

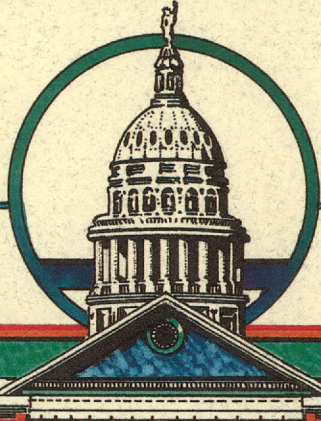
DALLAS PUBLIC LIBRARY



X3201416 9

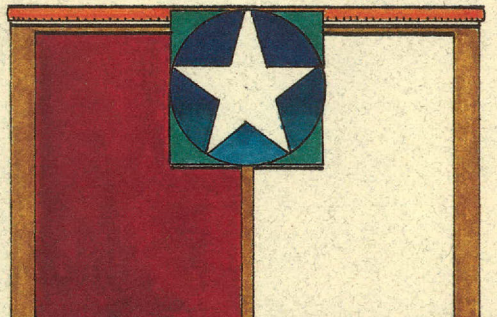
REFERENCE

R 1800.3
AN 78
1989

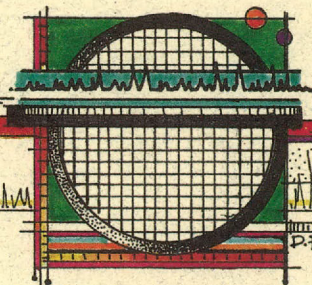


TEXAS RESEARCH LEAGUE

MORE EFFICIENT GOVERNMENT THROUGH RESEARCH



1989
Annual Report



D. Ficker

R

GOVERNMENT PUBLICATIONS

1989

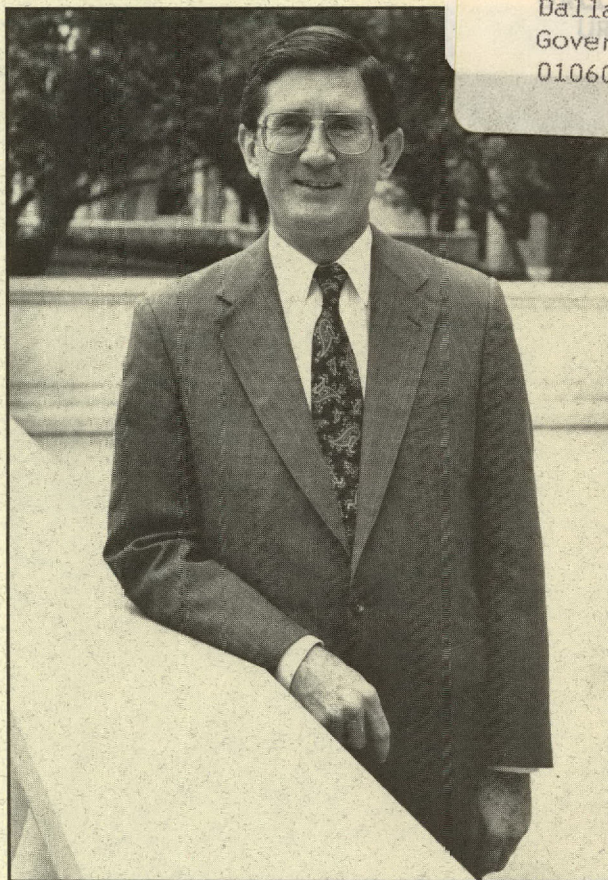


TRL: A JOINT VENTURE

CUI SER 000500 Y90065952
R
353.9764 N0577247 013

T3556A TEXAS RESEARCH
LEAGUE
1989 ANNUAL REPORT TEXAS
RESEARCH LEAGUE--PA

Dallas Public Library
Government Publications
010601



URBAN
INFORMATION CENTER

DEC 1990

DALLAS PUBLIC LIBRARY

The Texas Research League's vital role is to bring business ideas and concerns to the governmental process -- the all-important linking of the public and private sectors. The League's product -- objective, nonpartisan research that critically examines the effects of public policy decisions on Texas as a whole -- is an integral part of this linkage.

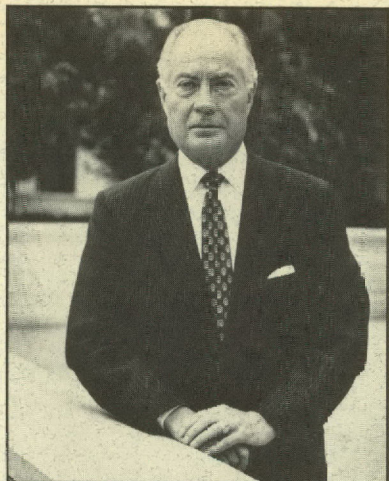
Communication clearly goes in the other direction as well. The League provides its members with information on how public policy decisions affect them as citizens, parents and business people. A look at the League's research highlights for 1989 and its 1990 agenda on pages four through seven gives concrete examples of this role.

It has been an honor to serve as chairman of the Texas Research League for the past two years, and I look forward to my continuing involvement in TRL.

John Utsey
1988-89 League Chairman



TRL: A VITAL LINK



Having a "seat at the table" is indeed the role of the Texas Research League when important matters of public policy are decided in Texas. The League often goes further, however, and "sets" the table. Such was the case with the Texas Education Summit Conference hosted by the League in early 1989.

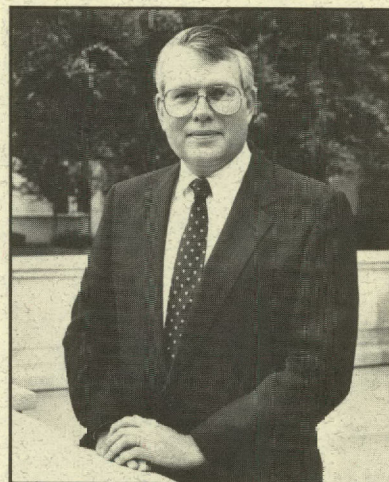
This conference, patterned after *FORTUNE* magazine's national model, brought together CEOs, educators, researchers and public policy decision makers. It further served as the link to community efforts, becoming the prototype for conferences sponsored around the state by the Texas State Chamber of Commerce and other groups.

In its student retention project, the League is also forging a link among various groups seeking the common goal of keeping young people in school. The project staff is holding a series of retention coordination meetings, bringing to the same table business people and educators who are working on student retention to ensure cooperation and to avoid duplication of efforts.

Education is just one area of League interest. The League also continues to respond to study requests from state officials, providing nonpartisan, objective research into such diverse areas as judicial structure, the impact of the working uninsured, state fiscal policy and workers' compensation.

Innovative, on-target efforts such as these make me proud to serve as chairman of the Texas Research League.

J. Sam Winters
1990-91 League Chairman



The TRL is more than a vehicle for citizen input into public policy. League members in many cases are an actual link in the public policy decision-making chain. Governor Clements' audit teams are one example. League member companies in 1989 provided 15 team members for agency audits of the Texas Department of Commerce, Texas Department of Human Services, and the Texas Department of Mental Health and Mental Retardation.

These private sector employees served alongside public sector team members in the truest sense of public/private partnership.

The League's student retention project, described on page eight, is another example of members responding to the challenges facing Texas. League members also are participating in a survey to identify effective business involvement in upgrading public education. The process will come full circle when Texas businesses use the League's findings as they address the challenge of building a world-class educational system for all Texans.

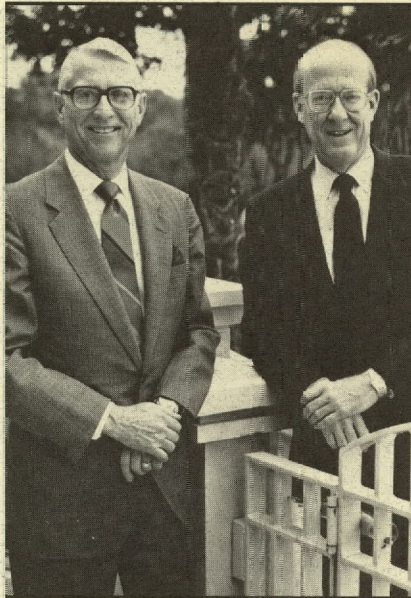
The foregoing examples illustrate that the Texas Research League is more than a source of data; it is truly an active participant in the public life of Texas.

Gary E. Wood
League President



LEAGUE FINANCES

As the year 2000 appears on our horizon, the growing size and diversity of Texas' population and economy challenge us with issues more complex than at any earlier time. Realizing the rich promise of our state will demand serious and thoughtful analysis to guide the development of public policy. The Texas Research League is well prepared to do that hard work. I look forward to building on its strong member support base in 1990 to assure the League's capacity to serve our state.



League Treasurer A.W. Riier, Jr. (l) and League Vice Chairman W.D. Stevens.

Finance & Membership Committee

- CHAIRMAN W. D. STEVENS**, President, Exxon Company, U.S.A., Houston
JOHN L. ADAMS, Vice Chairman, Texas Commerce Bancshares, Inc., Dallas
MORRIS ATLAS, Managing Partner, Atlas & Hall, McAllen
GEORGE J. BECKER, JR., Chairman of the Board, Sea World of Texas, Inc., San Antonio
MERLE L. BORCHELT, Chairman, President and Chief Executive, Central and South West Corporation, Dallas
EDWARD G. CASTEEL, Director of Government Affairs - Electronics, Rockwell International Corporation, Dallas
DANNY H. CONKLIN, Partner, Philcon Development Company, Amarillo
E. LINN DRAPER, JR., Chairman of Board, President and Chief Executive Officer, Gulf States Utilities Company, Beaumont
WILLIAM P. FRANKLIN, Chairman, President and Chief Executive Officer, First City, Texas-Midland, NA, Midland
GERALD GRINSTEIN, President and Chief Executive Officer, Burlington Northern Inc., Fort Worth
WILLIAM L. HAMMOCK, Vice President and General Manager, Champion International Corporation, Huntsville
JEANNETTE HOLLOWAY, CPA, Holloway, Martinez, Lockhart & Co., Corpus Christi
DEE J. KELLY, Partner, Kelly, Hart & Hallman, Fort Worth
JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore, Austin
RANDAL B. McDONALD, President and Chief Executive Officer, Pennzoil Company, Houston
JOSEPH C. MERRITT, President, Dixie Iron Works, Inc., Alice
W. MERRIMAN MORTON, Chairman of the Board, Texas Commerce Bank-Austin, Austin
W. BERNARD PIEPER, President and Chief Operating Officer, Brown & Root, Inc., Houston
BOONE POWELL, JR., President, Baylor Health Care System, Dallas
G. ED POWELL, Managing Partner, Price Waterhouse & Company, Houston
H. LEE RICHARDS, President, Hygeia Dairy Company, Harlingen
GEORGE S. SLOCUM, President and Chief Executive Officer, Transco Energy Company, Houston
RONALD L. SMITH, FACHE, President, Harris Methodist Health System, Fort Worth
F. L. STEPHENS, Chairman of the Board and Chief Executive Officer, Town & Country Food Stores, Inc., San Angelo
H. BARTELL ZACHRY, JR., Chairman of the Board, H. B. Zachry Company, San Antonio

Comparative Revenues and Expenses

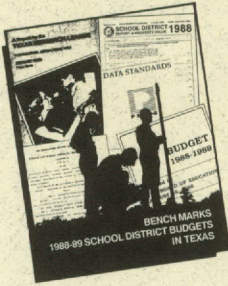
	1989*	1988	1987
REVENUES			
Contributions	\$895,896.50	\$888,239.25	\$835,755.00
Other	110,027.15	66,141.91	130,228.51
TOTAL REVENUES	\$1,005,923.65	\$954,381.16	\$965,983.51
EXPENSES			
Salaries	\$550,614.08	\$528,375.02	\$526,689.00
Employee Benefits	110,134.94	71,596.91	122,164.07
Research Support Services	20,949.89	31,623.54	39,277.52
Research Publications	37,507.28	24,812.74	28,263.20
Travel Expenses	45,599.69	52,026.56	42,777.71
Headquarters Expenses	139,945.32	124,229.65	97,602.17
Operating Expenses	46,892.44	36,589.34	42,465.17
Organization Expenses	39,305.98	37,313.45	34,063.43
Other	-	-	-
TOTAL EXPENSES	\$990,949.62	\$906,567.21	\$933,302.27
EXCESS OF REVENUES OVER EXPENSES	\$14,974.03	\$47,813.95	\$32,681.24

*Unaudited.



1989

RESEARCH PRODUCTS

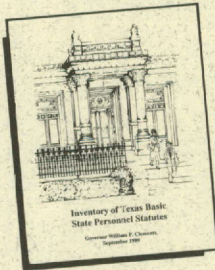
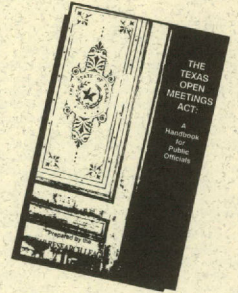


Bench Marks 1988-89 School District Budgets in Texas

This popular report -- the 13th edition -- contains 40 items of information about each of Texas' 1,055 local school districts, and is used as a frame of reference by school officials and local taxpayers to measure local district financial performance.

The Texas Open Meetings Act: A Handbook for Public Officials


First published in 1984, the updated 1989 edition of the handbook is available to state board and commission members as a reference guide to open meeting compliance.



Inventory of Texas Basic Personnel Statutes

Prepared each two years for the governor's office, the *Inventory* is the only available compilation of the various state statutes which govern personnel practices. More than 2,000 copies of this 9th edition were distributed to state agencies.

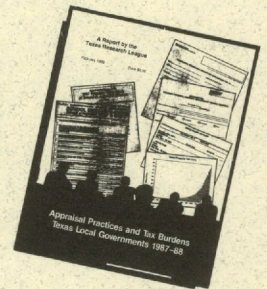
League Study Wins National Award



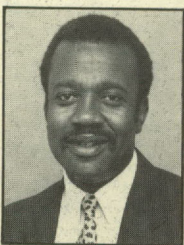
Texas Rethinks Medicaid, a report prepared by Anne Dunkelberg and Augustin Redwine, won the Governmental Research Association 1989 award for Most Outstanding Research.

Appraisal Practices and Tax Burdens, Texas Local Governments 1987-88

Appraisal Practices provides a variety of property tax information both to taxpayers and to public officials. The 1989 edition was the 8th in the series.

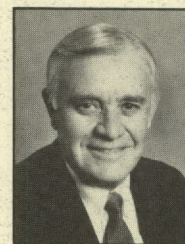


1990 Research Committee



Edward B. Adams, Manager, State External Programs, IBM Corporation, Austin--1989 Chairman

- WALTER N. CORRIGAN, Corrigan Enterprises, Inc., San Antonio
- MARY RUTH DUNCAN, Waco
- JAMES B. GARDNER, Vice Chairman of the Board and Chief Operating Officer, Bank One, Texas, N.A., Dallas
- EARL GOODE, President, GTE Southwest Incorporated, Irving
- J. ROGER HIRL, President & Chief Operating Officer, Occidental Chemical Corporation, Dallas
- JOHN C. HOLMGREEN, San Antonio
- DWAYNE K. JOSE, Consultant, Bell Helicopter Textron Inc., Fort Worth
- MELVIN LACK, President, Lack's Stores, Inc., Victoria
- NICK L. LAIRD, President, Laird & Associates, Spring
- JOSEPH R. MUSOLINO, Vice Chairman, Dallas, NCNB Texas National Bank, Dallas



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

- DAVID W. BIEGLER, President & Chief Operating Officer, Lone Star Gas Company, Dallas
- JOHN W. BURNAM, Vice President, Tandy Corporation, Fort Worth
- JOHN R. CASTLE, Senior Vice President, General Counsel & Secretary, Electronic Data Systems Corporation, Dallas
- SAM COATS, Attorney, Jenkins & Gilchrist, P.C., Dallas



- DON W. SCOGGINS, Vice President, Texas Eastman Company, Longview
- MARVIN SELIG, President, Structural Metals, Inc., Seguin
- WILLIAM T. SLICK, JR., Houston
- E. MICHAEL WILLIAMS, East Texas Division Manager, Southwestern Electric Power Company, Longview







1989-1990 RESEARCH PROGRAM



Following developments in the 71st biennial legislative session was a primary concern during the first six months of 1989. The League staff responded to hundreds of information requests both from the private and the public sector, published *Bulletins on Texas State Finance*, and reported on the state budget process.



In April 1989, the Research Committee set the research agenda delineating the staff work program through the end of 1990:

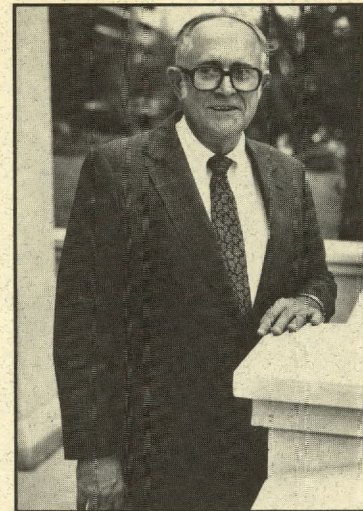
 State and Local Tax Policy 

 Public Education 

 The Texas Judiciary 

 Social Services 

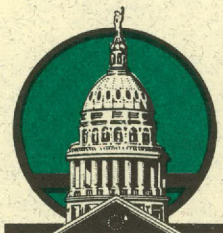
 Economic Development 



*Director of Research
Robert E. Norwood*

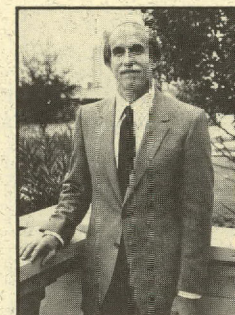
By the end of 1989, staff studies were underway on the agenda topics detailed below.

STATE AND LOCAL TAX POLICY



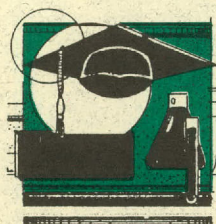
The development of a fair and equitable tax policy that allows government to meet its obligations without suppressing economic expansion will continue to be debated.

The League staff will participate in that discussion by developing a useful comparison of business tax burdens -- one that will provide a more accurate measure of overall burdens as well as the relative impact among business types.



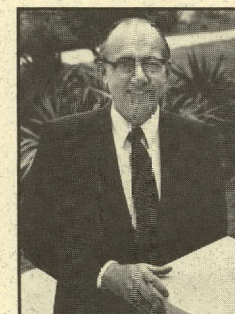
*Senior Research Associate
John Kennedy*

PUBLIC EDUCATION



The League staff continues to be an active participant in the quest for a public school finance structure that meets the constitutional efficiency re-

quirement. Some of the ideas developed in a concept paper early in 1989 will be seriously considered in the legislative debate, and the League staff will remain a reliable data source as the discussion continues.



*Senior Research Associate
Alan Barnes*

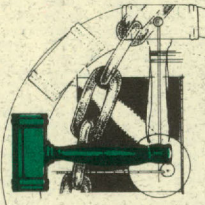
At the joint request of Senator Kent Caperton (Senate Finance Committee Chair), Senator Carl Parker (Senate Education Committee Chair), and Representative Jim

Rudd (House Appropriations Committee Chair), the League will study the impact of expanding two-year (junior-senior) universities to four-year schools.



Research Analyst Janet Beinke

THE TEXAS JUDICIARY

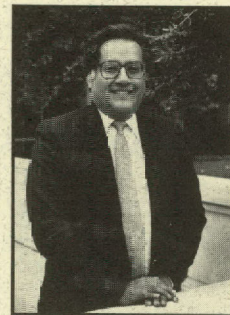


Texas has the largest and most complex judicial system of any state, and few people understand how the system works. In response to a request from Supreme Court Chief Justice Tom Phillips, the League is engaged in a study that will describe the judicial

system and identify alternative approaches for implementing constructive change.



Left: Research Associate Harold Sanders



Right: Research Analyst Augustin Redwine

SOCIAL SERVICES



Large numbers of working Texans have no health insurance coverage. This is a problem to both the public and private sectors. A study examining current employer cost-

containment measures, identifying those that produce results, and exploring possible applications of strategies for covering the working uninsured has been undertaken at Lt. Governor Bill Hobby's request.

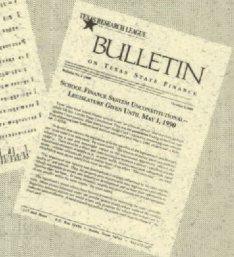
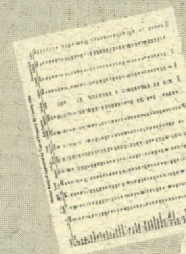
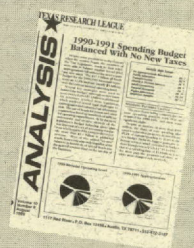
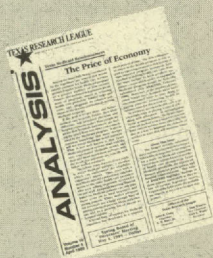


Research Analyst Anne Dunkelberg

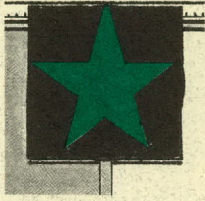
LEAGUE PUBLICATIONS: INFORMATION DISSEMINATION

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 timely to await the next *ANALYSIS* press date.



LEAGUE ARCHIVES



The League has been in operation for more than three and one-half decades.

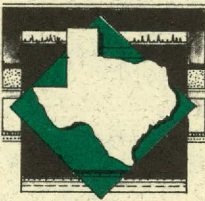
Over that period the staff has made several hundred policy and management studies that

clearly have had an impact on how the state does its business. Under the direction of Research Librarian Sarah Burka, an archival report is being prepared to summarize each of the past reports including any recommendations and identifiable results.



Research Librarian Sarah Burka

LOCAL GOVERNMENT STUDY



The Research Committee approved for 1990 a study of governmental functions and

operations in Refugio County. With the League staff playing a coordinating role, local busi-

ness people and public employees will join together in audit teams to do most of the field research. The final report will be the League's responsibility. Local businesses have agreed to pay all of the League's out-of-pocket expenses for this project.

ALVIN A. BURGER MEMORIAL INTERN PROGRAM

The League's intern program is a memorial to its first executive director.

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
- to expand the League's research capability

Foundation support for the 1989 intern program was provided by:

- The Brown Foundation
- Davidson Family Charitable Foundation
- The James R. Dougherty, Jr. Foundation
- Dodge Jones Foundation
- Sid W. Richardson Foundation
- Hatton Sumners Foundation
- The Trull Foundation



Research Interns Clara Rico Adams and Randy Webb

STUDENT RETENTION PROJECT

Keeping students in school is the focus of a two-year study funded separately from the League's operating budget by business and foundation support totaling more than \$350,000.

STATEWIDE SUMMIT CONFERENCE

This important League project was kicked off with a conference that brought together more than 100 top business and education leaders to focus on the high school dropout problem. The League meeting, modeled after a similar effort hosted by *FOR-TUNE* magazine on a national level, has been the catalyst for regional conferences held in most areas of the state.

THE LEAGUE PROJECT

The student retention project makes use of the League's strong connections in both the public and private sectors. The study is evaluating

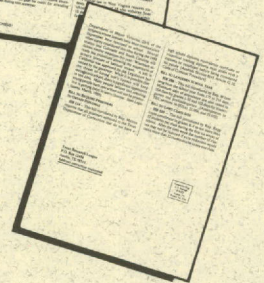
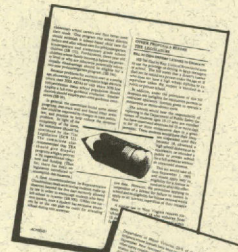
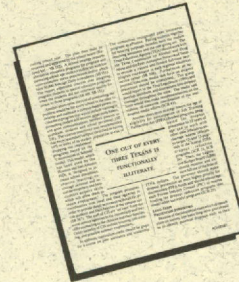
business involvement in the schools to determine what works in dropout prevention. The information developed will be used to provide a much needed focus for business efforts in the public schools.

The project also assesses the student retention efforts of a sample of Texas school districts to measure their response to recent legislative mandates concerning dropout prevention.

Finally, the League's efforts will be a resource for both the business and education communities, providing information and bringing together practitioners from both groups to facilitate increased coordination of dropout prevention efforts.



The project's newsletter, ACHIEVE, keeps interested parties in touch with the latest findings in the student retention field.



Student Retention Project Team (l to r): Research Analyst Patricia Hopkins, Research Intern Alexis Senger, Project Director Jeffrey Cole, and Research Intern Rose Ann M.-Renteria



COMMITTEES AND ADMINISTRATION



*Wilburn W. French
Director of Administration*

Audit Committee

PATTILOU P. DAWKINS, Oil and Gas Investments, Amarillo

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

WILLIAM L. KIMSEY, Vice Chairman and Regional Managing Partner-Southwest Region, Ernst & Young, Dallas

THOMAS J. LEE, JR., Vice President, Public and Regulatory Affairs, United Texas Transmission Company, Houston

A. REGINALD RICHARDSON, Managing Partner, Coopers & Lybrand, Houston

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

Nominating Committee

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

DONALD L. HOWELL, Partner, Vinson & Elkins, Houston

LYNDON L. OLSON, JR., President, The National Group Corporation, Waco

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

JOHN B. UTSEY, Houston

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

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

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



*Herbert Griffin
Staff Assistant*



*Valerie Dodd Milburn
Publications Manager*



*Margaret White
Executive Secretary*

*Not pictured: Patricia Matthews
Executive Secretary*

1990

TEXAS RESEARCH LEAGUE

BOARD OF DIRECTORS

Abilene

JERRY ARMSTRONG, Chairman & Chief Executive Officer, Merchants Fast Motor Lines, Inc.
 GLEND. CHURCHILL, President and Chief Executive Officer, West Texas Utilities Company
 WILLIAM A. CRUMRINE, JR., President, First National Bank of Abilene
 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

PAUL W. CAIN, President and Chief Operating Officer, Mesa Limited Partnership
 DANNY H. CONKLIN, Partner, Philcon Development Company
 PATTILOU P. DAWKINS, Oil and Gas Investments
 W. R. ESLER, Chairman of Board and Chief Executive Officer, Southwestern Public Service Company
 WALES H. MADDEN, JR., Attorney

C. I. WALL

Arlington

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

Austin

EDWARD B. ADAMS, Manager, State External Programs, IBM Corporation
 ROBERT E. BACKLUND, Staff Vice President, Administrative Service, 3M Company
 EDWARD CLARK, Partner, Clark, Thomas, Winters & Newton
 FRANK W. DENIUS, Attorney at Law
 JOHN L. ECK, Governmental Relations Representative, Southern Pacific Transportation Co.
 RONALD J. ENDRES, President, Southern Union Gas Company
 HARRY N. FRENCHAK, President and Chief Operating Officer, American Physicians Service Corp.
 ELIZABETH ANN GILES, Regional Manager, Government Affairs, Philip Morris U.S.A.
 GARY HEERSSEN, Vice President of Operations, Advanced Micro Devices
 DENNIS A. KEARNS, Legislative Counsel, Santa Fe Railway
 JOE KILGORE, Partner, McGinnis, Lochridge & Kilgore
 FRANK W. McBEE, JR., Executive Consultant, Tracor, Inc.
 W. MERRIMAN MORTON, Chairman of the Board, Texas Commerce Bank-Austin
 ROBERT T. PRESENT
 H. KEN RIGSBEE, Director, Government Relations, Texas and Louisiana, Phillips Petroleum Company
 DAN H. ROGERS, Manager of Public Affairs, Motorola Inc.
 BRUCE I. ROMIG, Regional Vice President, State Farm Insurance Companies
 WILLIAM PRESLEY SHEPPARD, Vice President, State Government Affairs, AT&T
 CHARLES S. TEEPLE, IV, Chairman of the Board and Chief Executive Officer, Windsor Financial Corporation
 MARGARET SCARBROUGH WILSON, Chairman of the Board and Chief Executive Officer, Scarbroughs
 J. SAM WINTERS, Partner, Clark, Thomas, Winters & Newton
 LARRY F. YORK, Partner, Baker & Botts

Baton Rouge

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

Beaumont

WALTER J. CRAWFORD, Oil, Gas & Real Estate
 E. LINN DRAPER, JR., Chairman of Board, President and Chief Executive Officer, Gulf States Utilities Company

Brenham

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

Chicago

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

College Station

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

Corpus Christi

RICHARD L. BOWERS, President, Hitox Corporation of America
 PAUL R. HAAS, Oil, Gas & Investments
 JEANNETTE HOLLOWAY, CPA, Holloway, Martinez, Lockhart & Co.
 C. IVAN WILSON, Chairman of Board & Chief Executive Officer, First City, Texas- Corpus Christi

Dallas

JOHN L. ADAMS, Vice Chairman, Texas Commerce Bancshares, Inc.
 DAVID W. BIEGLER, President & Chief Operating Officer, Lone Star Gas Company
 MERLE L. BORCHELT, Chairman, President and Chief Executive, Central and South West Corporation
 E. R. BROOKS, Executive Vice President, Electric Operations, Central and South West Corporation
 EDWARD G. CASTEEL, Director of Government Affairs - Electronics, Rockwell International Corporation
 JOHN R. CASTLE, Senior Vice President, General Counsel & Secretary, Electronic Data Systems Corporation
 JAMES E. CHENAULT, JR., Vice Chairman, Lone Star Steel Company
 SAM COATS, Attorney, Jenkins & Gilchrist, P.C.
 THOMAS H. CRUIKSHANK, Chairman of the Board and Chief Executive Officer, Halliburton Company
 J. S. FARRINGTON, Chairman & Chief Executive Officer, Texas Utilities Company
 JAMES B. GARDNER, Vice Chairman of the Board and Chief Operating Officer, Bank One, Texas, N.A.
 WILLIAM I. GEORGE, Executive Vice President, Texas Instruments, Inc.
 FRED GROTE, President, DeGolyer & MacNaughton
 RON W. HADDOCK, President and Chief Executive Officer, American Petrofina, Incorporated
 JOHN P. HARBIN
 RAYMOND L. HARGROVE, Chairman and Chief Executive Officer, Hargrove Electric Company, Inc.
 JOHN HARRELL, Manager for Corporate Marketing, General Electric Company
 JESS HAY, Chairman of Board and Chief Executive Officer, Lomas Financial Corporation
 JAMES D. HENRY, Vice President of Technology, Land & Public Affairs, ARCO Oil and Gas Company
 J. ROGER HIRL, President & Chief Operating Officer, Occidental Chemical Corporation
 MICHAEL H. JORDAN, Chairman, Frito-Lay, Incorporated
 THOMAS F. KENNEDY, President, Chemical Group, Hoechst Celanese Corporation

WILLIAM L. KIMSEY, Vice Chairman and Regional Managing Partner-Southwest Region, Ernst & Young
 ROBERT M. MARTIN, JR., Storey, Armstrong, Steger & Martin
 W. C. McCORD, Chairman and President, ENSERCH Corporation
 JAMES E. McCORMICK, President, Oryx Energy Company
 JOHN J. MURPHY, President, Chairman of the Board and Chief Executive Officer, Dresser Industries, Inc.
 JOSEPH R. MUSOLINO, Vice Chairman, Dallas, NCNB Texas National Bank
 MIKE A. MYERS, President, Myers Financial Corporation
 JOHN W. NORRIS, JR., President and Chief Executive Officer, Lennox International, Inc.
 ERLE NYE, Chairman of the Board and Chief Executive, TU Electric
 T. BOONE PICKENS, JR., General Partner, Mesa Limited Partnership
 BOONE POWELL JR., President, Baylor Health Care System
 TERRY S. PRINDIVILLE, Executive Vice President, JCPenney Company, Inc.
 STAN RICHARDS, Chief Executive, The Richards Group
 HUGH G. ROBINSON, Chairman and Chief Executive Officer, Tetra Group Inc.
 ROBERT T. RORK, Retail Banking Executive, NCNB Texas National Bank
 PAUL F. ROTH, President-Texas Division, Southwestern Bell Telephone Company
 WILLIAM H. SEAY
 CHARLES E. SPRUELL, President, Mobil Exploration & Producing U.S. Inc.
 JOHN F. STEPHENS, Chairman of Board and Chief Executive Officer, Employers Insurance of Texas
 J. MICHAEL TALBERT, President and Chief Executive Officer, Texas Oil & Gas Corporation
 JOHN P. THOMPSON, Chairman of Board, The Southland Corporation
 ROLAND M. TILLISON, Vice President and Regional Manager, Otis Elevator Company
 E. L. WATSON, Senior Vice President, TU Electric Company
 J. McDONALD WILLIAMS, Managing Partner, Trammell Crow Companies
 J. STAN WYBLE, Vice President, Southwestern Region, Westinghouse Electric Corporation

Diboll

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

DFW Airport

ROBERT L. CRANDALL, 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 of the Board and Chief Executive Officer, Union Pacific Resources Company
 CHARLES A. ANDERSON, Vice President and General Manager, General Dynamics, Fort Worth Division
 LEWIS H. BOND, Director, Texas American Bancshares, Inc.
 L. O. BRIGHTBILL, III, Vice Chairman - Fort Worth Region, Team Bank
 JOHN W. BURNAM, Vice President, Tandy Corporation
 WALKER C. FRIEDMAN, Law, Snakard & Gambill
 BERL E. GODFREY, Attorney, Godfrey, Decker, McMackin, Shipman, McClane & Bourland
 GERALD GRINSTEIN, President and Chief Executive Officer, Burlington Northern Inc.
 LELAND A. HODGES, L.A.H., Inc.
 DWAYNE K. JOSE, Consultant, Bell Helicopter Textron Inc.
 DEE J. KELLY, Partner, Kelly, Hart & Hallman
 W. G. MARQUARDT
 WILLIAM T. SMITH, Chairman of the Board and Chief Executive Officer, Wolverine Exploration Company

RONALD L. SMITH, FACHE, President, Harris Methodist Health System
C. DICKIE WILLIAMSON, Chairman of Board and Chief Executive Officer, Williamson-Dickie Manufacturing Co.

Freeport

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

Galveston

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

Georgetown

GROGAN LORD

JAY C. SLOAN, Chairman of the Board, First Texas Bancorp, Inc.

Gering

C. H. McCALL, President, Lockwood Corporation

Graham

E. BRUCE STREET, Street Investment Company

E. BRUCE STREET, JR., Investments

Harlingen

H. LEE RICHARDS, President, Hygeia Dairy Company

Houston

JOE ALLEN, Vice President, Regulatory and Legislative Affairs, Gas Pipeline Group, Enron Corporation

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

D. KENT ANDERSON, Chairman of the Board and Chief Executive Officer, First Interstate Bank of Texas

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

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

THOMAS L. BOUDREAUX, Vice Chairman and Chief Administrative Officer, Entex, Incorporated

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

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

GUS COMISKEY, JR., Partner, Comiskey & Kaufman

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

JAMES L. DUNLAP, President, Texaco, U.S.A.

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

WILLIAM E. GIPSON

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

H. DEVON GRAHAM, JR., Managing Partner, Arthur Andersen and Company

MICHAEL HEATH, President and Chief Executive Officer, The Houston Post

GERALD HINES, Investment Builder

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

DONALD L. HOWELL, Partner, Vinson & Elkins

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

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

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

THOMAS J. LEE, JR., Vice President, Public and Regulatory Affairs, United Texas Transmission Company

MAX LEVINE

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

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

RANDAL B. McDONALD, President and Chief Executive Officer, Pennzoil Company

RANDALL MEYER

ROBERT W. MILK, President and Chief Executive Officer, Celeron Corporation

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

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

Markets, Inc.

W. BERNARD PIEPER, President and Chief Operating Officer, Brown & Root, Inc.

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

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

A. REGINALD RICHARDSON, Managing 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.

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

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

JOHN B. UTSEY

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

BRUCE W. WILKINSON, President and Chairman of the Board, CRSS, Inc.

Huntsville

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

Irving

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

EARL GOODE, President, GTE Southwest Incorporated

KERNEY LADAY, SR., Vice President, Region General Mgr. BSG, Southern Operations, Xerox Corporation

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

Kingsville

J. H. CLEMENT

La Porte

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

Lockhart

COURTNEY D. MARSHALL

Longview

DON W. SCOGGINS, Vice President, Texas Eastman Company

E. MICHAEL WILLIAMS, East Texas Division Manager, Southwestern Electric Power Company

Lubbock

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

Lufkin

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

McAllen

MORRIS ATLAS, Managing Partner, Atlas & Hall

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

Midland

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

WILLIAM P. FRANKLIN, Chairman, President and Chief Executive Officer, First City, Texas-Midland, NA

TONY A. MARTIN

TOM SEALY

Newgulf

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

Orange

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

Paris

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

Pittsburgh

GEORGE E. BRADFORD, Director of Taxes, State and Local, USX Corporation

Refugio

DUDLEY T. CAMPBELL, Campbell & Company Rockdale

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

San Angelo

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

San Antonio

GEORGE J. BECKER, JR., Chairman of the Board, Sea World of Texas, Inc.

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

WALTER N. CORRIGAN, Corrigan Enterprises, Inc.

DONALD J. DOUGLASS, Chairman, Alamo Group Incorporated

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

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

JOHN C. HOLMGREEN

PETER M. HOLT, President and Chief Executive Officer, Holt Company of Texas

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

ROBERT F. McDERMOTT, Chairman of the Board, President and Chief Executive Officer, United Services Automobile Association

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.

Spring

NICK L. LAIRD, President, Laird & Associates

Temple

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

Texas City

FOLEY S. PROVENZANO, Plant Manager, Union Carbide Corporation

Tyler

A. W. RITER, JR.

JAMES E. RUSSELL, President and Chief Executive Officer, Tyler Pipe Industries, Inc.

H. THOMPSON SMITH, President, Trane Dealer Products Group

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

Waco

MARY RUTH DUNCAN

LYNDON L. OLSON, JR., President, The National Group Corporation

RAYMOND R. PREDDY, Publisher, Waco Tribune-Herald

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

Wichita Falls

CHARLES N. PROTHRO, Perkins-Prothro Company

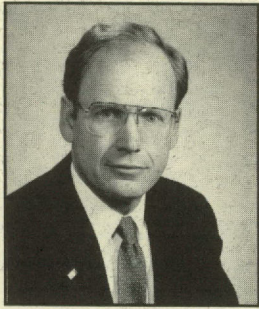
DAVID WOLVERTON, Chairman of Board & Chief Executive Officer, Bank One, Texas, N.A.

* Former League Chairman (Life Member)

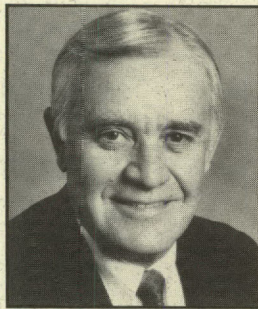
‡ Elected Life Member



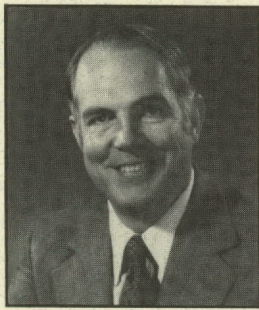
1990 Executive Committee *



Adams



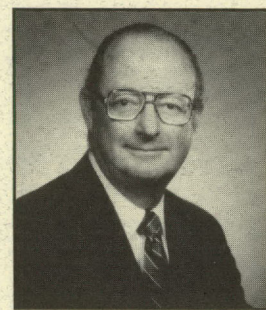
Farrington



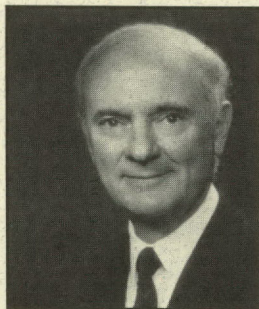
George



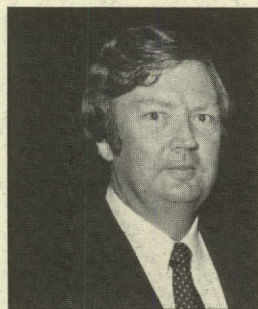
Holloway



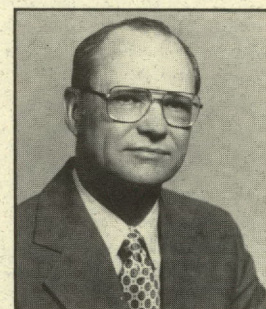
Johnson



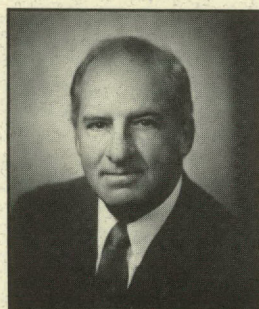
Madden



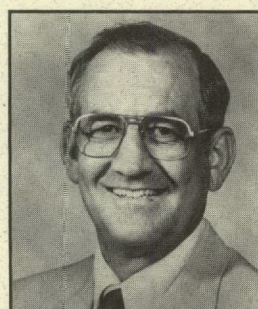
Marsh



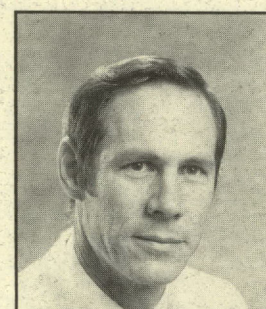
Pieper



Roth



Wright



Zachry

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

John L. Adams

*Vice Chairman, Texas
Commerce Bancshares,
Inc., Dallas*

J. S. Farrington

*Chairman & Chief Execu-
tive Officer, Texas Utilities
Company, Dallas*

William I. George

*Executive Vice President,
Texas Instruments, Inc.,
Dallas*

Jeannette Holloway, CPA

*Holloway, Martinez, Lock-
hart & Co., Corpus Christi*

Richard J. V. Johnson

*President, Houston
Chronicle Publishing Co.,
Houston*

Wales H. Madden, Jr.

Attorney, Amarillo

R. B. Marsh

*Assistant General Tax
Counsel - Legal and Legis-
lation, Chevron Corpora-
tion, San Francisco*

W. Bernard Pieper

*President and Chief
Operating Officer, Brown
& Root, Inc., Houston*

Paul F. Roth

*President-Texas Division,
Southwestern Bell
Telephone Company, Dal-
las*

Larry F. Wright

*Vice President, Texas
Operations, Dow Chemi-
cal U.S.A., Freeport*

H. Bartell Zachry, Jr.

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



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