the stock market was down and the price of oil was up. Bankruptcies and foreclosures were up; interest rates and real estate values were down. State and local taxes and government spending were all up.

In such uncertain and fiscally troublesome times, the importance of an objective, nonpartisan analysis of government problems is underscored. And, that is the reason why the Texas Research League exists.

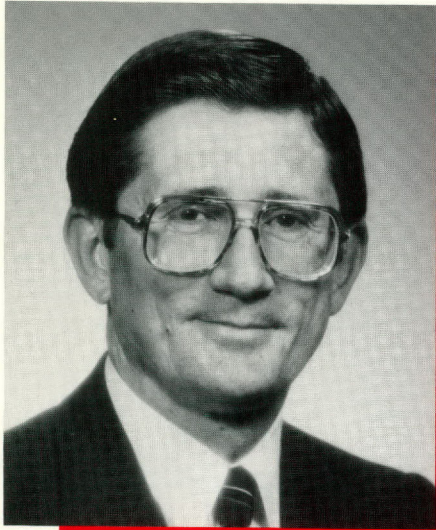
- A Select Committee on Tax Equity has been established to examine the state's tax structure. The League staff will be there to assist in the committee's deliberations.
- The public school finance system has been ruled unconstitutional by a district court. If changes are mandated, the League staff will be there to provide data essential to analyzing alternatives.
- Texas' Medicaid program is being critically reviewed; the League staff will assist in that review.

And when the League staff is there, we are all there at the table where important decisions are made. The League's role is to inform and to assist -- to bring light, not heat, into the public decision-making process. Your League support is an investment in Texas; the payoff is better, more efficient government.

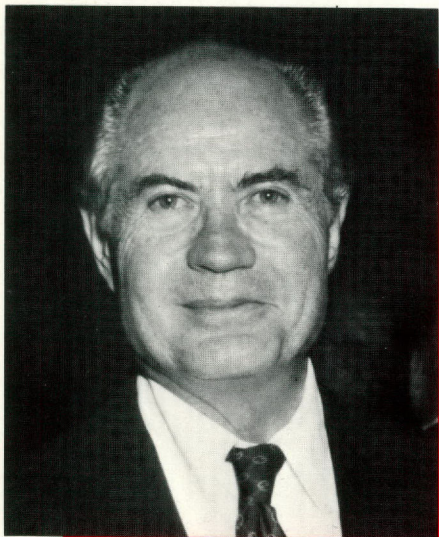
It has been a privilege to serve as your League chairman for the past two years. Thank you for conferring on me that honor. I have every confidence that the League will continue its distinguished record of service to our state.



1988 New Officers



John B. Utsey
1988-89 League Chairman
Chairman & Chief Executive Officer
Foley's, Houston



J. Sam Winters
1988-89 League Vice Chairman
Partner
Clark, Thomas, Winters & Newton
Austin

Continued Strength in 1988

Taking the helm of the Texas Research League is an exciting task. The opportunity to work with such a prestigious group is rare. League members give their time and money so that reliable, objective research is available to the decision-makers in Texas government.

And in 1987, support for the League was the strongest yet. We ended the year on sounder financial footing than ever before. This, in such tough economic times, is an incredible vote of confidence in the Texas Research League.

In 1988, the need for the League's input is also stronger than ever. Requests for League research continue to mount, as Texas prepares to face the many challenges ahead. The League, through its studies of state and local tax policy, public education and social services, is at the head of efforts to revitalize our state's economy.

With its quality research and solid membership, the League in 1988 will no doubt continue its role as the premier public policy research organization in Texas. As chairman, that is my pledge.

Strong Membership Key Ingredient

Dollar for dollar, I know of no better investment in good government than support of the Texas Research League. For that reason, I am dedicated to expanding the League's membership base.

The League provides practical and professional research and analysis of our state's most pressing problems. Though it does not lobby, its record of effectiveness is outstanding. It is a trusted resource for public officials, and a voice for all corporate and individual Texas citizens. Your support of this work is citizenship at its best.



League Finances



A. W. Riter, Jr.
 1986-1989 League Treasurer
 Chairman of Board
 & Chief Executive Officer
 First Republic Bank Tyler, N.A.
 Tyler

Comparative Revenues and Expenses

	1987	1986	1985
REVENUES			
Contributions	\$835,755.00	\$829,347.75	\$857,066.75
Other	<u>130,228.51</u>	<u>63,648.15</u>	<u>96,468.45</u>
TOTAL REVENUES	<u>\$965,983.51</u>	<u>\$892,995.90</u>	<u>\$953,535.20</u>
EXPENSES			
Personnel Services	\$526,689.00	\$534,028.75	\$512,695.22
Employee Benefits	122,164.07	117,048.25	81,980.39
Research Support Servs.	39,277.52	47,898.12	39,571.72
Research Publications	28,263.20	29,686.59	46,124.73
Travel	42,777.71	47,816.80	43,774.94
Headquarters	97,602.17	80,869.02	137,137.99
Operating Expenses	42,465.17	50,146.15	52,402.99
Organization	34,063.43	32,094.87	32,744.73
Other	<u>---</u>	<u>1,859.36</u>	<u>6,600.95</u>
TOTAL EXPENSES	<u>\$933,302.27</u>	<u>\$941,447.91</u>	<u>\$953,033.66</u>
EXCESS OF REVENUES OVER EXPENSES	<u>\$ 32,681.24</u>	<u>(\$ 48,452.01)</u>	<u>\$ 501.54</u>

*Unaudited.



Wilburn W. French
 Director of Administration

Finance & Membership Committee

Chairman J. Sam Winters

Clark, Thomas, Winters & Newton
 Austin

James R. Adams

Southwestern Bell Telephone Company
 Dallas

William L. Adams

Union Pacific Resources Company
 Fort Worth

Paul W. Cain

Mesa Limited Partnership
 Amarillo

Glen D. Churchill

West Texas Utilities Company
 Abilene

J. S. Farrington

Texas Utilities Company
 Dallas

Belton K. Johnson

B.K. Johnson Interests,
 Chaparrosa Ranch
 San Antonio

Richard J. V. Johnson

Houston Chronicle Publishing Co.
 Houston

Leo Linbeck, Jr.

Linbeck Construction Corporation
 Houston

James E. Saxton, Jr.

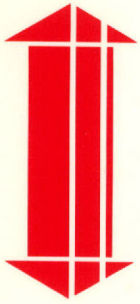
Texas Commerce Bank-Austin
 Austin

W. D. Stevens

Exxon Company, U.S.A.
 Houston

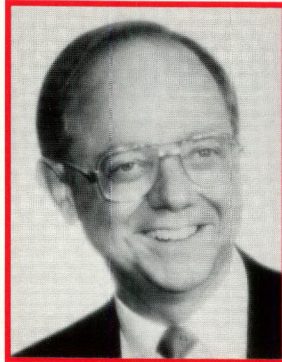
H. Bartell Zachry, Jr.

H. B. Zachry Company
 San Antonio

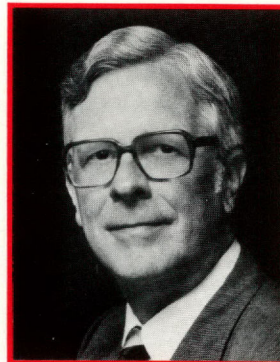


1988 Executive Committee*

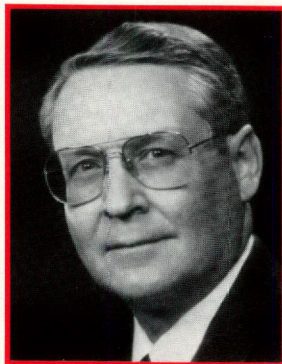
James R. Adams
*President-Texas
Division, Southwestern
Bell Telephone
Company, Dallas*



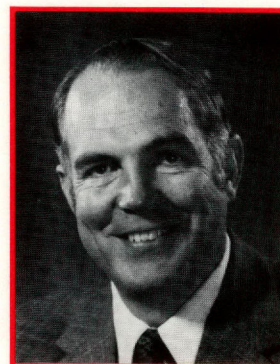
**Thomas H.
Cruikshank**
*President & Chief
Executive Officer,
Halliburton
Company, Dallas*



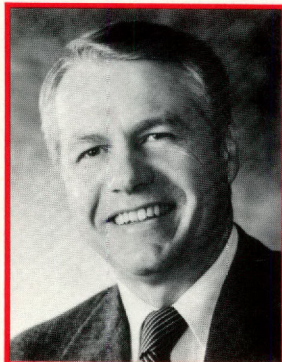
Bert Ballengee
*Chairman of Board
and Chief Executive
Officer, Southwestern
Public Service
Company, Amarillo*



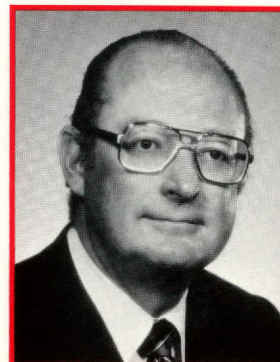
William I. George
*Executive Vice
President, Texas
Instruments, Inc.,
Dallas*



L. O. Brightbill, III
*President,
Texas American
Bancshares, Inc.,
Fort Worth*



Richard J. V. Johnson
*President, Houston
Chronicle Publishing
Company, Houston*



*In addition to the chairman, vice chairman,
treasurer & immediate past chairman.

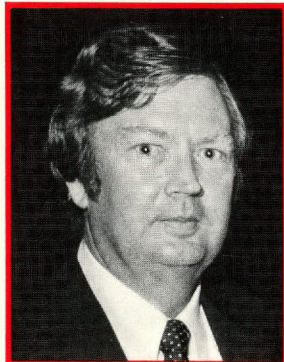
Frank W. Maresh
*Vice Chairman,
Peat, Marwick,
Main & Company,
Houston*



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



R. B. Marsh
*Assistant General
Tax Counsel-Legal
& Legislation,
Chevron U.S.A.,
Inc., San Francisco*



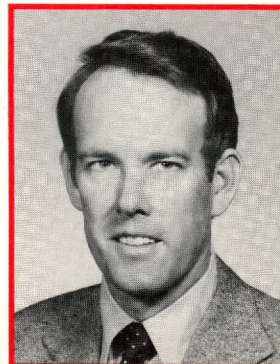
C. Ivan Wilson
*Chairman of Board &
Chief Executive
Officer, First City
Bank of Corpus
Christi, Corpus Christi*



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



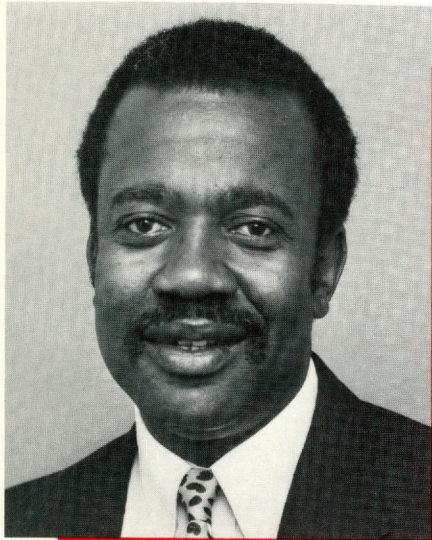
David Wolverton
*Chairman of Board &
Chief Executive Officer,
MBank-Wichita Falls,
Wichita Falls*



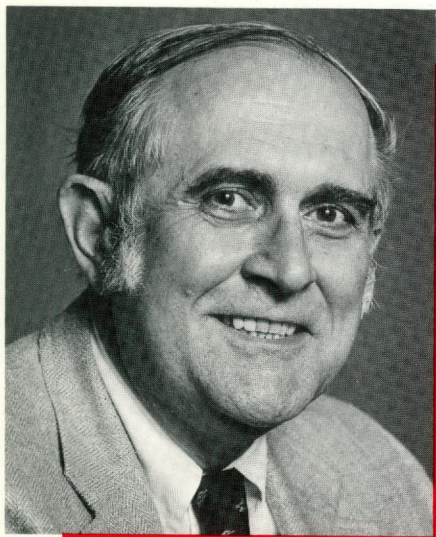
CUI 88051404 R
1987



Looking Ahead to 1988



Edward B. Adams
1988-89 Research Chairman
Manager
State External Programs
IBM Corporation, Austin



Robert E. Norwood
Director of Research

Research Agenda

State and Local Tax Policy

The state's fiscal problems have not been resolved, and pressure continues for making substantive changes in the tax structure; local governments continue to seek new revenue sources.

The League will work closely with the Select Committee on Tax Equity, including the preparation of three specific reports--**Tax Structure and the Economy, Tax Policy for Economic Development, and Property Taxes.**

Public Education

Texas' public school finance system could be ruled by the courts to be unconstitutional, requiring a complete overhaul.

The League continues to be one of the few sources of data on public school finance needed to evaluate the existing system and will play an important role in solving a potential multi-billion dollar problem.

School dropouts, adult literacy and vocational/technical education are other high priority areas on the League's research agenda.

Social Services

Lt. Governor Bill Hobby has asked the League to examine the benefits and problems for Texas of Medicaid expansion. Federal rules have changed substantially and there may be changes that Texas could make to expand Medicaid coverage at little or no cost to the state.

Workers' Compensation

A Joint Select Committee, with endorsements from Lt. Governor Bill Hobby and House Speaker Gib Lewis, has asked the League for assistance in examining the state's beleaguered worker's compensation system. Few issues will be more important to Texas businesses and to continued state economic development.

Research Committee

David W. Biegler

Lone Star Gas Company, Dallas

Merle L. Borchelt

Central and South West Corporation, Dallas

Thomas A. Bullock

CRS/Sirrine Inc., Houston

Walter N. Corrigan

Corrigan Enterprises, Inc., San Antonio

Mary Ruth Duncan

Waco

William L. Hammock

Champion International Corporation, Huntsville

J. Roger Hirl

Occidental Chemical Corporation, Dallas

John C. Holmgreen

San Antonio

Tom A. Jones

AT&T Company, Austin

Dwayne K. Jose

Bell Helicopter Textron, Fort Worth

Melvin Lack

Lack's Stores, Inc., Victoria

Glenn M. Laden

Lockheed Missiles & Space Company, Inc., Austin

Nick L. Laird

Laird & Associates, Spring

James E. McCormick

Sun Exploration and Production Company, Dallas

John J. Murphy

Dresser Industries, Inc., Dallas

G. Ed Powell

Price Waterhouse & Company, Houston

Henry G. Ramirez

PPG Industries, Inc., La Porte

A. Reginald Richardson

Coopers & Lybrand, Dallas

Don W. Scoggins

Texas Eastman Company, Longview

Marvin Selig

Structural Metals, Inc., Seguin

William T. Slick, Jr.

Houston



1987 Research People & Products

Senior Research Associate
Alan Barnes



A state district court judge's ruling that Texas' public school finance system is unconstitutional was one of 1987's big stories. As the author of **Bench Marks for School District Budgets in Texas**, the judge's finding that vast disparities exist among districts in per student expenditures did not surprise me. For 11 years, **Bench Marks'** comparison of school district budgets has chronicled these disparities.

The biannual **Appraisal Practices and Tax Burdens for Texas Local Governments** is another major product of my time. This report helps individuals determine if their property is taxed equitably, and permits both taxpayers and public officials to compare property tax levels in their jurisdiction with those in other major Texas locations.

Senior Research Associate
John Kennedy



The League works quietly but effectively to bring objective, professional research to Texas' governmental decision process. Much of the League's work does not garner press coverage or result in published research reports. Examples include testifying at legislative hearings; answering inquiries for information from state officials, reporters and members; and speaking before various civic groups.

Monitoring fiscal policy and taxation developments is my main focus. The 1987 legislative session was dominated by tax and budget issues, and analyzing the various budget balancing proposals kept me busy. Any proposal's impact on the business community is always of interest to the League, not merely because of the League's business support, but because of possible repercussions on the overall Texas' economy.

Research Associate
Harold Sanders



The Select Committee on Tax Equity was created in 1987 to study the state's tax structure. As background for its report to the legislature in 1989, the committee asked the League for three studies. **Tax Policy for Economic Development**, a basic study of the role played by taxes in economic development decisions, was one of my efforts. The report presents a balanced view of possible tax policy options for stimulating growth and attracting industry.

State employee benefits is my assigned interest-area and the one monitored by me during the 1987 legislative session. Budget-balancing efforts focused a great deal of attention on employee salaries, retirement costs and a wide range of other employee benefits. Expenditures in these areas were kept on a short leash as the legislature sought a balance between budget cuts and tax increases.

Research Analyst
Janet Beinke



Working at the League offers a variety of governmental research opportunities. Let me illustrate. Transportation is my ongoing research topic and a primary focus when the legislature is in session. This popular and crucial element of Texas' ultra-mobile society has expanded beyond roadways to include public transit and airport facilities. Last fall, my attention shifted to bonded debt--an issue that will require increased attention as governmental reliance on debt financing increases. Several years ago, I had the opportunity to concentrate on health insurance and its cost. This year another aspect of the health care system--Medicaid--will be the focus of my attention.

"I applaud the fine work of the Texas Research League in the fight to bring fiscal discipline to our state government."

--Governor Bill Clements

Research Analyst
Augustin Redwine



Quantifying the League's impact on state government operations is difficult because the research reports can have multiple uses and outcomes often accompanied by significant time lapses. But, for years, TRL reports on a variety of issues have been used by the Sunset Commission, the State Auditor's Office, the House Research Organization and the Comptroller of Public Accounts, among others, as valuable information sources. Moreover, evidence of the League's presence is always found around the important issues affecting state government and Texas citizens--be it tax policy, health care, public school education, higher education, physician licensing, and most recently, judicial selection. TRL efforts are relevant, current, and important to our supporters.

**Research Analyst
Sabrina Strawn**



When the legislature is in session, my primary responsibility is to monitor the development of public education policies, particularly those involving financing. The ongoing **Edgewood v. Kirby** case challenging the current school finance system has drawn much interest. That League supporters, state leaders, academicians, and the general public all are aware of this case's importance has been illustrated by the response to my presentation at the League's annual meeting. Copies of the text have been widely distributed.

In 1987 I also coauthored two reports on judicial selection. The first, made at the request of Chief Justice John Hill--**Judicial Selection in the States**--catalogs the various methods used in each state. The second, **Judging Judicial Selection from the Texas Perspective**, focuses on Texas and has drawn extensive public interest.

**Research Analyst
Jeff Cole**



Monitoring higher education developments, an area of legislative concentration in 1987, occupied much of my time. It was gratifying to see League research used as a resource during that process, most particularly since one of my reports --**Enhancing Access to Higher Education**--was used extensively.

Our judicial selection studies, other efforts in which I participated, are proving to be valuable resources in the debate of this important topic. The League's work does have an impact, often behind the scenes, as state leaders and interested citizens ask the staff for assistance in dealing with problems confronting Texas government.

" ... The Texas Research League is more vitally 'into' state government's problems than ever before ... "

--Comptroller Bob Bullock

**Research Librarian
Sarah Burka**



A library is an essential component of any research organization. At the League, our library is only used as a source for basic information and general reference; more extensive research materials are drawn from university and state libraries. My role is to track public affairs issues and to keep staff members informed of research trends in other states; to know the materials available from other sources; and to develop our own collection in a way that meets particular staff needs. Headway is being made on the long-term goal of providing extensive subject cataloging for the League's archives and general collection.

**Data Processing Consultant
Diana Knobloch**



My primary task is to assist Alan Barnes in the publication of **Bench Marks and Appraisal Practices**, by providing numerical data entry, data formatting, and error checking routines. Other applications, such as data transmission between PC and mainframe computers, survey tabulation and special text manipulation routines, are provided as needed. The League also has given me the opportunity to pursue my avocation as an artist. Much of the art work in League publications, including the illustrations in this report, are my products.

**Research Intern
Anne Dunkelberg**



As a League intern, most of my attention has been devoted to the Texas Medicaid program. My work has provided background material for the League's study in this area, and has been very helpful to me in my studies at UT's LBJ School of Public Affairs. The internship has been a valuable part of my education.

The Alvin A. Burger Memorial Intern Program is financed by private foundations and is separate from the League's operating budget. The program's purpose is to provide practical experience and training for a small group of well-qualified, carefully chosen graduate students who have serious intentions toward a career in state or local government or a related area.



Administrative Staff

**Executive Secretary
Margaret White**

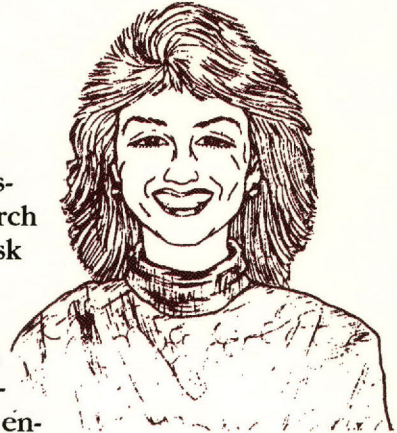
I came to the League in 1975 to type one research report. Since then, there have been many reports, letters, speeches, prepared on typewriters, word processors, and computers.



Maintaining the League's membership records; typing all membership correspondence; and managing the portion of our mailing list that includes our contributors, legislators and state officials are some of my current responsibilities. Preparing the payroll and maintaining the League's financial records are other duties.

**Publications Manager
Valerie Dodd Milburn**

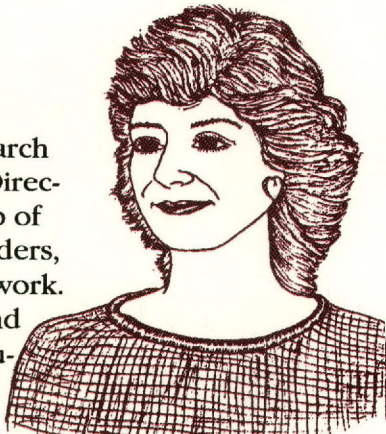
My main role at the League is transforming our research from computer disk to printed piece. Presenting our researchers' work in a pleasing, easy-to-read format helps ensure the widest dissemination possible.



Under another hat, I execute the semi-annual board of directors' meetings and the annual membership meeting. Keeping directors and members involved in our work through these meetings is a vital step in maintaining the League's role in achieving the best possible government for Texas.

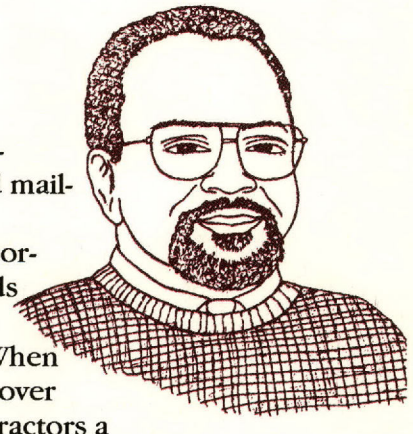
**Executive Secretary
Patricia Matthews**

The Texas Research League Board of Directors, an elite group of 200+ business leaders, lend merit to our work. Their corporate and individual contributions keep us in existence. They work hard to encourage other top corporate Texas leaders to support the League. As executive secretary, I type all correspondence to the board and prepare materials for their spring and fall meetings, as well as for the annual meeting.



**Staff Assistant
Herbert Griffin**

Reproducing in-house reports and mailing all League publications and correspondence heads the list of my responsibilities. When I took these tasks over from outside contractors a few years ago, the League recognized a substantial savings. In general, I am the extra pair of hands for the myriad of needs associated with running an organization such as the Texas Research League.



1988 Texas Research League Board of Directors

Abilene

RICHARD F. BACON, President, Merchants, Inc.
GLEN D. CHURCHILL, President and Chief Executive Officer, West Texas Utilities Company
KENNETH T. MURPHY, Chairman of the Board, President and Chief Executive Officer, First Abilene Bankshares, Inc.

Alice

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

Alvin

R. N. JONES, Plant Manager, Monsanto Company Chocolate Bayou Plant

Amarillo

BERT BALLENGEE, Chairman of Board and Chief Executive Officer, Southwestern Public Service Company
PAUL W. CAIN, President, Mesa Limited Partnership
WILLIAM A. CRUMRINE, Jr., Chairman of the Board and Chief Executive Officer, Texas American Bank
PATTILOU P. DAWKINS, President, Hunter Oil Corporation
WALES H. MADDEN, Jr., Attorney
* T. BOONE PICKENS, Jr., General Partner, Mesa Limited Partnership
* C. I. WALL

Arlington

JAMES E. DALTON, Jr., Regional Vice President, HealthTrust, Inc.

Austin

EDWARD B. ADAMS, Manager, State External Programs, IBM Corporation
ROBERT BACKLUND, Vice President, Administrative Services, 3M Company
* EDWARD CLARK, Partner, Clark, Thomas, Winters & Newton
JACK A. COLLINS, President, First City National Bank
FRANK W. DENIUS, Attorney
RONALD J. ENDRES, President, Southern Union Gas Company
TOM A. JONES, Governmental Relations Vice President, Southwest Region, AT&T Company
JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore
GLENN M. LADEN, Vice President and General Manager, Lockheed Missiles & Space Company, Inc.
FRANK W. McBEE, Jr., Tracor, Inc.
JACK MURPHY, Chairman, American Physicians Service Corp.
NASH PHILLIPS, Partner, Nash Phillips Copus Co.
* ROBERT T. PRESENT, Chairman and Chief Executive, Capital National Bank
BRUCE I. ROMIG, Regional Vice President, State Farm Insurance Companies
ROBERT T. RORK, Vice Chairman, First RepublicBank-Austin
JAMES E. SAXTON, Jr., Chairman of the Board and Chief Executive Officer, Texas Commerce Bank-Austin
CHARLES S. TEEPLE, IV, Chairman of the Board, Windsor Savings Association
JUDY TRABULSI, Founder, G S D & M
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
Bartlesville
RON D. BETZ, Director, State Relations, Phillips Petroleum Company

Beaumont

WALTER J. CRAWFORD, Oil, Gas & Real Estate
E. LINN DRAPER, Jr., President, Gulf States Utilities Company

Brenham

TIEMAN H. DIPPEL, Jr., Chairman of the Board, Brenham Bancshares, Inc.

Chicago

JAMES F. BURESH, National Director, State and Local Taxes, Sears, Roebuck & Co.

Corpus Christi

PAUL R. HAAS, Oil, Gas & Investments
JEANNETTE HOLLOWAY, Partner, Dryden & Holloway
TOM V. SHOCKLEY, III, President and Chief Executive Officer, Central Power & Light Company
CHARLES J. SMITH, Chairman of Board and Chief Executive Officer, Esenjay Petroleum Corporation
C. IVAN WILSON, Chairman of Board & Chief Executive Officer, First City Bank of Corpus Christi

Dallas

JAMES R. ADAMS, President-Texas Division, Southwestern Bell Telephone Company
JOHN L. ADAMS, Chairman of the Board and Chief Executive Officer, Texas Commerce Bank Dallas
HARRY B. BARTLEY, Jr., President Chemical Group, Hoechst Celanese Corporation
DAVID W. BIEGLER, President & Chief Operating Officer, Lone Star Gas Company
GENE H. BISHOP, Chairman of Board and Chief Executive Officer, MCorp
MERLE L. BORCHELT, Vice Chairman, Central and South West Corporation
E. R. BROOKS, Executive Vice President Electric Operations, Central and South West Corporation
R. K. CAMPBELL, President and Chief Executive Officer, TU Electric
JAMES E. CHENAULT, Jr., President and Chief Executive Officer, Lone Star Steel Company
WILLIAM H. CLARK, III, Partner, Clark, West, Keller, Butler & Ellis
THOMAS H. CRUIKSHANK, President and Chief Executive Officer, Halliburton Company
E. P. DALY, Manager, Corporate Marketing & Sales, General Electric Company
* ALFRED I. DAVIES
JACK W. EVANS, Chairman and Chief Executive Officer, Cullum Companies, Incorporated
J. S. FARRINGTON, Chairman & Chief Executive Officer, Texas Utilities Company
GERALD W. FRONTERHOUSE, Chairman of the Board, President and Chief Executive Officer, First RepublicBank Corporation
WILLIAM I. GEORGE, Executive Vice President, Texas Instruments, Inc.
* JOHN P. HARBIN
RAYMOND L. HARGROVE, Chairman and Chief Executive Officer, Hargrove Electric Company, Inc.
JESS HAY, Chairman of Board, Lomas & Nettleton Financial Corp.
J. ROGER HIRL, President & Chief Operating Officer, Occidental Chemical Corporation
MICHAEL H. JORDAN, President and Chief Executive Officer, Frito-Lay, Incorporated
ROBERT M. MARTIN, Jr., Storey, Armstrong, Steger & Martin
* W. C. McCORD, Chairman of Board and President, ENSERCH Corporation
JAMES E. McCORMICK, President, Sun Exploration and Production Company
JAMES A. MIDDLETON, President, ARCO Oil and Gas Company

JAMES N. MUNS, President, Wyatt Cafeterias, Inc.

JOHN J. MURPHY, President and Chief Operating Officer, Dresser Industries, Inc.

MIKE A. MYERS, President, Myers Financial Corporation

GEORGE W. NANCARROW, Chairman of the Board, DeGolyer & MacNaughton

JOHN W. NORRIS, Jr., President and Chief Executive Officer, Lennox Industries, Inc.

REECE A. OVERCASH, Jr., Chairman of Board, President and Chief Executive Officer, Associates Corporation of North America

KENNETH W. PERRY, President and Chief Executive Officer, American Petrofina, Incorporated

RUSSELL H. PERRY, Partner, Rubinstein & Perry

TERRY S. PRINDIVILLE, Regional Vice President, J. C. Penney Co., Inc.

A. REGINALD RICHARDSON, Managing Partner, Coopers & Lybrand

* W. H. SEAY

JOHN F. STEPHENS, Chairman of Board and Chief Executive Officer, Employers Insurance of Texas

JOHN M. THOMPSON, Jr., Vice Chairman, National Gypsum Company

JOHN P. THOMPSON, Chairman of Board, The Southland Corporation

ROLAND M. TILLIS ON, Vice President and Regional Manager, Otis Elevator Company

ROBERT L. TIPPETT, General Manager, Sears, Roebuck & Co.

E. L. WATSON, Senior Vice President, TU Electric

J. McDONALD WILLIAMS, President, Trammell Crow Companies

J. S. WYBLE, Vice President Southwestern Region, Westinghouse Electric Corporation

Diboll

CLIFFORD J. GRUM, President and Chief Executive Officer, Temple-Inland, Inc.

DFW Airport

ROBERT L. CRANDALL, President, AMR/American Airlines Foundation

Edinburg

DONALD L. BENTSEN, Chief Executive Officer, Southern Financial Services, Inc.

El Paso

RICHARD S. MORRIS, President, El Paso Natural Gas Company

Fort Worth

WILLIAM L. ADAMS, Chairman of the Board and Chief Executive Officer, Union Pacific Resources Company

* LEWIS H. BOND, Chairman of the Directors' Executive Committee, Texas American Bankshares, Inc.

L. O. BRIGHTBILL, III, President, Texas American Bankshares, Inc.

* BERL E. GODFREY, Attorney, Godfrey, Decker, McMackin, Shipman, McClane & Bourland

LELAND A. HODGES, Partner, Leonard Enterprises

DWAYNE K. JOSE, Senior Vice President, Bell Helicopter Textron

WILLIAM T. SMITH, Chairman of the Board and Chief Executive Officer, Wolverine Exploration Company

C. DICKIE WILLIAMSON, Chairman of Board and Chief Executive Officer, Williamson-Dickie Manufacturing Co.

Freeport

LARRY F. WRIGHT, Vice President, Texas Operations, Dow Chemical U.S.A.

Galveston

ORSON C. CLAY, President and Chief Executive Officer, American National Insurance Co.

Garland

ROBERT H. SMITH, Chairman of the Board and Chief Executive Officer, National-Oilwell

Georgetown

* GROGAN LORD

JAY C. SLOAN, Chairman of the Board and Chief Executive Officer, First Texas Bancorp,

Gering

C. H. McCALL, President, Lockwood Corporation

Graham

- E. BRUCE STREET, Independent Oil Operator
- E. BRUCE STREET, Jr., Investments

Harlingen

H. LEE RICHARDS, Trustee, Hygeia Foundation

Houston

JOE ALLEN, Vice President, Regulatory and Legislative Affairs, Enron Corp

D. KENT ANDERSON, President, Allied Bancshares, Inc.

DANIEL C. ARNOLD, Chairman of the Board and President, First City Bancorporation of Texas, Inc.

NATHAN M. AVERY, President, Galveston-Houston Company

JACK S. BLANTON, Chairman of the Board, Scurlock Oil Company

GORDON B. BONFIELD, Jr., Senior Vice President, Tenneco Incorporated

AL L. BRADLEY, Jr., President, Allied Development Corporation

THOMAS A. BULLOCK, Chairman of the Board, CRS/Sirrine Inc.

ROBERT CIZIK, Chairman of the Board and President, Cooper Industries Inc.

JOHN DEAKINS, Senior Vice President of Finance, Cameron Iron Works, Inc.

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

JAMES H. ELDER, Jr., Vice Chairman and Director, Keystone International, Inc.

GALE L. GALLOWAY, Chairman, President and Chief Executive Officer, Entex, Incorporated

BARRY J. GALT, Chairman of the Board and Chief Executive Officer, Seagull Energy Corporation

WILLIAM E. GIPSON, President and Chief Operating Officer, Pogo Producing Company

JENARD M. GROSS, Chairman of the Board and Chief Executive Officer, United Savings Association of Texas

C. ED HALL, Director, Public Affairs, Santa Fe Energy Company

GERALD HINES, Investment Builder

HAROLD HOOK, Chairman and Chief Executive Officer, American General Corporation

WILLIAM B. HOUSTON, Associate General Tax Counsel, Worldwide Production, Marathon Oil Company

DONALD L. HOWELL, Partner, Vinson & Elkins

STEVEN K. HOWELL, President and Chief Executive Officer, Howell Corporation

JERROLD JACKSON, Vice President - Finance, The Houston Post

RICHARD J. V. JOHNSON, President, Houston Chronicle Publishing Co.

SIDNEY F. JONES, Jr., President, DKM Resources, Inc.

DON D. JORDAN, Chairman and Chief Executive Officer, Houston Lighting & Power Company

HENRY H. KING, Vice Chairman of the Board, Texas Eastern Corporation

FRED H. KIRBY, Regional Manager of Accounting, Union Oil Company of California

THOMAS J. LEE, Jr., Vice President, Public Affairs, United Texas Transmission Company

• MAX LEVINE

LEO LINBECK, Jr., Chairman of the Board, Linbeck Construction Corporation

PATRICK L. MANNING, Group Vice President-Communications, Pennzoil Company

FRANK W. MARESH, Vice Chairman, Peat, Marwick, Main & Company

H. W. McCOLLUM, Chairman of Executive Committee, Amerada Hess Corporation

WALTER M. MISCHER, Chairman of the Board, Allied Bancshares, Inc.

• RANDALL MEYER

CONSTANTINE S. NICANDROS, President and Chief Executive Officer, Conoco Inc.

ROBERT R. ONSTEAD, Chairman of Board and Chief Executive Officer, Randall's Food Markets, Inc.

JOHN W. PHENICIE, Vice President, Houston Region, Amoco Production Company

W. BERNARD PIEPER, Senior Executive Vice President, Brown & Root, Inc.

JEFFREY B. POLLICOFF, Partner, Whitmore, Sheppard and Pollicoff

G. ED POWELL, Senior Partner, Price Waterhouse & Company

WHITSON SADLER, President, Solvay America Inc.

• WILLIAM T. SLICK, Jr.

GEORGE S. SLOCUM, President and Chief Operating Officer, Transco Energy Company

W. D. STEVENS, President, Exxon Company, U.S.A.

STEVEN C. STRYKER, Vice President and General Tax Counsel, Shell Oil Company

JOHN B. UTSEY, Chairman and CEO, Foley's

V. H. VAN HORN, President, National Convenience Stores Incorporated

MARC F. WRAY, President, GCO Minerals Company

Huntsville

WILLIAM L. HAMMOCK, Vice President and General Manager, Champion International Corporation

Irving

KERNEY LADAY, Vice President Operations, Southern Operations, Xerox Corporation

DARWIN E. SMITH, Chairman of the Board and Chief Executive Officer, Kimberly-Clark Corporation

Kingsville

J. H. CLEMENT, President, King Ranch Inc.

La Porte

HENRY G. RAMIREZ, Plant Manager, La Porte, PPG Industries, Inc.

Longview

WILLIAM R. ELMORE, Vice President, East Texas Division Manager, Southwestern Electric Power Company

DON W. SCOGGINS, Director, Administration, Texas Eastman Company

Lubbock

W. K. BARNETT, Chairman of Board and Chief Executive Officer, First National Bank at Lubbock

Lufkin

FRANK STEVENSON, President and Chief Executive Officer, Lufkin Industries, Inc.

McAllen

GLEN E. RONEY, Chairman of the Board & Chief Executive Officer, Texas Regional Bancshares, Inc.

Midland

NEAL R. ALLEN, Attorney, Stubbeman, McRae, Sealy, Laughlin & Browder

WILLIAM P. FRANKLIN, Chairman of the Board and Chief Executive Officer, First City National Bank of Midland

• TONY A. MARTIN

• TOM SEALY, Partner, Stubbeman, McRae, Sealy, Laughlin & Browder

Newgulf

NOE SONNIER, General Manager Frasch Sulphur Operations, Texasgulf Chemical Company

Orange

JAMES A. WILSON, Sabine River Works, E. I. du Pont de Nemours & Co.

Paris

EDWARD A. HERNAN, Vice President and General Manager, Campbell Soup Inc.

Refugio

DUDLEY T. CAMPBELL, Campbell & Company

Rockdale

W. JACK DRAKE, Texas Area Manager, Aluminum Company of America

San Angelo

E. L. LANGLEY, President, GTE Southwest Incorporated

San Antonio

R. L. ATWELL, Jr., Chairman of the Board, Coastal Transport Company, Inc.

CHARLES C. BUTT, Chairman of the Board and President, H. E. Butt Grocery Company

RICHARD W. CALVERT, Chairman of the Board and Chief Executive Officer, National Bancshares Corporation

• WALTER N. CORRIGAN, Corrigan Enterprises, Inc.

DONALD J. DOUGLASS, President, Alamo Group Incorporated

WILLIAM E. GREEHEY, Chairman of Board and Chief Executive Officer, Valero Management Company

ROGER R. HEMMINGHAUS, Chairman and Chief Executive Officer, Diamond Shamrock Refining and Marketing

• JOHN C. HOLMGREEN

BELTON K. JOHNSON, B.K. Johnson Interests, Chaparrosa Ranch

W. W. McALLISTER, III, President, San Antonio Savings Assn.

EDWARD I. STANFIELD, Chief Operating Officer, B. K. Johnson Interests, Chaparrosa Ranch

H. BARTELL ZACHRY, Jr., President, H. B. Zachry Company

San Francisco

R. B. MARSH, Assistant General Tax Counsel-Legal & Legislation, Chevron U.S.A., Inc.

Seguin

MARVIN SELIG, President, Structural Metals, Inc.

Spring

W. J. FARRELL, Vice President, Union Pacific System/ Missouri Pacific Railroad

NICK L. LAIRD, President, Laird & Associates

Temple

JOHN F. SAMMONS, Jr., President, McLane Foodservice

RALPH WILSON, Jr., President, Premark International, Inc.

Texas City

FOLEY S. PROVENZANO, Plant Manager, Union Carbide Corporation

Tyler

STANLEY A. GORSKI, Vice President and Group Executive, Trane Dealer Products Group

A. W. RITER, Jr., Chairman of Board and Chief Executive Officer, First RepublicBank Tyler

JOHN A. WARNER, President, Tyler Pipe Industries, Inc.

• WATSON W. WISE, Investments

KEATING ZEPPA, President, DeltaUS Corporation

Victoria

CHARLES R. HRDLICKA, Chairman of the Board and Chief Executive Officer, Victoria Bank & Trust Company

MELVIN LACK, President, Lack's Stores, Inc.

CATHERINE McHANEY, Co-Owner, Victoria Advocate

JAMES R. MILLER, II, Senior Vice President and Asset Liability Manager, Victoria Bankshares, Inc.

Waco

MARY RUTH DUNCAN

RAYMOND R. PREDDY, Publisher, Waco Tribune Herald

W. ROBERT WILLIAMS, Vice Chairman, First RepublicBank Waco

Wichita Falls

CHARLES N. PROTHRO, Perkins-Prothro Company

DAVID WOLVERTON, Chairman of Board & Chief Executive Officer, MBank-Wichita Falls

• Former League Chairman (Life Member)

• Elected Life Member

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

—James Madison



Texas Research League
1117 Red River
P.O. Box 12456
Austin, Texas 78711
512-472-3127