



W. D. Stevens Retired President, Exxon Company, U.S.A. 1992 League Chairman

exas, and indeed America, continues to evolve into the decade of the rineties. As the baby boom generation moves into its most productive years and the baby bust generation moves into the workforce, the needs and values of the American people are changing. The profundity of this change was reflected in the generational transfer of power in the national election. It also can be seen in the challenges facing both government at all levels and the business community.

Because the Texas population, on average, is younger than that of the nation as a whole, it would appear that economic performance here could exceed the national average. The prospects for our state are further enhanced by the growth potential of the North American Free Trade Agreement, should it be ratified. In other words, Texas is poised to shine in the nineties -- if state and local governments make well-informed decisions.

The linkage between Texas' business climate, the quality of its governmental decisions and the economic well-being of all its citizens has never been more direct. Sound government policy is essential in retaining and building the business base needed.

The Texas Research League will continue to serve as an important resource for state government during these pivotal years. The League's reputation for unquestioned integrity and thorough research helps maintain a high level of demand for its product.

The ongoing work of the League assures the people of Texas that, when these great issues are debated, the information upon which key decisions are based will be the best available. At this critical juncture, Texas can afford no less.

Bill Sewens

CUI SER

000500

P08520EPY

353.9764

NO577247 020

T3556A

TEXAS RESEARCH

LEAGUE

1992

ANNUAL REPORT TEXAS RESEARCH LEAGUE--PA

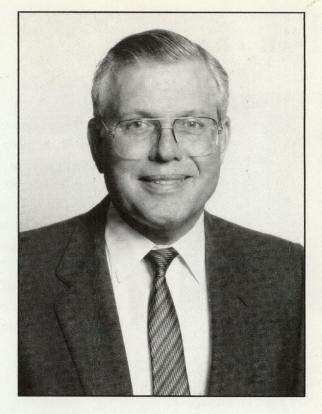
Dallas Public Library Government Publications 010601

his space is generally utilized to provide details on the accomplishments of the Research League and to remind our supporters of the value of our work. This year's message will be a bit different.

The League staff would like to take this opportunity to thank you, our members, for making the past 40 years possible. Without your ongoing willingness to invest in better Texas government, your Research League simply could not exist.

You have provided your hard-earned dollars and your personal time to enable the League to pursue the best solutions to the many problems that have come before us. It is not always easy to see a direct benefit from our work, yet you have stood firm in your belief that a better Texas benefits all Texans.

Your support has been especially appreciated during the last few years of economic difficulty. Many of your businesses have



Gary E. Wood President

experienced serious contractions, yet you have maintained your commitment to the League. We know how difficult this has been, and we are very grateful.

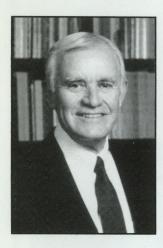
As we move onward into our second 40 years, we can clearly see that the need for the League's work is growing. Issues of overwhelming importance and difficulty remain to be resolved, and the demand for our services never has been greater.

We must continue to rely upon you to provide the resources necessary for us to meet these challenges. We know that you will be there when we need you.

Once again, all of us on the League staff thank you for the past 40 years and we look forward to a growing and strengthening relationship into the next 40.

Ja Mond

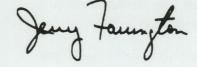
# Finances



Jerry Farrington Chairman of the Board and Chief Executive Officer Texas Utilities Company 1992 League Vice Chairman

s the economies of both
Texas and the nation enter a
recovery phase, the prospect for
League finances will improve. Even
though 1992 was a very tough year
for many faithful League members,
contributions still exceeded those of
any previous year. This is a clear
acknowledgement of the
importance of the League's work to
the business leadership of Texas.

We appreciate the dedication and hard work of the Finance and Membership Committee, members of the Board and the Executive Committee for their efforts in helping to meet the League's financial needs for the year. The Texas Research League is making a positive difference in this state, and only through your support can that work continue.





Jeannette Holloway CPA Holloway, Martinez, Lockhart & Co. 1992 League Treasurer

#### **COMPARATIVE REVENUES AND EXPENSES**

**CASH BASIS--UNAUDITED** 

	1992	1991	1990
REVENUES			
Contributions	\$1,028,815	\$1,024,123	\$ 958,161
Other	76,201	142,092	151,393
TOTAL REVENUES	\$1,105,016	\$1,166,215	\$1,109,554
EXPENSES			
Salaries	\$ 682,968	\$ 690,497	\$ 652,584
Employee Benefits	151,047	179,251	144,450
Research Support Service	es 17,069	17,725	18,050
Research Publications	30,907	33,521	32,237
Travel	38,312	37,576	52,957
Headquarters	139,977	120,186	111,133
Operating Expenses	67,169	54,468	50,904
Organization	38,957	66,675	39,797
TOTAL EXPENSES*	\$1,166,406	\$1,199,899	\$1,102,112
EXCESS REVENUES			
<b>OVER EXPENSES</b>	(\$61,390)	(\$33,684)	\$7,442
*Excludes Capital Expen	ditures		

# Finance & Membership Committee

#### Richard L. Bowers

Chairman, President and Chief Executive Officer, Hitox Corporation of America, Corpus Christi

#### Louis R. Brill

Managing Partner, Central/South Texas Area, Ernst & Young, San Antonio

#### Glen D. Churchill

President and Chief Executive Officer, West Texas Utilities Company, Abilene

#### William E. Dreyer

President, Southwestern Bell Telephone of Texas, Dallas

#### **Jerry Farrington**

Chairman of the Board and Chief Executive Officer, Texas Utilities Company, Dallas Committee Chairman

#### Kenn S. George

Chairman of the Board and Chief Executive Officer, EPIC Healthcare Group, Dallas

#### Bill D. Helton

Chairman of the Board and Chief Executive Officer, Southwestern Public Service Company, Amarillo

#### Gerald T. Holtzman

President, Holtzman & Urquhart, A Professional Corporation, Houston

#### **Gary Johnson**

Vice President and Controller, Diamond Shamrock Inc., San Antonio

#### Paul W. Kerr

President, American Desk Manufacturing Co., Temple

#### Ron Kessler

Managing Partner, Jones, Day, Reavis & Pogue, Austin

#### Michael Madison

Vice President Corporate Services, West Texas Utilities Company, Abilene

#### **Dan Matheson**

Attorney, Johnson & Gibbs, Austin

#### **Charles Miller**

Houston

#### Yoshio Mita

Senior Vice President and General Manager, Mitsubishi International Corporation, Houston

#### James L. Powell

San Angelo

#### A. Reginald Richardson

Senior Partner, Coopers & Lybrand, Houston

#### Bruce I. Romig

Regional Vice President, State Farm Insurance Companies, Austin

#### Glen E. Roney

Chairman of the Board and Chief Executive Officer, Texas Regional Bancshares, Inc., McAllen

#### Robert T. Rork

Consumer Banking Executive NationsBank of Texas, Dallas

#### Rodney W. Satterwhite

President, Stubbeman, McRae, Sealy, Laughlin & Browder, Inc. Midland

#### Donald W. Scott

Vice President, Human Resources, Burlington Northern Inc., Fort Worth

#### Edward R. Scott, Jr.

Partner, Gibson, Ochsner & Adkins, Amarillo

#### Tom V. Shockley, III

Executive Vice President, Central and South West Corporation, Dallas

#### H. Thompson Smith

President, The Trane Company, Tyler

#### Joe Thompson

Executive Vice President, TU Electric, Fort Worth

#### **Rex Timms**

Vice President-Public Affairs, GTE Telephone Operations, Central Area, Irving

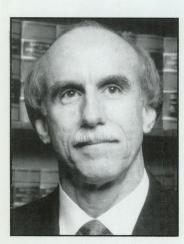
#### E. Michael Williams

Western Division General Manager, Southwestern Electric Power Company, Longview

Robert Norwood Director of Research



Alan Barnes Senior Research Associate



John Kennedy Senior Research Associate

# Research

Texas closed 1992 on an upbeat note with the economy gaining strength, but still leaving the state far short of total recovery. And, there remained some thorny problems facing state and local governments: finding a constitutionally valid method to fund public schools, providing an accessible health care program for the working-poor, funding new federally-required mandates. League research was made available to address a number of these issues.



Texas' school districts adopted 1991-92 budgets totaling \$17.2 billion; the additional \$1.8 billion was the largest spending increase in the state's history. Only \$1 of each \$6 went to classroom teachers. These were some of the findings in the 16th **Bench Marks** edition which provided a variety of information about each of Texas' 1,045 school districts.



Local governments increased property tax levies by \$647 million in 1990-91, bringing the statewide total to \$12 billion. Tax rates averaged 1.9% of value statewide and exceeded 3% in some places. How property tax burdens compare across the state is the subject of the 11th edition of **Appraisal Practices and Tax Burdens**.



Texas' intrastate trucking regulations, regarded by some as the most stringent among all states, might be costing shippers, as a group, roughly between \$120 million and \$230 million annually. Many shippers would pay lower rates with deregulation, but others would see costs rise. This was a finding in Texas Trucking Regulation and Its Economic Impact, a report to the Texas Department of Commerce.



Texas Medicaid recipients are slightly more concentrated in rural areas largely because rural Texans have lower incomes and more poverty than their urban counterparts. Using the state Medicaid program to support rural health care services more effectively was the subject of a report to the Center for Rural Health Initiatives

- Medicaid and Rural Texas: Ongoing Issues.



As many as 23,000 small Texas businesses could be affected by requirements of the Federal Clean Air Act which extended emission controls to a variety of establishments previously not covered. These issues, plus some of Texas' efforts to provide assistance, were the subject of Air Quality Permitting Requirements: The Impact on Small Businesses in Texas, the first of two reports to the Lt. Governor.



A broader constituency and more effective communication were identified as major improvements needed by the Texas Air Control Board as it expands its permitting role in response to the Federal Clean Air Act. The agency also needs to develop work load criteria as a part of evaluating the need for additional personnel. These were among the recommendations developed in Impediments to Air Quality Permitting in Texas: An Analysis of the TACB's Permit Process, the second report to the Lt. Governor.



Developing backlogs in Texas State
Board of Medical Examiners licensure
by reciprocity led the Board to ask the
League for a study of that process. The
Operations of the Reciprocity
Section of the Texas State Board of
Medical Examiners identified a need
for the Board to review some outmoded
licensure requirements.



Budget in Brief, a new League publication, analyzed the state budget in bite-sized pieces to help readers understand where their tax dollars are spent. The 14 Briefs devoted to 1992-1993 appropriations looked at current budget amounts, showed historic expenditure trends and discussed factors which drive the state budget.



Harold Sanders Research Associate



Janet Beinke Research Analyst



Anne Dunkelberg Research Analyst

Organized research projects consume the vast majority of League staff time. But, there are other League contributions which benefit the state.

League President Gary Wood served as a member of the Advisory Panel to the Joint Legislative Committee on Cost Adjustments for Public Education.

Senior Research Associate John Kennedy serves as an employer representative on the Texas Employment Commission's Advisory Council.

Research Analyst Anne Dunkelberg, at the request of the Lt. Governor, provided staff work for the Texas Health Policy Task Force.

The League surveyed the business community to gather data needed for development of the "Smart Jobs" proposal by the Texas Employment Commission and the Texas Department of Commerce.



Sarah Burka Librarian

## Research Committee

Edward B. Adams Manager of External Programs-Texas, IBM Corporation, Austin

David E. Allex
President, Harlingen
Chamber of Commerce,
Harlingen

David W. Biegler
President and Chief
Operating Officer,
ENSERCH Corporation,
Dallas
Committee Chairman

Donald L. Bolin
Director of Logistics,
Advanced Micro
Devices, Austin

W. Gray Bryant Corporate Vice President, AT&T, Austin

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

Pattilou P. Dawkins Oil and Gas Investments, Amarillo

Jack Dillard
Regional Director,
Government Affairs,
Philip Morris U.S.A.,
Austin

Mary Ruth Duncan Waco

Larry D. Franklin
President and Chief
Executive Officer,
Harte-Hanks
Communications, Inc.,
San Antonio

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

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

John C. Holmgreen San Antonio

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

Richard Klusmann Administrator, South Austin Medical Center, Austin

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

Nick L. Laird President, Laird & Associates, Washington, DC

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

William T. Slick, Jr. Houston

# Alvin A. Burger Memorial Intern Program

The League's intern program, a memorial to its first executive director, has three goals:

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

The League's 1992 intern program was financed through the generous support of the following:

Alice Kleberg Reynolds Meyer Foundation, San Antonio
Communities Foundation of Texas, Dallas
Davidson Family Foundation, Midland
Effie & Wofford Cain Foundation, Austin
Estill Foundation, Corpus Christi
Fasken Foundation, Midland
Hatton Sumners Foundation, Dallas
James R. Dougherty, Jr. Foundation, Beeville
Lack's Furniture Company, Victoria
Sid W. Richardson Foundation, Fort Worth
The Trull Foundation, Palacios



Dulcinea Arredondo



Jessica Freeman



Sara Rusk McGonagle



Holly Taylor



Joseph P. Wurster

# Publications

Analysis, the League's monthly publication, serves both as a newsletter for League supporters and as an outlet for distributing the results of staff research.



Bulletins provide brief updates on a variety of topics to keep readers informed on matters too time sensitive to await the next Analysis press date.



ACHIEVE! is published periodically and provides information on various aspects of student retention programs.



## The Covernmental Research Association GRA 1992 Award Most Distinguished Research Texas Research League FOR ITS REPORT "PUTTING THE PIECES TOGETHER: BUSINESS AND DROPOUT PREVENTION BY IEFFREY R. COLE. PROIECT DIRECTOR Jun Mantyl **TRL Wins** Top Award The League won the highest award given by the Government Research Association at the GRA's annual meeting held in August. The Most Distinguished Research award was won by "Putting the Pieces Together: Texas **Business and Dropout** Prevention".

## **Public Information Committee**

#### W. Jack Drake

Texas Area Manager, Aluminum Company of America, Rockdale

#### John L. Eck

Governmental Relations Representative, Southern Pacific Transportation Company, Austin

### Roger S. Kintzel

Publisher, Austin American-Statesman, Austin

#### Thomas J. Lee, Jr.

Vice President, Public and Regulatory Affairs, United Texas Transmission Company, Houston

#### **Catherine McHaney**

Co-Owner, Victoria Advocate, Victoria Committee Chairman

#### Raymond R. Preddy

Publisher, Waco Tribune-Herald, Waco

#### Dan H. Rogers

Manager of Public Affairs, Motorola, Austin

#### **Hardy Sanders**

President, Bates Container, Inc., Fort Worth

#### Freeman E. Smith

Public Affairs Department, Exxon Company, U.S.A., Houston

#### **David Weeks**

President, Media Southwest, Austin



The League's Support Staff (back row, left to right) **Betty Flood**, Publications Manager; **Herbert Griffin**, Staff Assistant; **Thelma Moreno**, Receptionist/Secretary; and (front row) **Margaret White**, Accounts Manager.

## **Audit Committee**

#### Glenn D. Graff

Chief Financial Officer and Executive Vice President, Linbeck Construction Corporation, Houston

#### Fred R. Grote

President and Chief Executive Officer, DeGolyer & MacNaughton, Dallas

#### A. Reginald Richardson

Senior Partner, Coopers & Lybrand, Houston Committee Chairman

#### **Marvin Selig**

President, Structural Metals, Inc., Seguin

#### Roland M. Tillison

Vice President and Area Manager, Southern Area, Otis Elevator Company, Dallas

# Nominating Committee

#### L. O. Brightbill, III

Vice Chairman-Fort Worth Region, Team Bank, Fort Worth

#### Robert R. Carey

President and Chief Executive Officer, Central Power & Light Company, Corpus Christi

#### Linnet F. Deily

Chairman, President and Chief Executive Officer, First Interstate Bank of Texas, Houston

#### Tieman H. Dippel, Jr.

Chairman of the Board, Brenham Bancshares, Inc., Brenham

#### William P. Franklin

President and Chief Executive Officer, New First City, Texas, Midland

#### Peter M. Holt

President and Chief Executive Officer, Holt Companies, San Antonio

#### Kenneth T. Murphy

Chairman of the Board, President, and Chief Executive Officer, First Abilene Bankshares, Inc., Abilene

#### Foley S. Provenzano

Plant Manager, Union Carbide Corporation, Texas City

#### J. Virgil Waggoner

President and Chief Executive Officer, Sterling Chemicals, Inc., Houston

#### J. Sam Winters

Clark, Thomas, Winters & Newton, Austin Committee Chairman

# 1992 Board of Directors

#### Abilene

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

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

#### Amarillo

DANNY H. CONKLIN, Partner, Philcon Development Company

PATTILOU P. DAWKINS, Oil and Gas Investments

BILL D. HELTON, Chairman of the Board and Chief Executive Officer, Southwestern Public Service Company

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

#### Arlington

BILL C. BRADFORD, Vice President of Finance, Johnson & Johnson Medical, Inc.

#### Austin

EDWARD B. ADAMS, Manager of External Programs-Texas, IBM Corporation DONALD L. BOLIN, Director of Logistics,

Advanced Micro Devices

W. GRAY BRYANT, Corporate Vice President, AT&T

WALTER A. COLLINS, Partner, Capitol Securities, Inc.

FRANK W. DENIUS, Attorney at Law

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

RONALD J. ENDRES, Senior Vice President and Chief Financial Officer, Southern Union Gas Company

ELIZABETH ANN GILES, Regional Manager, Miller Brewing Company

NORMAN M. JASPER, Government Programs Manager, IBM Corporation

DENNIS A. KEARNS, Legislative Counsel, Atchison, Topeka and Santa Fe Railway Company

RON KESSLER, Managing Partner, Jones, Day, Reavis & Pogue

JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore

ROGER S. KINTZEL, Publisher, Austin American-Statesman

RICHARD KLUSMANN, Administrator, South Austin Medical Center

DAN MATHESON, Attorney, Johnson & Gibbs

JOSEPH MATLOCK, President and Chief Executive Officer, Franklin Federal Bancorp

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

H. KEN RIGSBEE, Director, Government Relations, Texas and Louisiana, Phillips Petroleum Company DAN H. ROGERS, Manager of Public Affairs, Motorola

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

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

DAVID WEEKS, President, Media Southwest

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

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

LARRY F. YORK, Partner, Baker & Botts

#### **Baton Rouge**

JACK KYLE, Vice President, Union Pacific Railroad, Beaumont

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

WALTER J. CRAWFORD, Oil, Gas & Real Estate

JOSEPH L. DONNELLY, Chairman of the Board and Chief Executive Officer, Gulf States Utilities Company

#### Brenham

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

#### **College Station**

JARED E. HAZLETON, Director, Center for Business and Economic Analysis, Texas A&M University, Graduate School of Business

#### Comanche

C. H. McCALL, McCall Ranch

#### Corpus Christi

RICHARD L. BOWERS, Chairman, President and Chief Executive Officer, Hitox Corporation of America

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

R. BLAKE FARENTHOLD, Attorney, Kleberg & Head

PAUL R. HAAS, Oil, Gas & Investments JEANNETTE HOLLOWAY, CPA, Holloway, Martinez, Lockhart & Co. JOSEPHINE SPARKS

#### Dallas

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

RHYS J. BEST, President and Chief Executive Officer, Lone Star Steel Company

DAVID W. BIEGLER, President and Chief Operating Officer, ENSERCH Corporation

MERLE L. BORCHELT

E. R. BROOKS, Chairman, President and Chief Executive Officer, Central and South West Corporation

PAUL W. CAIN, President and Chief Operating Officer, MESA, Inc.

JOHN R. CASTLE, Senior Vice President and Secretary, Electronic Data Systems Corporation THOMAS H. CRUIKSHANK, Chairman of the Board and Chief Executive Officer, Halliburton Company

WILLIAM E. DREYER, President, Southwestern Bell Telephone of Texas

JERRY FARRINGTON, Chairman of the Board and Chief Executive Officer, Texas Utilities Company

KENN S. GEORGE, Chairman of the Board and Chief Executive Officer, EPIC Healthcare Group

FRED R. GROTE, President and Chief Executive Officer, DeGolyer & MacNaughton

RON W. HADDOCK, President and Chief Executive Officer, FINA, Inc.

MARTIN J. HAEST, Vice President, Southwestern Region, Westinghouse Electric Corporation

JOHN P. HARBIN

RAYMOND L. HARGROVE, Chairman of the Board and Chief Executive Officer, Hargrove Electric Company, Inc.

JOHN M. HARRELL, Corporate Area Manager-Southwest Area Management and Sales, General Electric Company

JESS HAY, Chairman of the Board and Chief Executive Officer, Lomas Financial Corporation

J. ROGER HIRL, President and Chief Executive Officer, Occidental Chemical Corporation

THOMAS E. HOAGLIN, President and Chief Operating Officer, Bank One, Texas N.A.

ROBERT L. KEISER, President and Chief Operating Officer, Oryx Energy Company

THOMAS W. LUCE, Hughes & Luce ROBERT M. MARTIN JR., Attorney, Storey, Armstrong, Steger & Martin

W. C. McCORD, Chairman and Chief
 Executive Officer, ENSERCH Corporation

JOHN J. MURPHY, Chairman of the Board and Chief Executive Officer, Dresser Industries, Inc.

ERLE NYE, Chairman of the Board and Chief Executive, TU Electric

 T. BOONE PICKENS JR., Chairman of the Board and Chief Executive Officer, MESA. Inc.

W. BERNARD PIEPER, Vice Chairman,

Halliburton Company
BOONE POWELL JR., President, Baylor

Health Care System
WILLIAM A. ROBERTS, Attorney,
Meadows, Owens, Collier, Reed & Coggins

Meadows, Owens, Collier, Reed & Coggin HUGH G. ROBINSON, Chairman of the Board and Chief Executive Officer, The Tetra Group, Inc.

ROBERT T. RORK, Consumer Banking Executive, NationsBank of Texas

JAMES E. RUSSELL, Vice President, Tyler Corporation

WILLIAM H. SEAY

CHARLES E. SPRUELL, President, Mobil Exploration & Producing U.S. Inc.

J. MICHAEL TALBERT, President and Chief Operating Officer, Lone Star Gas Company JOHN P. THOMPSON, Co-Vice Chairman of the Board, The Southland Corporation

ROLAND M. TILLISON, Vice President and Area Manager, Southern Area, Otis Elevator Company

E. L. WATSON, Vice Chairman, TU Electric

J. McDONALD WILLIAMS, President and Chief Executive Officer, Trammell Crow Company

GARY B. WOOD, President and Chief Executive Officer, Concorde Financial Corporation

#### De Soto

ROY ORR, Chairman of the Board and Chief Executive Officer, First National Bank-Red Oak

#### Diboll

CLIFFORD J. GRUM, Chairman of the Board and Chief Executive Officer, Temple-Inland, Inc.

#### **DFW Airport**

ROBERT L. CRANDALL, Chairman, President and Chief Executive Officer, AMR/American Airlines Foundation

#### Edinburg

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

#### Fort Worth

WILLIAM L. ADAMS, Chairman, Union Pacific Resources Company

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

JOHN W. BURNAM, Vice President, Tandy Corporation WALKER C. FRIEDMAN, Mary

Potishman Lard Trust
GERALD GRINSTEIN, Chairman and
Chief Executive Officer. Burlington

DWAYNE K. JOSE, Consultant, Bell Helicopter Textron Inc.

DEE J. KELLY, Partner, Kelly, Hart &

R. STEPHEN LEFLER, President and Chief Executive Officer, Williamson-Dickie Manufacturing Company

LYNDON L. OLSON JR., President and Chief Executive Officer, Primerica Insurance Holdings, Inc.

JOHN F. SAMMONS JR., President, Mesa Environmental

HARDY SANDERS, President, Bates Container, Inc.

RONALD L. SMITH, FACHE, President, Harris Methodist Health System

#### Freeport

ROBERT W. GALLANT, Vice President, Dow Chemical U.S.A.

#### Galveston

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

#### Georgetown

■ GROGAN LORD

BOB M. SUTTON, Chairman of the Board, President and Chief Executive Officer, First Texas Bancorp, Inc.

#### Graham

E. BRUCE STREET, Street
Investment Company

E. BRUCE STREET JR., Street Investment Company

#### Harlingen

H. LEE RICHARDS, Chairman of the Board, Hygeia Dairy Company

#### Houston

JOSEPH H. ALLEN, Vice President, State Government Affairs, Enron Corp.

KENNETH D. ALLEN, Vice President, Deputy General Counsel, Tenneco Incorporated

ROBERT C. ALLISON, Regional Manager, Property Tax, Unocal Corporation

DONALD R. ANDRUS, Chairman, Foley's

RICHARD A. ATWELL, President and Chief Executive Officer, Coastal Transport Company, Inc.

E. W. BARNETT, Managing Partner, Baker & Botts

AL L. BRADLEY JR., President, Allied Realty Services, Inc.

ROBERT CIZIK, Chairman and Chief Executive Officer, Cooper Industries Inc.

GUS COMISKEY JR., President, Comiskey Kaufman, Inc.

LINNET F. DEILY, Chairman, President and Chief Executive Officer, First Interstate Bank of Texas

HAK K. DICKENSON, General Tax Counsel, Exploration and Production, Marathon Oil Company

HAROLD G. DUBLE, President and Chief Executive Officer, Highlands Insurance Company

PAUL W. FUNKHOUSER, President and Chief Operating Officer, Howell Corporation

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

GLENN D. GRAFF, Chief Financial Officer and Executive Vice President, Linbeck Construction Corporation

H. DEVON GRAHAM JR., Managing

Partner, Arthur Andersen and Company JAMES W. HART JR., Vice President, Public Affairs, Panhandle

Eastern Corporation
GERALD HINES, Investment Builder

GERALD T. HOLTZMAN, President, Holtzman & Urquhart, A Professional Corporation

HAROLD HOOK, Chairman of the Board and Chief Executive Officer, American General Companies

DONALD L. HOWELL, Partner, Vinson & Elkins

ROGER L. JARVIS, President, King Ranch Oil & Gas Inc.

EARL L. JOHNSON, President, Texaco Exploration & Production Inc.

RICHARD J. V. JOHNSON, Chairman of the Board and Publisher, Houston Chronicle Publishing Co.

DON D. JORDAN, Chairman of the Board and Chief Executive Officer, Houston Lighting & Power Company THOMAS J. LEE JR., Vice President, Public and Regulatory Affairs, United Texas Transmission Company

FRANK W. MARESH, Managing Partner, KPMG Peat Marwick

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

C RANDALL MEYER, Retired President, Exxon Company, U.S.A.

CHARLES MILLER

YOSHIO MITA, Senior Vice President and General Manager, Mitsubishi International Corporation

ROBERT MOSBACHER JR., President, Mosbacher Energy Company

JOSEPH R. MUSOLINO, Vice Chairman, NationsBank of Texas

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

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

JAMES L. PATE, President and Chief Executive Officer, Pennzoil Company

JEFFREY B. POLLICOFF, Partner, Pollicoff, Smith & Myres, L.L.P.

G. EDWARD POWELL, Managing Partner, Price Waterhouse

A. REGINALD RICHARDSON, Senior Partner, Coopers & Lybrand

WHITSON SADLER, President, Solvay America Inc.

THOMAS G. SINGLEY, General Manager and Associate General Tax Counsel, Shell Oil Company

■ WILLIAM T. SLICK JR.

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

JOHN B. UTSEY

J. VIRGIL WAGGONER, President and Chief Executive Officer, Sterling Chemicals, Inc.

JIM O. WILHITE, Chairman of the Board and Chief Executive Officer, ENTEX, A Division of Arkla, Inc.

BRUCE W. WILKINSON, Chairman, President and Chief Executive Officer, CRSS, Inc.

C. IVAN WILSON, Chairman of the Board and Chief Executive Officer, First City Bancorporation of Texas

#### Huntsville

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

#### Irving

KERNEY LADAY SR., Vice President, Field Operations, Xerox Corporation

REX TIMMS, Vice President-Public Affairs, GTE Telephone Operations, Central Area

#### La Porte

HARRY C. HANK, Plant Manager, PPG Industries, Inc.

#### Lockhart

COURTNEY D. MARSHALL

#### Longview

DON W. SCOGGINS, Vice President, Texas Eastman Division, Eastman Chemical Company E. MICHAEL WILLIAMS, Western Division General Manager, Southwestern Electric Power Company

#### Lufkin

FRANK STEVENSON, Chairman of the Board, Lufkin Industries, Inc.

#### McAllen

MORRIS ATLAS, Managing Partner, Atlas & Hall

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

#### Midland

NEAL R. ALLEN, Attorney, Stubbernan, McRae, Sealy, Laughlin & Browder, Inc. WILLIAM P. FRANKLIN, President and Chief Executive Officer, New First City. Texas-Midland

#### **TONY A MARTIN**

RODNEY W. SATTERWHITE, President, Stubbernan, McRae, Sealy, Laughlin & Browder, Inc.

#### Mission

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

#### Newgulf

FRANK H. ROBINSON, Vice President, Sulphur Operations, Texasgulf Inc.

#### Paris

DAVID E. WINKLER, Vice President, Manufacturing, Southwest Region, Campbell Soup Inc.

#### Pittsburgh

GEORGE E. BRADFORD, Director of Taxes, State and Local, US Steel Group

#### Plano

TERRY S. PRINDIVILLE, Executive Vice President and Director, Support Services, JCPenney Company, Inc.

#### Quemado

DUDLEY T. CAMPBELL, Campbell & Company

#### Richardson

KENT M. BLACK, Executive Vice President and Chief Operating Officer, Rockwell International Corporation

#### Rockdale

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

#### San Angelo

JAMES L. POWELL, Rancher

F. L. STEPHENS, Chairman of the Board and Chief Executive Officer, Town & Country Food Stores, Inc.

#### San Antonio

SAM BARSHOP, Chairman of the Board, La Quinta Motor Inns, Inc.

J. DAN BATES, Executive Vice President, Finance, Southwest

LOUIS R. BRILL, Managing Partner, Central/South Texas Area, Ernst & Young

 WALTER N. CORRIGAN, Corrigan Enterprises, Inc.

LARRY D. FRANKLIN, President and Chief Executive Officer, Harte-Hanks Communications, Inc. WILLIAM E. GREEHEY, Chairman of the Board and Chief Executive Officer, Valero Energy Corporation

ROGER R. HEMMINGHAUS, Chairman of the Board and Chief Executive Officer, Diamond Shamrock Inc.

#### O JOHN C. HOLMGREEN

PETER M. HOLT, President and Chief Executive Officer, Holt Companies

BELTON K. JOHNSON, B.K. Johnson Interests, Inc.

H. BARTELL ZACHRY JR., Chairman of the Board, H.B. Zachry Company

#### San Francisco

R. B. MARSH, Assistant General Tax Counsel-Legal and Legislation, Chevron Corporation

#### Seguin

MARVIN SELIG, President, Structural Metals, Inc.

#### Sherman

HOMER A. BULLARD, Plant Manager, Folger Coffee Company

#### Somerville

THOMAS F. KENNEDY, Executive Vice President, Hoechst Celanese Corporation

#### **Temple**

PAUL W. KERR, President, American Desk Manufacturing Co.

#### **Texas City**

FOLEY S. PROVENZANO, Plant Manager, Union Carbide Corporation

#### Tucson

■ ROBERT T. PRESENT

#### **Tyler**

Q A. W. RITER JR

H. THOMPSON SMITH, President, The Trane Company

#### Victoria

CHARLES R. HRDLICKA, Chairman of the Board and Chief Executive Officer,

Victoria Bankshares, Inc.

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

CATHERINE McHANEY, Co-Owner, Victoria Advocate

#### XX7---

MARY RUTH DUNCAN

RAYMOND R. PREDDY, Publisher, Waco Tribune-Herald

BERNARD RAPOPORT, Chairman of the Board and Chief Executive Officer, American Income Life Insurance Company

#### Washington, DC

NICK L. LAIRD, President, Laird & Associates

- Former League Chairman (Life Member)
- C Elected Life Member



ANDRUS

# 1992 Executive Committee\*



BIEGLER



FRANKLIN



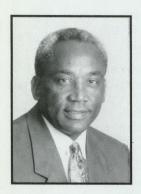
GRUM



HIRL



KESSLER



LADAY



POWELL



RAPOPORT



SINGLEY



SMITH



ZACHRY

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

#### DONALD R. ANDRUS

Chairman, Foley's, Houston

#### DAVID W. BIEGLER

President and Chief Operating Officer, ENSERCH Corporation, Dallas

#### WILLIAM P. FRANKLIN

President and Chief Executive Officer, New First City, Texas, Midland

#### CLIFFORD J. GRUM

Chairman of the Board and Chief Executive Officer, Temple-Inland, Inc., Diboll

#### J. ROGER HIRL

President and Chief Executive Officer, Occidental Chemical Corporation, Dallas

#### RON KESSLER

Managing Partner, Jones, Day, Reavis & Pogue, Austin

#### KERNEY LADAY, SR.

Vice President, Field Operations, Xerox Corporation, Irving

#### G. EDWARD POWELL

Managing Partner, Price Waterhouse, Houston

#### BERNARD RAPOPORT

Chairman of the Board and Chief Executive Officer, American Income Life Insurance Company, Waco

#### THOMAS G. SINGLEY

General Manager and Associate General Tax Counsel, Shell Oil Company, Houston

#### RONALD L. SMITH, FACHE

President, Harris Methodist Health System, Fort Worth

#### H. BARTELL ZACHRY, JR.

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

