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Texas Research League ★ 1982 annual report

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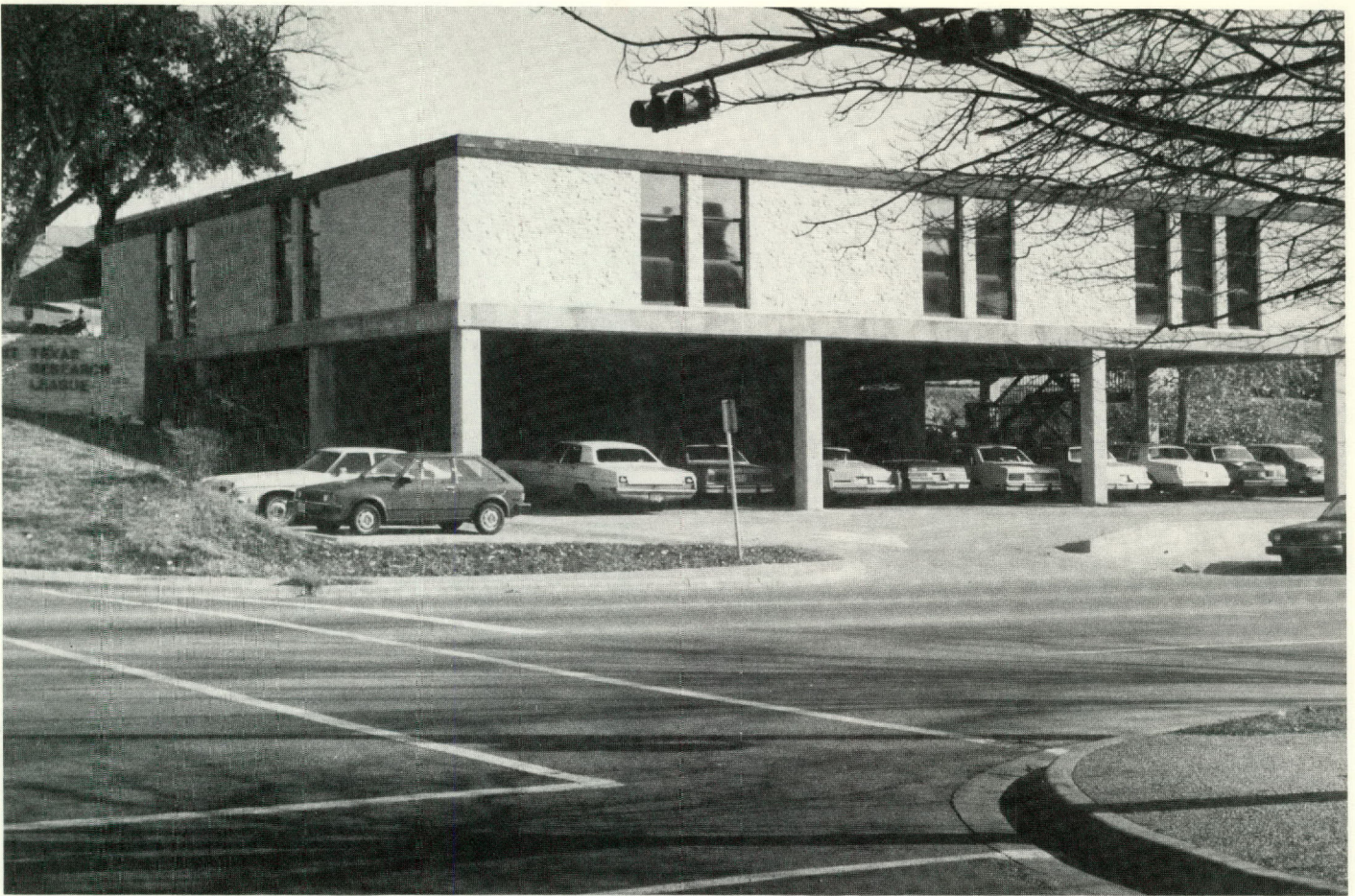
30 YEARS



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GOVERNMENT PUBLICATIONS

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Thirty years ago, a few farsighted and public-spirited Texans conceived the idea of a privately supported, independent, nonpartisan public policy research group. The purpose of this organization would be to study the problems of state and local government and the agencies charged with providing public services. Thus was born the Texas Research League.

In assessing how well the League has performed its duties over the years, clearly it has earned an enviable reputation. It is respected, its staff is competent and dedicated, and its membership is drawn from among the state's most prominent business leaders. Most importantly, our public officials have come to recognize that while the League is supported by business, its work is unbiased and has stood well the test of time. The League occupies a position of carefully nurtured trust from which it will continue to serve the needs of Texas.

I am proud of the League's many contributions to the democratic process in our state. There is no other organization in Texas quite like it.

In this, its thirtieth year, the Texas Research League continued to actively contribute to informed governmental deliberations on many of the critical issues of our day. It also has striven to ensure its own ability, internally, to continue to provide the same high quality of public policy research in the years ahead.

In 1982:

- Three major studies were published and research work on three others was completed on significant issues relating to state and local government in Texas. The published reports covered the Texas Parks and Wildlife Department, Oil and Natural Gas Taxes and State Financing of Primary Elections.
- The League continued to coordinate the participation of private sector volunteers, mostly League members, in the Governor's State Government Effectiveness Program—a unique effort to bring greater efficiency to the business of state government.
- The League met its goal, set in 1978, of increasing membership from 733 to 2,000; 266 new members were enrolled this year, alone.
- And following an extensive nationwide search, Dr. Jared E. Hazleton was named our new President.

Today, Texas is well positioned in terms of its resources, its opportunities, and the willingness and capacity of its people to go forward with confidence in the future. Yet it is said that "of those to whom much is given, much will be demanded."

While Texas is fortunate to have the resources to meet its needs, these resources are not unlimited. To use them wisely, we must continue to skillfully set priorities and to work together to improve management effectiveness in state and local government.

The League has given much to our state; it still has much to contribute. With your continued support, the League will continue in its three-decade tradition of service through research on public policy issues in the public interest.

On behalf of the League, thank you for your continued interest and support; on my own behalf, thank you for the privilege of serving as your League Chairman.

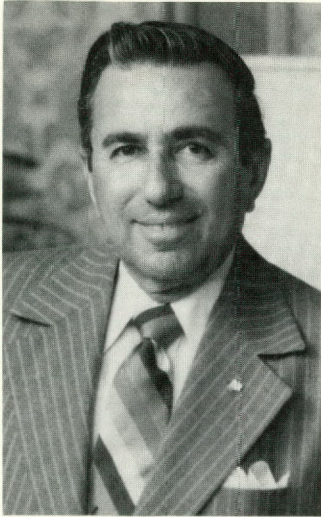


William T. Slick Jr., Chairman;
Senior Vice President, Exxon Company, U.S.A., Houston

**TRL: nothing
quite like it!**

Bill Slick

William T. Slick, Jr.
Chairman



Robert T. Present, Immediate Past Chairman; Chairman of Board and Chief Executive Officer, Texas Commerce Bank, Austin

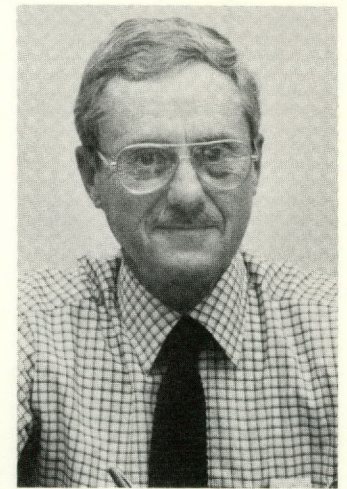
Nominating Committee

For the past thirty years the League has prospered under the guidance of outstanding leaders from Texas business and industry. Their personal interest and involvement in the work of the League has been one of its most valued assets.

The Nominating Committee chaired by Robert T. Present of Austin, is responsible for selecting a slate of candidates to fill vacancies on the Executive Committee and Board of Directors, who are elected at the Annual Meeting.

Chairman, **Robert T. Present**, Chairman of Board & Chief Executive Officer, Texas Commerce Bank, Austin; **Jess Hay**, Chairman of Board, Lomas & Nettleton Financial Corporation, Dallas; **William V. Holik, Jr.**, President, El Paso Natural Gas Company, El Paso; **Paul Mason**, Chairman, President & Chief Executive Officer, First United Bancorporation, Inc., Fort Worth; **R. L. O'Shields**, Chairman & Chief Executive Officer, Panhandle Eastern Pipe Line Co., Houston; **J. A. Rush, Jr.**, President, Diamond Shamrock Oil & Gas Company, Amarillo; **W. H. Seay**, Chairman of Board and Chief Executive Officer, Southwestern Life Insurance Company, Dallas; and **A. Frank Smith, Jr.**, Partner, Vinson & Elkins, Houston.

Leaders



Richard A. McCune
Public Information Director

Public Information Committee

Emphasis was given to greater media and public awareness of the League's role in the betterment of government during two meetings of the committee held in June and October with Chairman John Utsey in Houston.

Improvements were made in format of the newsletter to include four-page issues where practical; greater localization of news releases, and hand-delivery of material to legislators and Capitol press, which has been done.

Personal contact with media has been reinforced and President Jared Hazleton has begun initiating press contacts during appearances around the state.

A highly successful media coverage of the Oil and Gas Tax Study demonstrated the value of similar campaigns for significant major studies in the future. Count of media use of League research has been upgraded to measure results.

Awareness

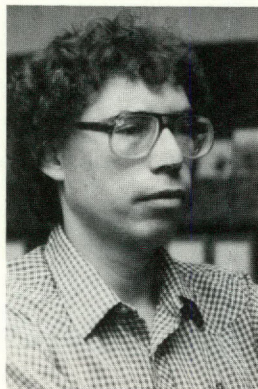
Chairman, **John Utsey**, President, Foley's, Houston; **John L. Adams**, Executive Vice President, Texas Commerce Bank, Houston; **Thomas H. Cruikshank**, President, Haliburton Company, Dallas; **Damon Engle**, Plant Manager, Union Carbide Corporation, Texas City; **Ray Herndon**, Vice President and General Manager, Midessa Television Co., Midland; **Morris Hite**, Chairman, ALLCOM Inc., Dallas; **Randy Preddy**, Publisher, Waco Tribune-Herald, Waco; **Leiner Temerlin**, Chairman, Bozell & Jacobs, Inc. Dallas; **Loyd C. Turner**, Vice President, Tandy Corporation, Fort Worth.

Education

Insight into the operations of government . . . appreciation for the business community . . . expanded research capacity. Three positive results from the Alvin A. Burger Memorial Intern Program make it a credit to the League and to the Foundations that provide for full program funding.

Foundations:

Sid Richardson
Hatton W. Sumners
R. B. Trull
R. D. & C. R. Alexander
James Dougherty
Brown Foundation



1982 Interns: **Vick Hines**



Claire Oxley



Amy Prascak



Karen Sorrell

A time for testing

For the past decade, buoyed by increasing revenues reflecting a dynamic economy and rising oil and gas prices, Texas has enjoyed biennial surpluses. As the 68th Legislature convenes, the state still has a surplus—but significantly, relative to the size of total revenues, the surplus for 1982-1983 is the smallest since 1973.

At the same time that the margin between state revenues and expenditures in Texas is narrowing, the federal government is cutting back on its grant-in-aid programs. Fiscal austerity in Washington produces fiscal stress at the state and local levels, as pressures mount to replace lost federal funds with state and local financing.

Rising population and economic growth in Texas have resulted in increased demands for public services at all levels of government. More people mean that more roads, schools, water and sewer facilities, health and welfare services, and unfortunately, prisons, are needed. The relative prosperity of Texas creates expectations that these demands can be met.

These trends—decreasing surpluses, reduced federal aid to the state and its localities, and rising demands for public services—combine to make the next few years a time of testing for Texas government.

The favorable business environment in Texas has been instrumental in supporting the growth and vitality of the state's economy. If we are to retain this favorable business climate, we must begin now to anticipate the time when revenue surpluses will be at an end and the pressure for additional taxation will be at hand.

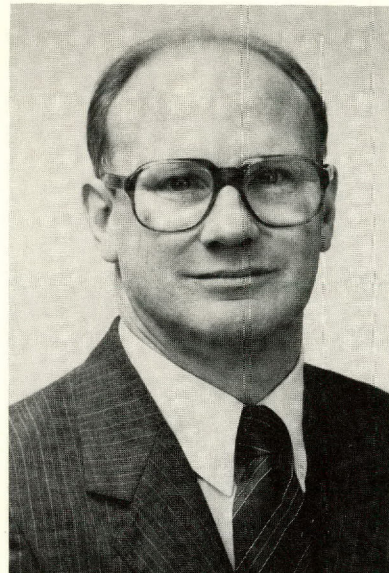
Now, more than ever before, it is necessary for Texas to exercise fiscal caution. Some expenditures can be deferred without great cost. Management of existing programs can be improved to increase the efficiency of service delivery. The need for additional public services can be weighed against the costs, including the impact on business activity, of raising the public revenue required to provide such services. Construction can be funded through public bonds rather than being financed out of current revenues.

Despite the budget pressures, however, mere frugality is not a sufficient guide for public budget decision-making. Some problems, if not addressed today, will have to be addressed in the future, perhaps at an increased cost. A prime example is the maintenance of public highways. Other expenditures actually constitute investments which are needed to support the future economic growth of Texas. Examples would include expenditures for education and research, as well as for physical infrastructure. Essential public services must be maintained.

In short, the time is at hand for the state to set priorities and make critical, albeit painful, decisions about the desirable scope and level of public services, as well as about the division of responsibility between the state and local governments and between the public and the private sectors.

The Texas Research League has proven to be one of the most effective voices in the state for efficient and economical government. Much of the League's research has looked to the future to anticipate problems facing the state and to identify and assess feasible solutions to these problems, before they became crises.

On behalf of the staff of the League, I pledge to you our continued efforts to produce competent, practical, effective research and analyses on the problems facing Texas government. Your support and active participation in the League is vital to the success of these efforts.



Dr. Jared E. Hazleton
President of the League

A handwritten signature in cursive script that reads "Jared E. Hazleton".

Jared E. Hazleton
President

Administration



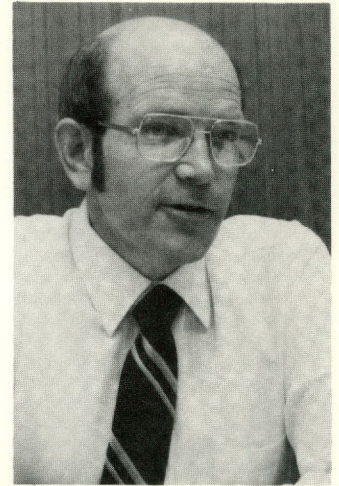
T. Boone Pickens Jr., Vice Chairman; President & Chairman of Board, Mesa Petroleum Co., Amarillo

"It is a special pleasure to announce that the goal set in 1978 to increase the membership of the League from 733 to 2,000 members by 1982 has been met." Boone Pickens

Finance & Membership Committee

Under the leadership of Vice Chairman T. Boone Pickens, Jr. of Amarillo, the Finance and Membership Committee in 1982 not only raised the funds required to finance the activities of the League, but also increased the number of members to 2,000 by the end of the year.

A major step taken by the Committee was the development and implementation of a Fair Share Contributions Plan for 1983. The plan is aimed at providing equitable and flexible guidelines for determining the level of a member's contribution. Each member is being asked to contribute annually an amount based on the number of its Texas-based employees, including all subsidiaries, with a minimum corporate contribution of \$500. The amount to be contributed per employee depends upon a member's industrial classification to take into account variations in labor intensity across industries. Minimum contributions by individuals were set at \$250.



Wilburn W. French
Assistant to the President

Chairman, **T. Boone Pickens, Jr.**, President & Chairman of the Board, Mesa Petroleum Co., Amarillo; **W. E. Alderson**, Alderson Cadillac Company, Lubbock; **Richard F. Bacon**, President, Merchants, Inc., Abilene; **Ronald A. Britton**, President, Britton Industries Drilling, Midland; **Richard W. Calvert**, Chairman of Board, National Bank of Commerce, San Antonio; **William A. Crumrine, Jr.**, President & Chief Executive Officer, First City National Bank, San Angelo; **R. M. Duffey, Jr.**, Chairman, President & Chief Executive Officer, Texas Commerce Bank, Brownsville; **George E. Grobowsky**, Chairman of the Board & Chief Executive Officer, Texas Commerce Bank, Longview; **Hayden W. Head, Sr.**, Attorney-at-Law, Head & Kendrick, Corpus Christi; **Derrell Henry**, Chairman of Board, American Bank, Odessa; **William V. Holik, Jr.**, President, El Paso Natural Gas Company, El Paso; **Paul N. Howell**, Chairman of Board, Howell Corporation, Houston; **Joe Kilgore**, Partner, McGinnis, Lochridge & Kilgore, Austin; **W. G. Marquardt**, President, Texas Electric Service Co., Fort Worth. **W. C. McCord**, Chairman & President, Enserch Corporation, Dallas; **Warner E. Rogers**, President, Texas Commerce Bank, Beaumont; **J. A. Rush, Jr.**, President, Diamond Shamrock Oil & Gas Company, Amarillo; **John Warner**, President, Tyler Pipe Industries, Tyler; and **David Wolverton**, Chairman of Board & Chief Executive Officer, The First-Wichita National Bank, Wichita Falls.

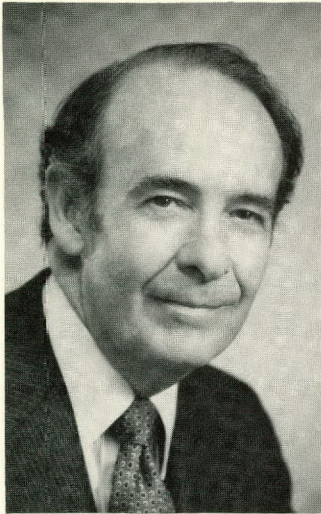
Sponsorship

Audit Committee

The League's Audit Committee reviews the auditor's report, management letter and the League's accounting system. The 1982 committee chaired by Doyle Rogers of Dallas requested implementation of dual signatures on checks; otherwise, the system was found to be excellent and the League's records to be complete and accurate.

Chairman, **Doyle Rogers**, Vice President—Texas, Southwestern Bell Telephone Co., Dallas; **Durwood Chalker**, Chairman & Chief Executive Officer, Central & South West Corporation, Dallas; **C. H. McCall**, President, McCall Industries, Houston; **J. Sam Winters**, Partner, Clark, Thomas, Winters & Shapiro, Austin; **Jess Hay**, Chairman of Board, Lomas & Nettleton Financial Corp., Dallas.

The League is a 501(c)(3) organization and contributions are deductible under Section 170(c)(2)(b) of the Internal Revenue Code.



Tony A. Martin, Treasurer; Chairman of Board and Chief Executive Officer, First City National Bank, Midland

Salary Evaluation Committee

The League budget is prepared by the President, working with the Treasurer and a Salary Evaluation Committee appointed by the Chairman. Their recommendations are reviewed by the Executive Committee and submitted to the Board of Directors at the Annual Meeting for final approval.

Chairman, **Tony A. Martin**, Chairman of Board & Chief Executive Officer, First City National Bank, Midland; **William B. Frogue**, Vice President—South West Region, General Electric Company, Dallas; **John D. Miller**, Chairman of Board, Sanger-Harris, Dallas; **R. E. Wright**, Consultant and former Vice President, Texaco, U.S.A., Houston; and **C. Ivan Wilson**, Chairman and President, First City Bank, Corpus Christi.

The Texas Research League concludes its thirtieth year in good financial condition. Expenses have been kept well within income and a modest increase in the reserve fund has been achieved.

In his report to the Annual Membership Meeting, Treasurer Tony Martin of Midland commended the staff for its stewardship of finances. The current year's expenses were held below budgeted levels, and the approved budget for 1983 represents an increase of less than one percent over the 1982 budget.

"Careful thought and planning have gone into this budget and I believe it represents a realistic plan to finance the League's work in the coming year." Tony Martin, Treasurer

Budget

Texas Research League Budget for 1983

Salaries	\$486,000
Employee Fringe Benefits	87,500
Research Support Services	48,500
Research Publications	44,700
Travel Expenses	36,600
Headquarters Expenses	80,340
Current Operating Expenses	39,000
Organization Expenses	34,500
Total – Operating Budget	\$857,140

Office staff



Margaret White
Executive Secretary



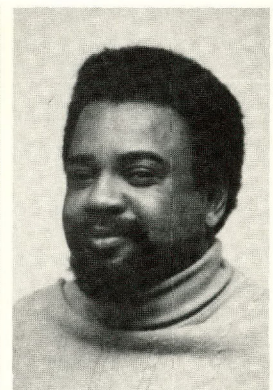
Kaye Kemper
Secretary to President



Dale Hatcher
Librarian



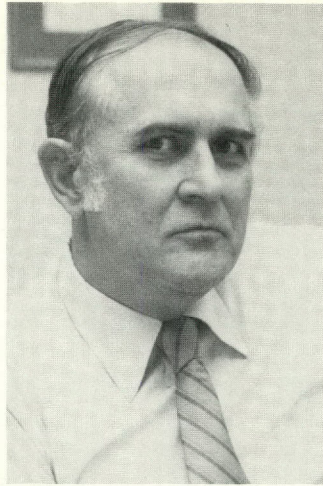
Dawn Johnson
Secretary



Herbert Griffin
Staff Assistant



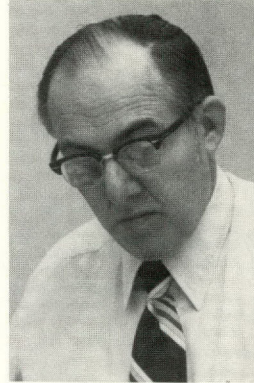
James W. McGrew
Vice President/Research



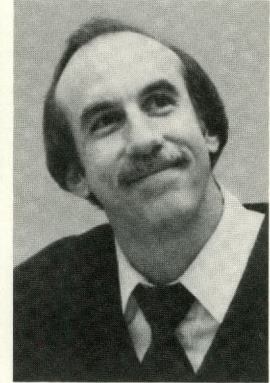
Robert E. Norwood
Director of Research

Research

Research Associates



Alan E. Barnes



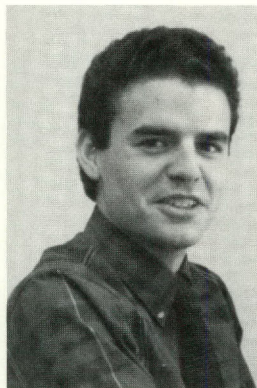
John R. Kennedy

Staff

Research Analysts



Janet Beinke



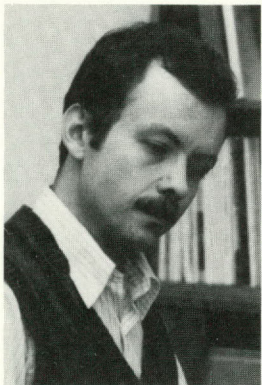
James Burdett

Leadership of the League research staff changed hands during 1982.

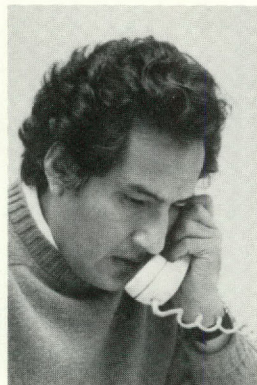
Staff research resources were further enhanced in 1982 when Dr. Jared E. Hazleton became president of the League. As a professional economist, he brings with him 17 years of research experience. In addition to his administrative responsibilities, Dr. Hazleton has taken an active interest in the League's research program.

James W. McGrew retired from the League staff, completing 27 years of outstanding service—not only to the League, but also to government throughout the State of Texas. Fortunately, his encyclopedic knowledge of state taxes and of general state government will not be lost to the League, since he will continue on as a staff consultant.

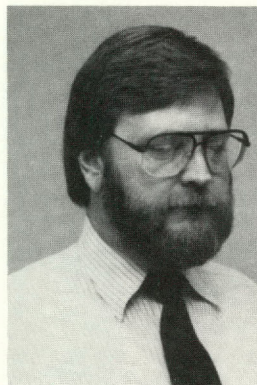
Robert E. Norwood was promoted to the position of Director of Research. He joined the staff in 1960 following his completion of an LLB degree from the University of Texas at Austin. During his tenure on the staff, he has participated in virtually every major League study, directly supervising many of them.



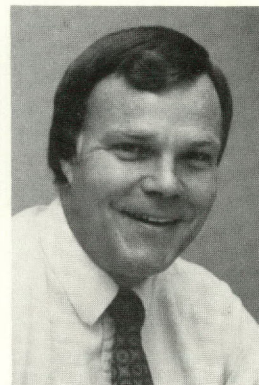
Terry Peters



Augustin Redwine



Harold Sanders



Walter Tibbitts



1961: House Speaker James Turman after passage of sales tax bill

- 1952** **Texas Research League** incorporated June 10 . . . accepts study requests from **Board of Hospitals and Special Schools (BHSS)** and **State Board of Education (BOE)**.
- 1953** **Executive director** named . . . professional staff recruited . . . accepts study request from **The University of Texas System (U.T.)**.
- 1954** **Texas Population Projection** is first published report . . . to provide background for other studies . . . formal research reports follow for **BHSS** and **BOE** . . . **U.T.** study completed.
- 1955** **Legislature** enacts recommendations from **BHSS** study . . . **TRL Board** decides organization will be permanent . . . accepts study requests from **Texas Highway Department (THD)**, **Department of Public Safety (DPS)**, **State Board of Control (SBC)** and **State Library Board** . . . **DPS** study completed; reorganization recommended . . . **national award** given **BHSS** study.
- 1956** Final report to **BOE** on **Foundation School Program** . . . **THD**, **State Library** and **SBC** studies substantially completed . . . study of **State Employees Retirement System of Texas (ERST)** undertaken and completed.
- 1957** **Legislature** enacts recommendations from **THD**, **SBC** studies . . . additional proposals from **BHSS** . . . also gives **DPS** flexibility/funding to **reorganize** per **TRL** recommendations . . . submits **constitutional amendment** to revise **ERST** in line with League proposals . . . later adopted . . . **National awards** to both **ERST** and **THD** studies . . . **Legislature** concerned with state finances . . . requests **TRL** to study **state fiscal agencies** . . . creates **Texas State Tax Study Commission** which asks **TRL** to provide staff.
- 1958** **Tax study** takes all year . . . attracts most attention . . . meanwhile **State Board of Insurance (SBI)** requests and receives management study . . . implements most recommendations . . . **TRL** accepts study request from **Department of Public Welfare (DPW)** . . . begins work on administration of **State Comptroller's Department**.
- 1959** **Legislature** praises tax study . . . recodifies tax statutes as suggested . . . creates new **Commission on State and Local Tax Policy** . . . **TRL** to provide staff. League staff begins publishing special **bulletins** to keep members informed of state finance/tax legislation . . . **Comptroller** study completed at last minute . . . but in time for **Legislature** to appropriate funds to implement it.
- 1960** Reports to **Tax Policy Commission** highlight "failure of selective tax system" . . . results from study as **DPW** board implements **TRL** recommendations and caseload drops . . . League accepts, completes first **local** study: "School District Reorganization in Orange County." New study requests from **State Parks Board** and **Game & Fish Commission**.
- 1961** Drawing on **Tax Policy Commission** reports, **Legislature** enacts sales tax . . . enlists **TRL** staff help in drafting bill . . . **DPW**, **State Parks** and **Game & Fish Commission** studies completed . . . most **TRL** recommendations are accepted.
- 1962** **Special legislative session** enacts **TRL's** 1956 recommendation on farm-to-market road financing . . . asks **Tax Policy Commission** to study new sales tax statute . . . **Game & Fish Commission** study wins national award . . . **Texas Railroad Commission**

Texas Research League: 1952-82

requests, receives, implements TRL study . . . ditto **Texas Industrial Commission**.

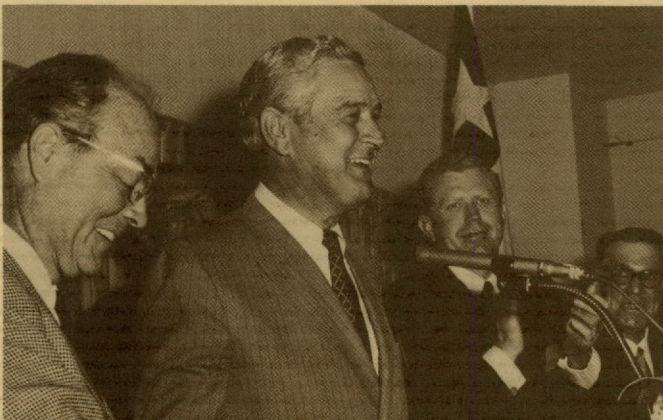
1963 **Tax Policy Commission** makes comprehensive recommendations for **sales tax** and **property tax** . . . **Legislature** O.K.'s first, turns down second . . . but continues **Commission** which, in turn, keeps TRL staff in tax research . . . Legislature also asks TRL to study **state construction administration**. League accepts requests from all three **state water agencies** and agrees to make study of **local junior colleges** and state policy.

1964 Reports pour out . . . on **water policy** . . . **junior colleges** . . . **construction administration** . . . and new study requests are filled . . . **vocational rehabilitation** . . . **services for the blind** . . . and, most importantly, studies for the **Texas Employment Commission (TEC)**. Additionally, reports requested by **Tax Policy Commission** are prepared and issued . . . **national awards** go to junior college and vocational rehab studies.

1965 Legislature enacts major recommendations of TRL's **water** and **building construction** studies . . . latter wins **national award** . . . **Governor Connally** requests League to study problems of all **metropolitan areas**.

1966 Entire staff plunges into **metropolitan areas study** . . . TRL creates special **newsletter** to keep members, local officials informed of study progress . . . final report issued as year ends: **Metropolitan Texas: A Workable Approach to its Problems**.

1967 Metropolitan study wins **national award** and support from **Governor Connally** . . . **Legislature** is cool, accepts only one major recommendation . . . but League recommendations to **TEC** are now accepted . . . last major recommendation of **water** study enacted. TRL accepts and completes studies for the **North Central Texas Council of Governments** and the **Lower Rio Grande Development Council**.



1968: Governor Connally with Chairman Berl E. Godfrey; Lt. Governor Ben Barnes; 1970 Chairman-to-be C. I. Wall



1964: Sen. George Parkhouse, Chairman of Tax Policy Commission, consults with Research Director Jim McGrew

1968 The "Governors' Year" . . . starts when **Governor Connally** requests a study of **state revenue estimating methods** . . . ends when **Governor-elect Preston Smith** requests TRL plan for organization of his office . . . and accepts most recommendations. Several "quicky" studies made for state agencies that had used TRL in the past.

1969 Local studies dominate . . . law enforcement design plans for **Houston-Galveston Area COG** and **North Central Texas COG** . . . studies of interlocal cooperation in **Tarrant County** and for **Alamo Area COG**.



1969: Executive Director Alvin A. Burger, retired this year, with Beeman Fisher, later 1972 TRL Chairman

1970 **Financing community colleges** subject of report prepared for both the **State Board of Education** and the **Coordinating Board, Texas College and University System** . . . plan for partial city-county consolidation approved by **El Paso Study Committee** . . . but **Legislature** balks at needed constitutional amendment . . . **housing** study requested by **Governor Smith**.

30 YEARS

30 YEARS

1971 **State budget study** . . . requested by **Governor Smith** . . . results in creation of **Program Evaluation Section** of Legislative Budget Board . . . adoption of system of **fiscal notes** . . . "price tagging" the cost of pending legislation . . . TRL changes charter to permit studies of the **judiciary** . . . **housing** study published.



1968: Governor Smith discusses his office study with Research Associates Homer Reed and Homer Scace, who directed the study, and McGrew

1972 League undertakes, completes first study of courts for **Texas Civil Judicial Council** . . . state government **personnel** study is requested by **Governor's Office** and completed within year . . . budget study wins **national award** . . . **Lt. Governor Ben Barnes** asks TRL for up-date study of **public school finance**.

1973 **Inventory of State personnel statutes**—handbook for use by all state agencies . . . since updated every biennium at request of **Governor's Office** . . . second study for **Texas**

Civil Judicial Council . . . impact of federal welfare changes on Texas' programs studied for **Governor Briscoe**.

1974 **Constitutional convention** dominates TRL activities . . . special newsletter to keep members informed on issues, progress established . . . **long-range fiscal projections** focus on managing big state surplus.

1975 **State government organization** study requested by **Governor Briscoe** . . . back again to public **school finance** issue . . . this time for the **Texas Advisory Commission on Intergovernmental Relations (TACIR)** **financial handbook** on state-local finance published.

1976 **Bench Marks** for school district budgets first published . . . distributed to all local districts by **Texas Education Agency** . . . now in seventh annual edition . . . **state government reorganization study completed** . . . some recommendations picked up by subsequent **Hobby-Clayton Committee** . . . TRL publishes report on **college construction** . . . TRL intern program established.

1977 Continuing work on **higher education finance**, League study asks: "How Much is Enough?" . . . **Property tax reform** suddenly becomes an issue . . . first report on **assessment practices** . . . ratios used by **school districts** is published . . . League annual report wins **award**.

1978 TRL accepts, completes studies for **DPS** and **Texas Department of Corrections (TDC)** . . . latter wins **national award** and is credited with securing needed changes in '79 **Legislature** . . . property tax reforms proposed by TRL and **Tax Policy Commission** in '63 become part of popular constitutional amendment.



1971: Staff, standing: Wilburn French, Leighton Bearden, David Spurgin, Bob Norwood, Glenn Ivy and Lynn Moak. Seated: John Kennedy, Alan Barnes, Bill Bowns and Brenda Lee.

30 YEARS

1979 Study of **State Retirement Issues** published . . . wins **national award** . . . one major recommendation passes **Legislature** . . . **Assessment practices**, second edition, expanded to cover counties, major cities . . . TRL agrees to help recruit industry consultants for Governor Clements' **State Government Effectiveness Program**.

1980 Monthly publication . . . **ANALYSIS** . . . begins in January . . . studies completed for **Department of Mental Health & Mental Retardation** . . . **Corpus Christi city council** . . . first League-sponsored **symposium** held on property tax relief, reform.

1981 Study completed for **Texas Parks and Wildlife Department** . . . financing state **primary elections** for **Secretary of State** . . . **Coming on Board** . . . manual for state board members . . . prepared for Governor's office.

Chairmen of the Texas Research League

- 1952-54** **Ben H. Wooten**, President, First National Bank, Dallas
- 1955** **Hines H. Baker**, President, Humble Oil & Refining Company, Houston
- 1956-57** **Ben C. Belt**, Gulf Oil Corporation, Houston
- 1958** **J. B. Thomas**, President and General Manager, Texas Electric Service Company, Fort Worth
- 1959-60** **B. S. Sines**, Executive Vice President, Southern Pacific Lines, Houston
- 1961-62** **J. Harold Dunn**, Chairman of Board, Shamrock Oil and Gas Corporation, Amarillo
- 1963** **Richard A. Goodson**, Vice President—Texas, Southwestern Bell Telephone Company, Dallas (Resigned 7/1/63)
- 1963-64** **Ray H. Horton**, Vice President, Southwest Region, Humble Oil & Refining Company, Houston
- 1965** **Tom Sealy**, Attorney, Stubbeman, McRae, Sealy & Laughlin, Midland
- 1966** **I. F. Betts**, Chairman of Board, The American National Bank, Beaumont
- 1967** **S. J. Hay**, Chairman of Board, Great National Life Insurance Company, Dallas
- 1968** **Berl E. Godfrey**, Attorney, McGown, Godfrey & Decker, Fort Worth
- 1969** **Walter N. Corrigan**, President, The Sommers Drug Company, San Antonio
- 1970** **Charles I. Wall**, Chairman of Board, Pioneer Natural Gas Company, Amarillo
- 1971** **E. Bruce Street**, Independent Oil Operator, Graham
- 1972** **Beeman Fisher**, Consultant, Texas Electric Service Company, Fort Worth
- 1973** **Alfred I. Davies**, Vice President, Sears, Roebuck & Company, Dallas
- 1974** **Grogan Lord**, Chairman of Board, TeleCom Corporation, Georgetown
- 1975** **Randall Meyer**, President, Exxon Company U.S.A., Houston
- 1976** **Lewis H. Bond**, Chairman of Board and Chief Executive Officer, Fort Worth National Bank, Fort Worth
- 1977** **William H. Seay**, Chairman of Board and Chief Executive Officer, Southwestern Life Insurance Company, Dallas
- 1978-79** **John P. Harbin**, Chairman of Board and Chief Executive Officer, Halliburton Company, Dallas
- 1980-81** **Robert T. Present**, Chairman of Board and Chief Executive Officer, Capital National Bank, Austin
- 1982-83** **William T. Slick, Jr.**, Senior Vice President, Exxon Company, U.S.A., Houston

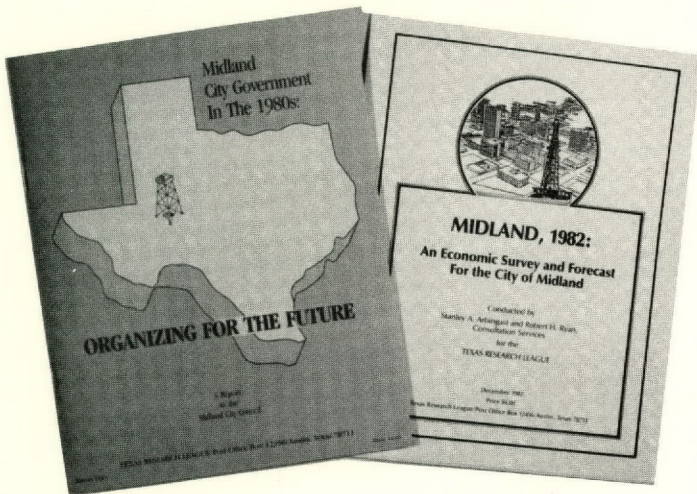
1982 research agenda

The Texas Research League completed 30 years of service to Texas government in 1982. During this time, more than a hundred major studies have been undertaken and completed, involving almost every important aspect of the state's operations as well as issues of concern to many local governments. The center insert details that 30-year history.

Most League studies are undertaken in response to specific requests from high-ranking state officials, agency boards or commissions, or local governing bodies. League research aims at improving the capabilities of state and local government to provide effective and efficient public services at reasonable cost to Texas' taxpayers.

In 1982, three major research projects were undertaken by request; results of the studies will be published in 1983.

Midland city government. At the request of the City Council of Midland, the League conducted a comprehensive analysis of the growth-related problem impacting that city's administrative structure and service delivery system.



While the study was addressed to issues of concern to the City of Midland, the analysis focuses on the principles underlying the council-manager form of local government, and in particular, the role of the city manager vis-a-vis the role of the city council. Thus, the findings outlined in the report should be of interest to many of Texas' cities having this form of local government.

As part of the project, the League commissioned two independent consultants to prepare an economic survey and forecast for Midland. That survey will be published as a separate document. A major portion of the Midland project cost was funded by contributions from local businessmen; the remainder was paid from the League's operating budget.

Advisory Committee

Chairman, **Tony A. Martin**, Chairman of Board & Chief Executive Officer, First City National Bank, Midland; **John Gatti**, President & Chief Executive Officer, Saber Energy, Houston; **William H. Seay**, Chairman of Board & Chief Executive Officer, Southwestern Life Insurance Co., Dallas.

Potter and Randall Counties. The city of Amarillo sits astride the dividing line between these two Panhandle counties and that urban concentration dominates the activities of each county.

At the request of each county's Commissioners Court, the League examined the possibilities for improved intergovernmental cooperation and coordination. The study also considered the issues, possible benefits and problems that would be associated with a consolidation of the two counties.

Here, also, a major portion of the League's costs were underwritten by the local business community.

Advisory Committee

Chairman, **Boyd Taylor**, Vice President, Cabot Corporation, Houston; **Kent Mattewson**, Adjunct Professor, Lyndon B. Johnson School of Public Affairs, Austin; **Max Sherman**, Special Counsel, Office of the Governor, Austin.

State government accountability. The State of Texas has nearly 200 agencies, boards and commissions which operate independently of any centralized executive authority.

At the joint request of Governor Clements, Lt. Governor Hobby and House Speaker Clayton, the League staff undertook a study of the various agencies, programs and devices developed to assure that the independent parts of state government remain accountable for their various activities.

This major full-staff project looked at existing program evaluation mechanisms such as the Sunset Commission, and explored current efforts to achieve more effective inter-program coordination and cooperation.

The importance of the accountability issue, plus the League's direct involvement in the recruitment of private sector volunteers to participate in the State Government Effectiveness Program, makes this a study of particular interest.

Advisory Committee

Chairman, **John C. Holmgren**, Chairman of Board and Chief Executive Officer, Alamo Iron Works, San Antonio; **Gaylord Armstrong**, McGinnis, Lochridge & Kilgcre, Austin; **Nick L. Laird**, Vice President, Public Affairs, Aminoil USA, Inc., Houston; **Tony A. Martin**, Chairman of Board & Chief Executive Officer, First City National Bank, Midland; **J. Neal Miller Jr.**, Regional Representative, Central Region, Public Affairs Department, Gulf Oil Corporation, Austin; **E. Bruce Street Sr.**, Independent Oil Operator, Graham; **Gene Tromblee**, Plant Manager, Monsanto Company, Texas City.

Tools for government administrators

In addition to undertaking important research projects on request, the League has developed a number of reports published in a continuing series. These publications have become useful tools for government administrators.

Bench Marks. Public education is possibly the most important—and the most expensive—function of Texas' state and local government. Budgeting \$7 billion for 1,071 public school districts is complex and difficult.

The League's seventh edition of *Bench Marks* provides the latest financial, personnel, and taxing information available. This annual publication has proven to be popular with taxpayers, news media and school administrators and board members as it is the only source for extensive comparisons of one school district with others of similar size and scope of operation.

Assessment Practices. A second continuing League publication relates to local property tax assessment practices.

Texas law requires that all property be assessed at full market value—a requirement that has proven difficult to meet.

This publication of assessment ratios—the percentage relationship between assessed value and market value—provides tax administrators with valuable information on how well they do in achieving the goal of an equitable tax roll.

This information also is valuable to taxpayers who are concerned that *their* property be valued and assessed at levels comparable to that owned by others.

Personnel Manual. State personnel administration is the exclusive responsibility of each individual agency with little overall policy guidance provided.

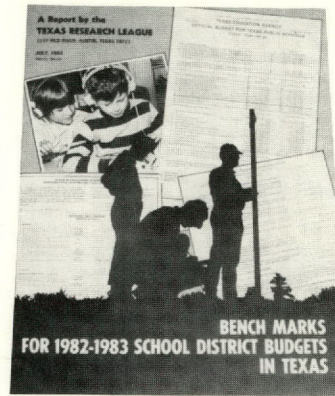
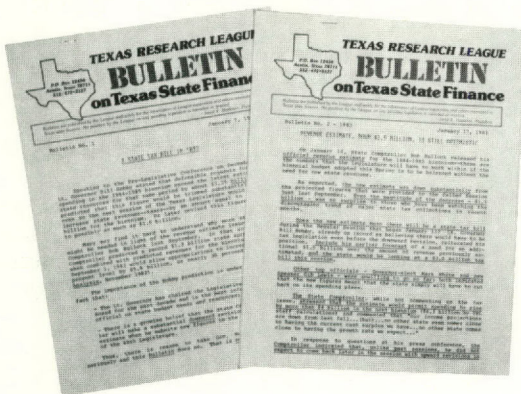
The League's *Inventory of Texas' Basic State Personnel Statutes*, first published in 1972, summarizes the scattered personnel laws that apply to Texas state employees.

Inventory has become an essential tool of personnel administrators. The fifth biennial edition will be published in cooperation with the Governor's Office in 1983.

Open Meetings Handbook. As a part of the State Government Accountability Study, the League staff examined the complex law requiring all government bodies to conduct their deliberations in public, open meetings.

Out of that study has been developed a handbook on that Act's legal requirements scheduled for publication in 1983. A practical guide written in layman's language, *Handbook* will be useful to governing board members both at the state and local levels.

If this initial effort proves popular, it will be added to the list of the League's continuing publications.



Products

Tools for effective citizenship

The League also fulfills an important educational role. Periodic publications provide citizens with the information and issue analysis required for well-informed decisions and for a better understanding of how government works.



Analysis. Volume Three of the monthly newsletter *ANALYSIS*, published in 1982, covered a wide range of topics centering on state fiscal issues such as how Texas compares with other states, important current spending issues faced by the state, and examination of specific tax issues. Non-finance-related discussions included an analysis of the constitutional amendments before the voters in 1982.

Bulletin on Texas State Finance. A Bulletin series on state finance, replaced by *ANALYSIS* in 1980, was reinstated in 1982.

This series features concise discussions of specific state finance issues to keep citizens informed on a timely basis of what is happening at the state level.

With the legislature meeting in 1983, *BULLETIN* will be an important addition to League publications.

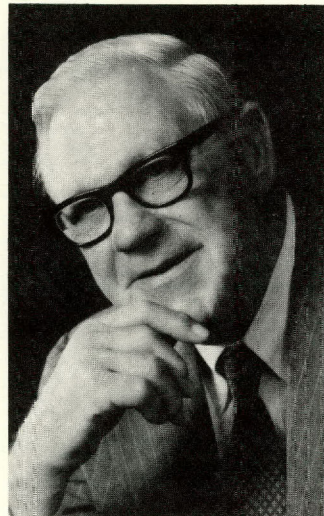
Symposium on Public Retirement issues. Another part of the League's education program is the sponsorship of symposiums on issues of current interest. The 1982 session, held in conjunction with the League's annual membership meeting, discussed public retirement issues and featured a dialogue between Congressman J. J. (Jake) Pickle and Dr. Wilbur J. Cohen on the problems related to the social security program.

Parks & Wildlife Committee

Initiated in late 1981 at the request of the Commission and executive director, this study of great depth into the management and operation of the agency was conducted by several researchers during much of 1982. Findings and recommendations given the department have been implemented in many areas. A summary form is to be issued in early 1983.



Lee Hill, Chairman,
1977-82



John C. Holmgreen
Chairman, 1983

Committee on League Policies

Self evaluation has played an important role in maintaining the vitality and improving the operations of the Texas Research League over its history. Periodic internal evaluations were initiated in 1962 on the occasion of the League's tenth anniversary. Subsequent evaluation studies were conducted in 1967, 1972, and 1977.

At the fall 1982 meeting of the Executive Committee, Chairman Slick appointed a Committee on League Policies to review the organization's charter, bylaws, policies, and methods of operation. The Committee will report to the Board of Directors in 1983 with recommendations for change or for continuation in each of these areas.

Chairman, **A. Frank Smith, Jr.**, Partner, Vinson & Ekins, Houston; **John C. Holmgreen**, Chairman of Board & Chief Executive Officer, Alamo Iron Works, San Antonio; **W. G. Marquardt**, President, Texas Electric Service Company, Fort Worth; **Tony A. Martin**, Chairman of Board & Chief Executive Officer, First City National Bank, Midland; **T. Boone Pickens, Jr.**, President & Chairman of the Board, Mesa Petroleum Co., Amarillo; **Robert T. Pre-sent**, Chairman of Board & Chief Executive Officer, Texas Commerce Bank, Austin; **A. W. Riter, Jr.**, Chairman of Board & Chief Executive Officer, Peoples National Bank, Tyler; **William T. Slick, Jr.**, Senior Vice President, Exxon Company, U.S.A., Houston; **C. Ivan Wilson**, Chairman of Board & Chief Executive Officer, First City Bank, Corpus Christi; and **David Wolverton**, Chairman of Board & Chief Executive Officer, The First-Wichita National Bank, Wichita Falls.

Chairman, **Walter N. Corrigan**, Corrigan Enterprises, Inc., San Antonio; Vice Chairman, **C. Frank Grisette**, Vice President, Texas Eastman Company, Longview; **Dud-ley T. Campbell**, Chaparrosa Ranch, San Antonio; **C. H. McCall**, McCall Industries, Inc., Houston; **John Utsey**, President, Foley's, Houston; **V. H. Van Horn**, President, National Convenience Stores, Inc., Houston; **C. Dickie Williamson**, Chairman and Chief Executive Officer, Williamson-Dickie Manufacturing Co., Fort Worth; **Ivan C. Wilson**, Chairman and President, Corpus Christi Bank & Trust, Corpus Christi.

Research Committee

Chairman, **Lee Hill**, Houston; Vice Chairman, **John C. Holmgreen**, Chairman of Board & Chief Executive Officer, Alamo Iron Works, San Antonio; **John L. Adams**, Executive Vice President, Texas Commerce Bank, Houston; **J. H. Clement**, President, King Ranch, Inc., Kingsville; **Walter N. Corrigan**, Corrigan Enterprises, Inc., San Antonio; **Walter J. Crawford**, Oil, Gas & Real Estate, Beaumont; **C. F. Grisette**, Vice President, Texas Eastman Company, Longview; **Tony A. Martin**, Chairman of Board & Chief Executive Officer, First City National Bank, Midland; **Paul Mason**, President, First United Bancorporation, Inc., Fort Worth; **Paul D. Meek**, President, American Petrofina, Inc., Dallas; and **Boyd Taylor**, Vice President, Cabot Corporation, Houston.

New directions: '83

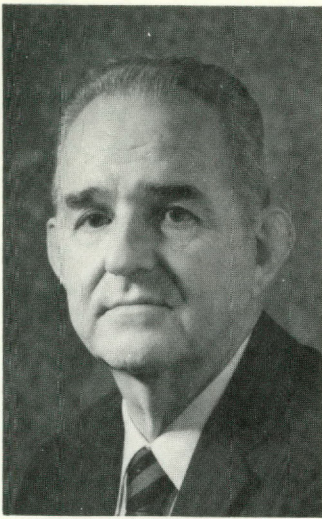
Much has changed in Texas government in 30 years.

- + State government has grown from a multi-million to a multi-billion dollar business;
- + Government issues have become more interwoven and more complex, and the capacity of state agencies and offices to analyze these issues is vastly improved;
- + The state tax base has changed, a trend that will continue as reliance on revenue from Texas' natural resources diminishes; and
- + Local governments look more than ever before to the state for support and assistance in meeting their responsibilities.

Objective, citizen-supported research is still essential—to provide public officials with feasible solutions to complex problems and to inform Texas citizens about those problems.

As it enters its fourth decade, the League must respond to these new directions. This will require a more selective research program that focuses clearly on utilizing the League's staff in the most effective manner. The sophistication of the League's research must match that available in Texas government.

The recent leadership changes make this an appropriate time for establishing new priorities and directions for the League's research program. The Research Committee and the League's officers will be devoting attention to this agenda-setting effort in the early part of 1983.

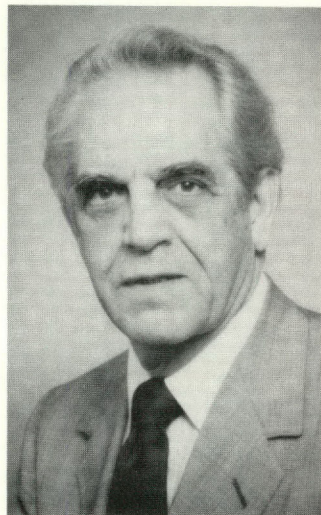


C. Frank Grisette, Vice President, Texas Eastman Company, Longview

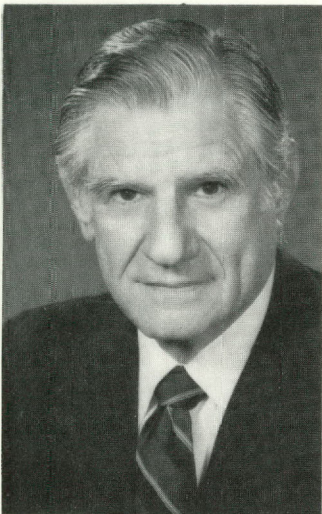
Executive Committee



William V. Holik Jr., President, El Paso Natural Gas Company, El Paso



Paul N. Howell, Chairman of Board, Howell Corporation, Houston



Joe Kilgore, Partner, McGinnis, Lochridge and Kilgore, Austin

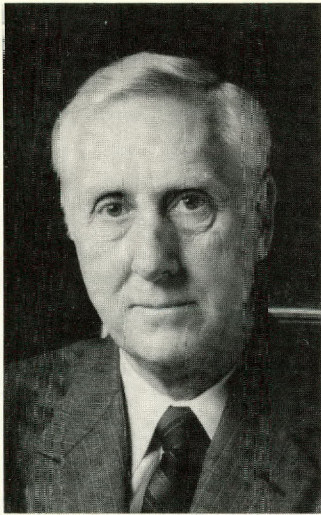


W. G. Marquardt, President, Texas Electric Service Company, Fort Worth

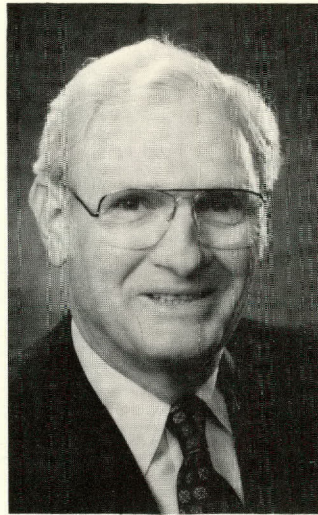


Elvis L. Mason, Chairman of Board and Chief Executive Officer, InterFirst Corporation, Dallas

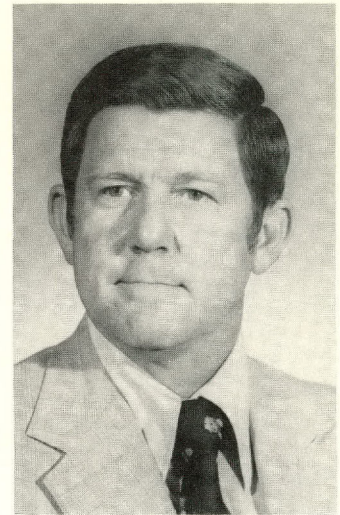
1983*



W. C. McCord, President,
Enserch Corporation, Dallas



R. L. O'Shields, Chairman
and Chief Executive Officer,
Panhandle Eastern Pipe Line
Co., Houston



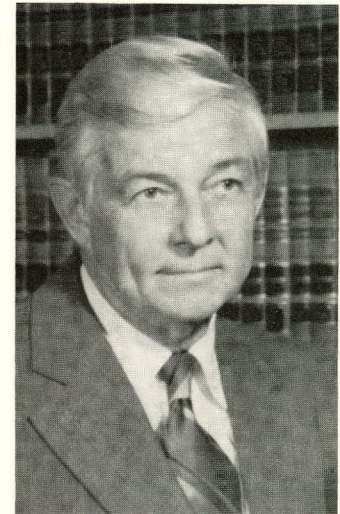
C. Frank Riddick, Plant
Manager, Sabine River
Works, E. I. Du Pont de
Nemours & Co., Orange



A. W. Riter Jr., Chairman of
Board and Chief Executive
Officer, Peoples National
Bank, Tyler



Doyle Rogers, Vice Presi-
dent—Texas, Southwestern
Bell Telephone Company,
Dallas



A. Frank Smith Jr., Partner,
Vinson and Elkins, Houston

**In addition to the Chairman, Vice Chairman, Treasurer and Immediate Past Chairman*

The Board of Directors

ABILENE

RICHARD F. BACON, President, Merchants, Inc.
GLEN D. CHURCHILL, President & Chief Executive Officer, West Texas Utilities Company
KENNETH T. MURPHY, President & Chief Executive Officer, First National Bank of Abilene

ALICE

H. B. HARKINS, Chairman of Board & Chief Executive Officer, Harkins & Company

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† WALES H. MADDEN, Jr., Attorney-at-Law
T. B. PICKENS, Jr., President & Chairman of the Board, Mesa Petroleum Co.
J. A. RUSH, Jr., President, Diamond Shamrock Oil & Gas Company
H. KEN SPAULDING, Manager, ASARCO Incorporated
BERL M. SPRINGER, Chairman & Chief Executive Officer, Southwestern Public Service Company
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K. B. WATSON, President, Chief Executive Officer & Chairman of Board, Pioneer Corporation

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† EDWARD CLARK, Attorney at Law, Clark, Thomas, Winters & Shapiro (11-9-78)
FRANK W. DENIUS, Attorney-at-Law
JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore
† ROBERT T. PRESENT, Chairman of Board and Chief Executive Officer, Texas Commerce Bank—Austin
LEON STONE, Chairman of Executive Committee, InterFirst Bank
MARGARET S. WILSON, Chairman of the Board & Chief Executive Officer, Scarbroughs
J. SAM WINTERS, Partner, Clark, Thomas, Winters & Shapiro
ED R. L. WROE, Jr., Chief Executive, Trust Department, United Bank of Texas

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BEAUMONT

WALTER J. CRAWFORD, Oil, Gas & Real Estate
PAUL W. MURRILL, Chairman & Chief Executive Officer, Gulf States Utilities Company
WARNER E. ROGERS, President, Texas Commerce Bank—Beaumont

BOSTON

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BRIDGEPORT

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CORPUS CHRISTI
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CHARLES C. BUTT, President, H. E. Butt Grocery Company

N. T. CHAPLIN, Plant Manager, Reynolds Aluminum, Alumina & Chemical Division
PAUL R. HAAS, Oil, Gas & Investments
HAYDEN W. HEAD, Sr., Attorney-at-Law, Head, & Kendrick

C. IVAN WILSON, Chairman of Board & Chief Executive Officer, First City Bank

DALLAS

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HARRY B. BARTLEY, Jr., President, Celanese Chemical Company

W. H. BRICKER, Chairman of Board & Chief Executive Officer, Diamond Shamrock Corporation
J. N. BROWN, Region Manager, Xerox Corporation
GLEN BURROUGHS, President, Sun Production Division
WAYNE CALLOWAY, Chairman & President, Frito-Lay, Inc.

R. K. CAMPBELL, President & Chief Executive, Texas Power & Light Co.

DURWOOD CHALKER, Chairman & Chief Executive Officer, Central and South West Corporation
JAMES E. CHENAULT, Jr., President & Chief Executive Officer, Lone Star Steel Company
WILLIAM H. CLARK, III, Clark, West, Keller, Butler & Ellis

THOMAS H. CRUIKSHANK, President, Halliburton Company

† ALFRED I. DAVIES

J. S. FARRINGTON, President & Chief Executive Officer, Dallas Power & Light Company

† WILLIAM B. FROGUE, Vice President—South West Region, General Electric Company (11-11-82)

GERALD W. FRONTERHOUSE, President & Chief Operating Officer, Republic of Texas Corporation
JAMES B. GOODSON, Chairman of Board & Chief Executive Officer, Southland Life Insurance Co.

† R. A. GOODSON, Chairman, Executive Committee, Dallas Federal Savings & Loan Assn.

† JOHN P. HARBIN, Chairman of Board & Chief Executive Officer, Halliburton Company

JESS HAY, Chairman of Board, Lomas & Nettleton Financial Corporation

RAYMOND A. HAY, President & Chief Executive Officer, LTV Corporation

† S. J. HAY

JOHN P. HAYES, Chairman of the Board & Chief Executive Officer, National Gypsum Company
MORRIS L. HITE, Chairman of the Board, ALLCOM, Inc.

EDWARD R. HOFFMAN, President, Mobil Pipe Line Company

W. L. HUTCHISON, Chairman & Chief Executive Officer, Texas Oil & Gas Corporation

HARRY C. JAMISON, President, ARCO Exploration Co.

R. B. JONES, Regional Vice President, Otis Elevator Company

L. G. LESNIAK, Regional Manager, Data Processing Division, IBM Corporation

M. WAYNE MAJORS, Senior Vice President for Human Resources, Zale Corporation

ELVIS L. MASON, Chairman of Board & Chief Executive Officer, InterFirst Corp.

W. C. McCORD, Chairman & President, Enserch Corporation

STEVE S. McKENNEY, President, Briggs-Weaver, Inc.

PAUL D. MEEK, President, American Petrofina, Inc.

JOHN D. MILLER, Chairman of Board, Sanger-Harris

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

REUBEN L. PERIN, Jr., President, Oilwell Division of United States Steel Corporation

RUSSELL H. PERRY, Chairman of Board & Chief Executive Officer, Republic Financial Services, Inc.

DOYLE ROGERS, Vice President—Texas, Southwestern Bell Telephone Co.

† W. H. SEAY, Chairman of Board & Chief Executive Officer, Southwestern Life Insurance Company
O. GLEN SIMPSON, President, ARCO Oil & Gas Company

JOHN F. STEPHENS, Chairman of Board & Chief Executive Officer, Employers Insurance of Texas
LIENER TEMERLIN, Chairman of Board, Bozell & Jacobs, Inc.

JOHN P. THOMPSON, Chairman, The Southland Corporation

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

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

EDINBURG

DONALD L. BENTSEN, President, Tide Products, Inc.

EL PASO

WILLIAM V. HOLIK, Jr., President, El Paso Natural Gas Company

SAM D. YOUNG, Jr., Chairman of Board, El Paso National Bank

FORT WORTH

† LEWIS H. BOND, Chairman of Board & Chief Executive Officer, Texas American Bancshares Inc.

† BEEMAN FISHER

W. M. FULLER, Independent Oil Operator

† BERL E. GODFREY, Attorney, McGown, Godfrey, Decker, McMackin, Shipman & McClane

LELAND A. HODGES, Partner, Leonard Enterprises

TOM L. LARIMORE, Vice President, Law & Administration & Secretary, The Western Company

W. G. MARQUARDT, President, Texas Electric Service Company

PAUL MASON, Chairman, President & Chief Executive Officer, First United Bancorporation, Inc.

WILLIAM T. SMITH, President, Champlin Petroleum Company

† J. B. THOMAS, Consulting Engineer

LOYD L. TURNER, Vice President, Tandy Corporation

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

FREEPORT

H. H. McCLURE, General Manager, Dow Chemical-U.S.A.

GALVESTON

ORSON CLAY, President & Chief Executive Officer, American National Insurance Company

GEORGETOWN

JAY C. SLOAN, Chairman & Chief Executive Officer, First Texas Bancorp, Inc.

GRAHAM

† E. BRUCE STREET, Sr., Independent Oil Operator

HARLINGEN

FRANK N. BOGGUS, President, Boggus Motor Company

H. LEE RICHARDS, President, Hygeia Diary Company

HOUSTON

JOHN L. ADAMS, Executive Vice President, Texas Commerce Bank—Houston

JACK S. BLANTON, President, Scurlock Oil Company

JOHN B. BROCK, President & Chief Executive Officer, Brock Petroleum Corporation

THOMAS A. BULLOCK, Chairman, The CRS Group Inc.

KARL T. BUTZ, Jr., President, Mercantile Texas Corporation

for 1983

WILLIAM M. CARPENTER, Senior Vice President, Tenneco, Inc.
JOHN T. CATER, Chairman of Board & Chief Executive Officer, Southwest Bancshares, Inc.
JOHN L. ECK, Governmental Relations Representative, Southern Pacific Transportation Co.
THOMAS J. FEEHAN, President, Brown & Root, Inc.
HERSHAL C. FERGUSON, Jr., President, First Matagorda Corporation
JOHN GATTI, President & Chief Executive Officer, Saber Energy
G. T. GRADER, Executive Representative, The Atchison Topeka and Santa Fe Railway Company
SAUNDERS GREGG, Senior Vice President, Entex, Inc.
GEORGE HANSEN, Vice President—Operating Services, Armco, Inc.
GERALD HINES, Investment Builder
O. CHARLES HONIG, Chairman of Board, ENSTAR Corporation
HAROLD HOOK, Chairman & President, American General Corporation
PAUL N. HOWELL, Chairman of Board, Howell Corporation
JIMMIE L. HUITT, President, Gulf Oil Exploration & Production Co.
DON D. JORDAN, Chairman & Chief Executive Officer, Houston Lighting & Power Company
THOMAS J. KEEFE, President, Galveston-Houston Company
H. H. KING, Vice President—Administration, Texas Eastern Corporation
FRED KIRBY, Regional Manager of Accounting, Union Oil Company of California
NICK L. LAIRD, Vice President, Public Affairs, Aminoil USA, Inc.
‡ MAX LEVINE (11-11-76)
† GROGAN LORD, Chairman of Board, TeleCom Corporation
HUNTER L. MARTIN, Jr., Vice President & Corporate Secretary, Pogo Producing Co.
M. D. MATTHEWS, Chairman of Board, President & Chief Executive Officer, Houston Natural Gas Corp.
C. H. McCALL, President, McCall Industries
DENNIS McCARTHY, Chairman of Board, Saber Energy
H. W. McCOLLUM, Chairman of the Executive Committee, Amerada Hess Corporation
HARRY MEABON, Manager, Houston Division Production, U.S. & Canada, Marathon Oil Company
RICHARD G. MERRILL, President, First City National Bank
† RANDALL MEYER, President & Chief Executive Officer, Exxon Company, U.S.A.
D. R. MILTON, Vice President—Tax, Shell Oil Company
WALTER MISCHER, Chairman of Board, Allied Bancshares, Inc.
K. E. MONTAGUE, Vice Chairman of Board, Entex, Inc.
R. J. MORAN, Chairman of Board, Moran Energy, Inc.
MICHAEL B. MORRIS, President, Petroleum Operations, CONOCO, Inc.
C. BROOKS NEWSOME, Vice President, Southland Division, St. Regis Paper Company
R. L. O'SHIELDS, Chairman & Chief Executive Officer, Panhandle Eastern Pipe Line Co.
JUDD H. OUALLINE, Vice President & General Manager, Getty Oil Company

ROBERT W. PAGE, President & Chief Executive Officer, The M. W. Kellogg Company
W. E. PARKER, Group President, N L Baroid/N L Industries, Inc.
JOHN W. PHENICIE, Vice President, Houston Region, Amoco Production Company
CORBIN J. ROBINSON, Jr., Vice President, Quintana Petroleum Corporation
WHITSON SADLER, President, Soltex Polymer Corp.
WILLIAM T. SLICK, Jr., Senior Vice President, Exxon Company, U.S.A.
GEORGE S. SLOCUM, Executive Vice President & Chief Financial Officer, Transco Companies
A. FRANK SMITH, Jr., Partner, Vinson & Elkins
BOYD TAYLOR, Vice President, Cabot Corporation
JOHN UTSEY, President, Foley's
V. H. VAN HORN, President, National Convenience Stores Incorporated
NEAL O. WADE, Jr., Group Vice President—Administration, Pennzoil Company
MARC F. WRAY, President, GCO Minerals Company
M. A. WRIGHT, Chief Executive Officer, Cameron Iron Works, Inc.
R. E. WRIGHT, Consultant to & Former Vice President, Texaco, Inc.
LARRY F. YORK, Partner, Baker & Botts
HUNTSVILLE
WILLIAM L. HAMMOCK, Vice President & General Manager, Champion International Corp.
KINGSVILLE
J. H. CLEMENT, President, King Ranch, Inc.
LA PORTE
KARL MESLOH, Plant Manager, Specialty Products Unit, PPG Industries, Inc.
LONGVIEW
C. F. GRISETTE, Vice President, Texas Eastman Company
GEORGE E. GROBOWSKY, Chairman of the Board & Chief Executive Officer, Texas Commerce Bank—Longview
LUBBOCK
W. E. ALDERSON, Alderson Cadillac Company
LUFKIN
ROBERT L. POLAND, President, Lufkin Industries Inc.
McALLEN
‡ V. F. NEUHAUS, Owner, V. F. Neuhaus Properties (11-10-77)
GLEN E. RONEY, President, McAllen State Bank
MIDLAND
RONALD A. BRITTON, President, Britton Drilling Industries, Inc.
THOMAS C. BROWN, Chairman of Board & Chief Executive Officer, Tom Brown, Inc.
RAY HERNDON, Vice President & General Manager, Midessa Television Company
TONY A. MARTIN, Chairman of Board & Chief Executive Officer, First City National Bank
† TOM SEALY, Attorney, Stubbeman, McRae, Sealy, Laughlin & Browder
NACOGDOCHES
STEELE WRIGHT, Jr., Chairman of Board, Texas Farm Products Company
NEW YORK CITY
ROY R. SHOURD, Vice President, Schlumberger Limited
NEWGULF
BYRON N. SODERMAN, Vice President, Sulphur Production, Texasgulf Chemical Company

ODESSA

J. VIRGIL WAGGONER, President, El Paso Products Company

ORANGE

C. FRANK RIDDICK, Plant Manager, Sabine River Works, E. I. Du Pont de Nemours & Company

PARIS

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

ROCKDALE

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

SAN ANGELO

WILLIAM A. CRUMRINE, Jr., President, First City National Bank

E. L. LANGLEY, President, General Telephone Company of the Southwest

SAN ANTONIO

R. L. ATWELL, Jr., President & Chairman of Board, Coastal Transport Co., Inc.

RICHARD W. CALVERT, Chairman of the Board, National Bank of Commerce

DUDLEY T. CAMPBELL, Chaparrosa Ranch

† WALTER N. CORRIGAN, Corrigan Enterprises, Inc.

DONALD J. DOUGLASS, President, Alamo Group Incorporated

WILLIAM E. GREEHEY, President & Chief Executive Officer, Valero Energy Corporation

JOHN C. HOLMGREEN, Chairman of Board, & Chief Executive Officer, Alamo Iron Works

WILLIAM B. HUDSON, President, The Alamo National Bank

BELTON KLEBERG JOHNSON, Rancher & Investor

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

FRANCES TEMPLE, Chairman of Board, Temple, Inc.

‡ H. B. ZACHRY, Sr., Chairman of Board, H. B. Zachry Company (11-20-80)

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

SPRING

W. J. FARRELL, Vice President, Missouri Pacific Lines

TEXAS CITY

DAMON L. ENGLE, Plant Manager, Union Carbide Corporation

GENE TROMBLEE, Plant Manager, Monsanto Company

TYLER

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JOHN WARNER, President, Tyler Pipe Industries

‡ WATSON W. WISE, Investments (11-21-81)

KEATING ZEPPA, President, Delta Drilling Company

VICTORIA

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WACO

H. HART NANCE, President & Senior Trust Officer, The Citizens National Bank of Waco

RANDY PREDDY, Publisher, Waco Tribune-Herald

G. P. WINCHELL, President, Central Texas Iron Works, Incorporated

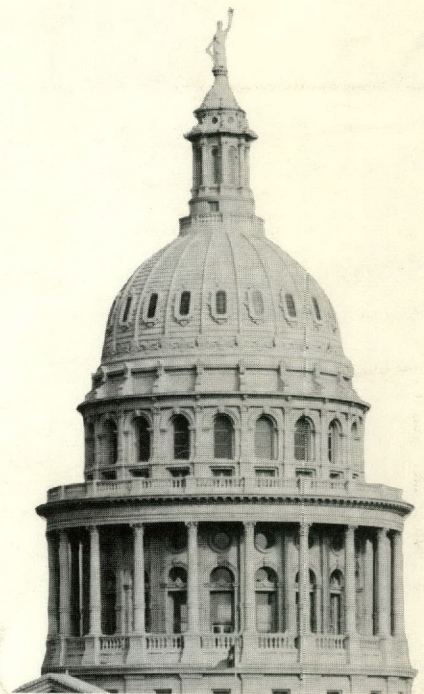
WICHITA FALLS

CHARLES N. PROTHRO, Perkins-Prothro Company

DAVID WOLVERTON, Chairman of Board & Chief Executive Officer, The First-Wichita National Bank

† Former League Chairmen
‡ Elected Life Members

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Texas Research League

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