

11 February 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker  
Director, Public Affairs Office

SUBJECT: Trip to Dallas

1. This is background information for your trip to Dallas on 15 - 17 February to meet with the DALLAS MORNING NEWS editorial board, to address the American Electronics Association Texas Council luncheon and to speak to the Dallas Chapter of the Young Presidents' Organization (YPO) dinner. [redacted] will accompany you on the trip.

STAT

2. Meet with the DALLAS MORNING NEWS editorial board, 16 February, 8:30 - 9:30 a.m.: You will meet with the vice president of the paper and editor of the editorial page Ms. Rena Pederson and other members of the editorial board at the DALLAS MORNING NEWS offices, 508 Young Street. You are to check in with security at the main entrance lobby and take the elevator to the 4th floor where you will be escorted to your meeting in the editorial board room. Ms. Pederson will introduce you. [redacted] will remain with you throughout the meeting. The tentative list of attendees is:

STAT

Henry Tatum	Assistant editor
Bob Moos	Editorial staff writer
Scott Bennett	Editorial staff writer
Carolyn Barta	Editor, Viewpoints page
Jim Wright	Viewpoints page columnist and staff writer
William Murchison	Viewpoints page columnist and staff writer

Attendees will introduce themselves at the beginning of the meeting. (See tab for background information on the paper, biography of Carolyn Barta, and selected editorials and articles.)

3. Arrangements for the American Electronics Association (AEA) Texas Council Luncheon, 16 February 11:50 a.m. - 1:30 p.m.: You are asked to be at the Sheraton Park Central Hotel, 12720 Merit, Coit Road and Highway 635, at 11:50 a.m. where you will be met in the main lobby by James (Jim) Gero, Chairman of the AEA Texas Council and Executive Director of the Texas Council Ed Waldrup who will escort you to Salon D. (See tab for biographies.) Lunch will begin at 12:00 noon. You will be seated with the following:

~~OFFICIAL USE ONLY~~

Jim Gero (on your right)	President, Varo, Inc.
Charles Williams (on your left)	President, Teledyne Geotech
David Bartley	President, Multi-Plate Co., Inc.
Ray Marlow	CEO, Marlow Industries
Mike Kelly	Vice President, Human Resources Recognition Equipment
Chuck Farmer	Vice President & General Manager, Garland Division of E Systems
Jack Cosgrove	President, Collins Defense Communications (Rockwell Int.)
Gary Jost	Executive Vice President, Collins Defense Communications (Rockwell Int.)
Ken Kercher	President, Datamatic

You are scheduled to speak at 12:45 p.m. and Mr. Gero will introduce you. The proposed format is 20 minutes of remarks followed by 20 minutes of questions and answers. Adjournment is at approximately 1:30 p.m. A podium and microphone will be available. A photographer from Rockwell International will take photographs during the first few minutes of your speech. Since the AEA has asked to publish your remarks in their newsletter "Update", we have asked to review them prior to publication. (See front pocket for copy of publication.) DCI Security will tape your remarks for the Agency's historical files.

Approximately 100 - 150 Presidents and CEOs of electronic companies which are primarily in the production of defense electronics will be in the audience. Since foreign nationals are members of the organization, several could attend. (See tab for membership list and list of tentative attendees.) Media coverage is expected and reporters will be allowed to ask questions during the question and answer period. Defense and high technology reporter, Kathryn Jones, from the DALLAS MORNING NEWS will be present. We have no other names at this time.

The American Electronics Association is the nation's largest electronics trade association and a leader in the movement to foster US industrial competition. According to the US Bureau of Labor statistics, Texas ranks fourth in the US in electronics employment with 148,000 employees. The Texas Council is the local association and is comprised of 130 companies in Texas, almost 100 of them are from the Dallas/Ft. Worth area. These 100 companies employ approximately 50,000 people. (See tab for further background information.) Previous speakers have been Vice President George Bush, Ross Perot, Governor William Clements, Undersecretary of the Army James Ambrose, and Mayor of Dallas Annette Strauss.

4. Arrangements for the Dallas Chapter of the Young Presidents' Organization Dinner, 16 February 6:00 - 10:00 p.m.: You will be met by Mr. and Mrs. Ray Hunt in the main lobby of Loews Anatole Hotel and driven to Southwestern Bell Headquarters, 208 South Akard, at 6:00 p.m. where you will be escorted to the auditorium and seated in the front row. The meeting opens at 6:30 p.m. with President of Lomas and Nettleton Mortgage Investors, Ted Enloe, conducting general chapter business followed by President of Texas

Division Southwestern Bell Telephone Company, Jim Adams, giving opening remarks. (See tab for biographies.) Ray Hunt will introduce you and your address will begin at 6:55 p.m. The suggested format is 15 minutes of remarks followed by 20 minutes of questions and answers. Prior to adjourning the meeting, Chairman of the Board of the Waterman Group, Mike Waterman, will present you with a gift. (See background materials for agenda.) A podium and microphone will be available on stage. Your remarks will be taped by the organization for the Agency's historical records. Starting at 7:35 p.m. a social hour will be held in the Pioneer Museum followed by dinner at 8:30 p.m. in the main lobby. You will be seated with the following:

Mr. and Mrs. Ray Hunt (Nancy)  
Mr. and Mrs. Jim Adams (Judy)  
Mr. and Mrs. Mike Waterman (Linda)  
Mr. and Mrs. Ted Enloe (Bess)

STAT   
(See tab for table seating)

An audience of approximately 150 Dallas Chapter YPOs and spouses will be present. (See brochure in back pocket for roster of members.) Although the media will not cover the event and the meeting is considered off-the-record, several of the members are affiliated with the media in some way. Mr. Robert Decherd, President of the A.H. Belo Corporation which owns the DALLAS MORNING NEWS, is attending. (See tab for list of attendees.) The Dallas YPO chapter does not have foreign nationals as members.

According to YPO policy, a qualified corporation or division for membership shall be any corporation (other than a financial corporation) or division with annual gross sales of \$4,000,000 and fifty employees or more; a financial corporation with average annual assets of \$80,000,000; a service brokerage or agency type corporation with annual commissions or fee income of \$2,500,000.

The YPO 1987-88 education theme is "Living in the World Around Us." This year's program includes Dr. Larry Senn, Chairman of The Senn-Delaney Group, Debra M. Rogers, Manager, US Sponsored Research Digital Equipment Corporation, and Dr. Kenneth Blanchard, author, lecturer, and professor. (For further program information see brochure.)

William M. Baker

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DDCI SCHEDULE/CONTACTS  
DALLAS TRIP  
15-17 February 1988

Monday, 15 February

3:27 p.m. Depart, National Airport  
EST American Airlines #567

5:51 p.m. Arrive, Dallas-Fort Worth Airport  
CST

RON Loews Anatole Hotel  
2201 Stemmons Freeway  
Phone: (214) 748-1200

240  
departure

Tuesday, 16 February

8:00 a.m. Depart, Loews Anatole Hotel

8:30 a.m. Arrive, DALLAS MORNING NEWS  
508 Young Street  
Contact: Rena Pederson, editor of editorial page  
Carol Portele  
Phone: (214) 977-8259

9:30 a.m. Depart, DALLAS MORNING NEWS

11:50 a.m. Arrive, American Electronics Association (AEA)  
Texas Council luncheon  
Sheraton Park Central Hotel  
12720 Merit, Coit Road and Highway 635  
Phone: (214) 385-3000  
Contact: Ed Waldrup, Executive Director of Texas Council  
Phone: (214) 437-9224

12:00 noon Lunch, Salon D

12:30 p.m. Announcements

12:45 p.m. Introduction, keynote speaker  
Jim Gero, President, AEA, Texas Council Chapter  
Address  
The Honorable Robert M. Gates  
20 minutes of remarks and 20 minutes of questions & answers

1:30 p.m. Adjournment

6:00 p.m. Meet, Ray Hunt  
Lobby, Loews Anatole Hotel  
Drive to YPO meeting and dinner

6:30 p.m. Arrive, Southwestern Bell Headquarters  
208 South Akard  
Contact: Sandra Lewis  
Phone: (214) 464-0979

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Tuesday, 16 February: (continued)

- 6:30 p.m. Meeting, Dallas Chapter YPO, Concourse Auditorium  
Announcements  
Ted Enloe, President, Lomas & Nettleton Mortgage Investors
- 6:45 p.m. Welcoming Remarks  
Jim Adams, President, Texas Division Southwestern Bell
- 6:50 p.m. Introduction of keynote speaker  
Ray Hunt, President & CEO, Hunt Oil
- 6:55 p.m. Address  
The Honorable Robert M. Gates  
15 minutes of remarks and 20 minutes of questions & answers
- 7:30 p.m. Presentation of gift to Robert M. Gates  
Mike Waterman, Chairman of the Board, Waterman Group
- 7:35 p.m. Social Hour, Pioneer Museum  
Second floor
- 8:30 p.m. Dinner  
Main Lobby, ground floor
- 10:00 p.m. Adjournment
- RON Loews Anatole Hotel

Wednesday, 17 February

- 7:30 a.m. Depart, Loews Anatole Hotel
- 8:23 a.m. Depart, Dallas-Fort Worth Airport  
American Airlines #272
- 12:05 p.m. Arrive, Dulles Airport  
(EST)

YPO Contacts and telephone numbers

Diane D'Agostino and Shannon Smock (Mr. Hunt's office)  
(214) 744-7007  
Helen Grimes (Mr. Waterman's office)  
(214) 744-7014

Declassified in Part - Sanitized Copy Approved for

Release 2012/08/20 : SLIP

DATE

CIA-RDP89G00720R000700960005-4

STAT

ROOM NO.

BUILDING

REMARKS:

STAT

FROM

ROOM NO.

BUILDING

EXTENSION

STAT

Declassified in Part - Sanitized Copy Approved for

Release 2012/08/20 : LACES FORM 36-8

WHICH MAY BE USED

(47)

CIA-RDP89G00720R000700960005-4

TABLE OF CONTENTS

Schedule of Events/Contacts

Summary Memo

Dallas Morning News  
Background Information  
Biography  
Editorials and Articles

American Electronics Association  
Biographies  
Membership List  
List of Attendees  
Background Information  
Correspondence

Dallas Chapter of Young Presidents' Organization  
Biographies  
Agenda  
Head Table Seating  
List of Attendees  
Correspondence

STAT

DCI/PAO/WMB, [redacted]

STAT

Distribution:  
Orig. - DDCI

STAT

1 - ER  
1 - D/Ex Staff - [redacted]  
1 - [redacted]  
1 - D/PAO  
1 - PAO

STAT

1 - PAO Ames  
1 - PAO Chrono  
1 - MED (Subject)

STAT

1 - Jean  
1 - [redacted]  
1 - DCI Security  
1 - [redacted]

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PAO 88-0050

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Charles Williams (on your left)	President, Teledyne Geotech
David Bartley	President, Multi-Plate Co., Inc.
Ray Marlow	CEO, Marlow Industries
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(214) 744-7007  
Helen Grimes (Mr. Waterman's office)  
(214) 744-7014

The Dallas Morning News, established in 1885, is the oldest and most widely read newspaper in the area. It is basically conservative, but has at times been critical of the Agency.

Following are likely areas of interest according to editorial page editor Rena Pederson: leaks and the damage they do; adequacy of our satellite reconnaissance program; hot spots we should be aware of; charges stemming from the current Senate Foreign Relations Committee hearings; Cuba's role in drug trafficking; and how is glasnost doing. The News does not have dining facilities, so we will have coffee and croissants.

I-328

Texas

PRODUCTION: typesetters — 2-COM / 8400; plate expositors — 1-W; plate processors — 1-Nat / 225; cameras — DSA, 1-C; automatic film processors — 1-P. PRESSROOM: Line 1 — 5-G / Urbanite. MAILROOM: Counter stackers — 1-BG; bundle tyers — 2-MLN; addressers — 1-KR. COMMUNICATIONS: Dataphone — 1-MDS / 2 Terminals; facsimile — 1-QWI. WIRE SERVICES: high speed — AP. BUSINESS COMPUTERS: 1-MDS, 1-HP, 3-IBM/AT: applications: Circ, Adv billing, Accts receivable, Gen ledger, Payroll.

Independent-Democrat. Established: 1885. Special editions / sections: Las Vegas, Ski (Jan); International Travel, Alaska (Feb); Cruise, Spring Vacation, Dallas Auto Show (Mar); Great Adventures Travel Magazine, Caribbean, Texas Lakes, Mexico (Apr); Summer Vacations, Traveling Texas & the Southwest, Vacation Photography Guide (May); Mid-Summer Vacations (June); Mexico, Hawaii (Sept); Cruise, SkiFest, Great Adventures Travel Magazine, Winter Vacations, State Fair Auto (Oct); Ski; Holiday Photography (Nov). Supplements: Dallas Life Magazine, TV Magazine, Parade Magazine (S).

DALHART

Gallam and Hartley Counties

'80 U.S. Census- 6,854; E&P '87 Est. 7,065

Dalhart Daily Texan

(e-tues to fri; S)

Dalhart Publishing Co., 410 Denrock St., Dalhart, TX 79022-0511; tel (806) 249-4511.

Circulation: 2,630(e); 2,630(S); Sworn Sept. 30, 1986.

Price: 25¢(d); 25¢(S); \$46 / yr. Advertising: Open inch rate \$2.89(e); \$2.89(S). Representative: Papert Companies.

News Service: AP. Politics: Independent-Democrat. Established: 1901.

Not published: July 4; Labor Day; Thanksgiving; Christmas. Special editions / sections: XIT Ranch Celebration (Aug); Fair (Sept or Oct); Christmas (Nov-Dec).

Cable TV: Operate leased cable TV in circulation area.

GENERAL MANAGEMENT

Publisher J Kenneth Hogue Business Manager J Kenneth Hogue Purchasing Agent (Shop) Bob Lang

ADVERTISING

Manager Bob Wilcoxon Manager-Classified Eulene Phelps

CIRCULATION

Manager Carla Foster

NEWS EXECUTIVES

Editor Z B Lang

EDITORS AND MANAGERS

Columnist J Kenneth Hogue Science Z B Lang Society Faye Plank

Market Information: SAU. Mechanical available: Offset; inserts accepted — preprinted, SpectraColor.

Mechanical specifications: Type page 15" x 21"; E-6 cols, 2 1/16"; 1/8" between: A-6 cols, 2 1/16"; 1/8" between: C-6 cols, 2 1/16"; 1/8" between.

Commodity consumption (estimated): Newsprint 150 metric tons; widths 28", 14"; black ink 450 pounds.

Equipment: EDITORIAL: All-electronic cps — COM; 2-MDT / 350 VDTs; perforators — 1-HI. PRODUCTION: typesetters — 2-COM / 7200. COM / Trendsetter, Comp Jr; plate processors — 1-BKY / Ultralite 1500; cameras — 1-B / 3000.

PRESSROOM: Line 1 — 3-KP / News King (1 folder). MAILROOM: addressers — 1-Am / 1800. WIRE SERVICES: low speed — AP.

DALLAS

Dallas and four other counties

'80 U.S. Census- 904,078; E&P '87 Est. 1,036,932 ABC-C2 (80): 1,556,419 (HH 577,701)

The Dallas Morning News

(mS)

The Dallas Morning News, Communications Center, Dallas, TX 75265; tel (214) 977-8222; Telex 073-2559 & 075-2426

Circulation: 390,987(m); 531,417(S); ABC Sept. 30, 1986.

Price: 25¢(d); 75¢(S); \$9 / mo, \$108 / yr (carrier).

Advertising: Open inch rate \$102.56(m); \$105.68(S). Representative: Cresmer, Woodward, O'Mara, & Ormsbee.

News Services: AP, NYT RN, KNT. Politics:

CORPORATE OFFICERS

President / Editor Burl Osborne Exec Vice Pres / General Manager Jeremy L Halbreich

Senior Vice Pres-Sales & Marketing Harry M Stanley, Jr

Senior Vice Pres-Administration & Finance J William Cox

Vice Pres-Operations James A Keeley Vice Pres-Exec Editor Ralph Langer

Vice Pres-Circulation Frank McKnight Vice Pres-Marketing Harold F Gaar, Jr

Vice Pres-Controller Barry Peckham

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Marketing Manager Barbara Van Pelt Public Relations-Manager Duff Daniels

Research Director Perry Williams Purchasing & Services-Manager Jack Von Runnen

Plant Operations Manager Dwight Long Engineering Manager Don Durbin

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Manager-General James L Fernandez Manager-Retail Tommy R Sandoz, Jr

Director-Classified Marvin C Veal, Jr Manager-Classified William "Rick" Starks

Manager-Photography Lynn Britton

CIRCULATION

Manager-City Valter Hale Manager-Single Copy Gene Bailey

Manager-State Darrell Martin

NEWS EXECUTIVES

Managing Editor Bill Evans Asst Managing Editor Bob Mong

Asst Managing Editor Larry Rose Asst Managing Editor John Cranfill

Asst Managing Editor Ellen Kampinsky Asst Managing Editor / Exec Sports Editor Dave Smith

Asst Managing Editor / Washington Bureau Chief Carl Leubsdorf

News Editor John Davenport City Editor Stu Witk

EDITORS AND MANAGERS

Architecture David Dillon Art Janet Kutner

Book Bob Compton Business-Financial Cheryl Hall

Editor-Texas Almanac Mike Kingston Editorial Page Editor Rena Pederson

Editorial Cartoonist Bill DeOre Editorial Writer Jim Wright

Editorial Writer Ann Melvin Editorial Writer Constance Hilliard

Editorial Writer Hank Tatum Editorial Writer Scott Bennett

Editorial Writer Robert Moos Editorial Writer Rich Connelly

Education Lindsay Heinsen Entertainment Mark Weinberg

Fashion Philip Wuntch Films Janie Paleschic

Foreign John Ardoin Music Ginger Munsch

National Ray Sasser Outdoor Ed Barker

Radio-Television Judy Metcalf Reference Judy Metcalf

Dallas Life Magazine Melissa Houtte Science Tom Siegfried

Sports Chris Worthington Today Sharon Grigsby-Morton

Travel Karen Jordan Weekend Guide Mark Stansbury

PRODUCTION

Director James Correu Asst Manager Bob Clay

Asst Manager Charlie Wideman Superintendent Composing Henry Abbott

Sr Superintendent Pressroom Don Dykema Sr Superintendent Platemaking Fred Braswell

Sr Superintendent Mailroom John Ladd Foreman Camera Service Charlie Paris Foreman Paperhandling Billy Elliott Manager (North Plant) Frank Tyler Asst Manager (North Plant) Phil Ashley Asst Manager (North Plant) Paul Webb Superintendent Pressroom (North Plant) Gary Gregg

General Foreman Platemaking (North Plant) Ronnie Lewis General Foreman-Mailroom (North Plant) Danny Cleveland General Foreman-Paperhandling (North Plant) Robert Lewis

Market Information: Zoned editions; Split run; Total market coverage: SAU. Mechanical available: Letterpress (direct); Offset black and 3 ROP colors; inserts accepted — preprinted, hi-fi.

Mechanical specifications: Type page 13" x 21"; E-6 cols, 2 1/16"; 1/8" between: A-6 cols, 2 1/16"; 1/8" between: C-10 cols, 1 7/32"; 1/16" between.

Commodity consumption (estimated): Newsprint 151,781 short tons; widths 54 7/8", 41 5/32"; black ink 3,911,482 pounds; color ink 662,801 pounds; single pages printed 54,759; single plates used 746,789.

Equipment: EDITORIAL: All-electronic cps — 4-DEC / TMS-11, 2-NSEE / Remote Bureau Systems; 61-DEC / VT 61t, 90-DEC / VT72t, 28-DEC / Rainbow VDTs; perforators — 2-Teletype / PP67; Portable terminal—77-TRS / 100, 48-TRS / 200, 4-AP / Macintosh plus art. CLASSIFIED: All-electronic cps — AT / AKI; 153 VDTs. DISPLAY: All electronic cps — 8-Ra / 100; Layout — 1-DEC / PDP 11 / 23 Processor, 4-CIT / 101 Terminal, 1-C / 300 Printer.

PRODUCTION: typesetters — 2-AU / APS 5-70, 1-AU / APS 5-100; platemaking systems — LX, 2-Offset; plate expositors — 3-LX, 2-WL / III; plate processors — 3-LX, 2-WL / 38D; cameras — 2-C / News Pager II-2293, 2-C / Spartan III, Repeatmatic; automatic film processors — 5-LE / LD24BQ, 1-P / 24, 1-Kk, 2-DP / Chronoflow; film transporters — 4-C; shrink lenses — 1-C; color separation equipment (conventional) — 1-Magnascan / 460; digital scanners / separators — 1-Hel / C399

ER: reproportioning units — 1-Typeflex, 1-C. PRESSROOM: Line 1 — 1-G / M-5 (2 3:2 folder 10 units 9 reels); Line 2 — 1-G / M-5 (2 3:2 folder 10 units 9 reels); Line 3 — 1-H / Colormatic (2 3:2 folder 10 units 9 reels); Line 4 — 1-H / Convertible (2 3:2 folder 10 units 9 reels); Line 5 — 1-T / Offset (2 3:2 folder 11 units 10 reels); Offset — 22; Letterpress (direct) — 40; pasters — 18-G, 25-H, 20-T.

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Outstanding Texas Communicator, 1980, by Texas  
Women in Communications  
Outstanding Dallas Journalist by Society for  
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Dallas Press Club Katie Award, indepth  
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Associated Press Managing Editors sweepstakes  
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reporting  
Former panelist "This Week" on Channel 13,  
"Reporter's Roundup" on Channel 8  
St. Michael School, former board member  
Hillcrest High School, former PTSA board

LEVEL 1 - 1 OF 3 STORIES

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ADWEEK

September 9, 1985, Southwest Edition

SECTION: SOUTHWEST PROFILES; Other

LENGTH: 275 words

BODY:

The American Marketing Association San Antonio Chapter has announced the appointments of committee chairmen for the 1985-86 term. The following have been appointed: Elaine Spalding, programs and special events; Joel Saegert, Austin-San Antonio meeting; Steve Spears, marketing roundtables; and Ken Braswell, marketing person/firm of the year award.

Jeff Moyers, educational services coordinator for The Dallas Morning News, has been elected to serve a one-year term as chairman of the Texas Newspaper-in-Education Advisory Board.

Sherman R. Frederick has been promoted to manage the Alamogordo (New Mexico) Daily News. Nancy Miller has been named general manager of the Henryetta (Oklahoma) Daily Free-Lance and Marilyn Gibbs has been named general manager of the Wewoka (Oklahoma) Daily Times. All three of the newspapers are owned by the Donrey Media Group.

Ralph Langer, executive editor, and Carolyn Barta, viewpoints editor, of The Dallas Morning News have been elected officers of the Press Club of Dallas for the 1985-86 year. Bill Evans, managing editor of The Dallas Morning News, has been elected to the governing board of the press club.

Beth Brannon has been named sales representative for the Dallas-based typography company, TypeDallas Incorporated.

J. Alfred Washington, president of the agency Focus Communications Group, has been appointed to the newly-established Advisory Council of Small Business and Agriculture by the Federal Reserve Bank of Dallas. The Advisory Council was formed to improve communications between the Fed and small businesses and agriculture.

LEVEL 1 - 2 OF 3 STORIES

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AUGUST 15, 1984, WEDNESDAY

DISTRIBUTION: TO CITY/NEWS DESKS

LENGTH: 284 words

HEADLINE: C-SPAN TO FILM DOCUMENTARY ON THE DALLAS MORNING NEWS

DATeline: DALLAS, AUG. 15, 1984



@ 1984 Southwest Newswire, AUGUST 15, 1984

BODY:

AS PART OF ITS REPUBLICAN NATIONAL CONVENTION COVERAGE, CABLE SATELLITE PUBLIC AFFAIRS NETWORK (C-SPAN) WILL PRODUCE A 3-HOUR DOCUMENTARY ON THE DALLAS MORNING NEWS SHOWING HOW A LARGE, DAILY METROPOLITAN NEWSPAPER PLANS COVERAGE OF A NATIONAL POLITICAL CONVENTION BEING HELD ON ITS HOME TURF.

THE PRODUCTION, "A DAY IN THE LIFE OF THE DALLAS MORNING NEWS," WILL BE AIRED ON LOCAL CABLE SYSTEMS FRIDAY, AUGUST 17, 5 TO 8 P.M.

C-SPAN WILL FILM A BUDGET MEETING, DISCUSSIONS WITH POLITICAL WRITERS AND EDITORS AND PHOTOGRAPHERS, AS WELL AS INTERVIEWS WITH TELEVISION CRITIC ED BARK AND COLUMNIST MARYLN SCHWARTZ.

THE BROADCAST WILL BE PRECEDED AT 4 P.M. BY A LIVE INTERVIEW WITH JIM WRIGHT, EDITORIAL PAGE EDITOR, WHO, ALONG WITH HOST CARL RUTAN, WILL ANSWER QUESTIONS FROM VIEWERS ACROSS THE COUNTRY.

SIMILAR LIVE CALL-IN INTERVIEWS WILL BE HELD WITH BURL OSBORNE, SENIOR VICE PRESIDENT AND EDITOR, AND CAROLYN BARTA, ASSISTANT TO THE MANAGING EDITOR/POLITICAL AFFAIRS. OSBORNE'S INTERVIEW WILL IMMEDIATELY FOLLOW AT 8 P.M. ON SUNDAY, AUGUST 19, AT 10 A.M., MS. BARTA WILL DISCUSS THE GOP CONVENTION, WHICH BEGINS THE FOLLOWING DAY.

THE DOCUMENTARY AND OSBORNE'S AND WRIGHT'S INTERVIEW WILL BE REBROADCAST ON SUNDAY, AUGUST 19, NOON TO 5 P.M.

C-SPAN IS A NON-PROFIT COOPERATIVE OF THE CABLE SATELLITE INDUSTRY, AND IS THE ONLY TELEVISION NETWORK THAT AIRS BOTH THE DEMOCRATIC AND REPUBLICAN NATIONAL CONVENTIONS GAVEL TO GAVEL.

IN JULY, C-SPAN AIRED "A DAY IN THE LIFE OF THE OAKLAND TRIBUNE" AND "A DAY IN THE LIFE OF THE SAN FRANCISCO CHRONICLE" AS PART OF ITS DEMOCRATIC CONVENTION COVERAGE.

CONTACT: LOUISE GLICKMAN, MARKETING PLANNING MANAGER, DALLAS MORNING NEWS, 214/745-8353.

LEVEL 1 - 3 OF 3 STORIES

Copyright © 1983 U.S. News & World Report

November 28, 1983

SECTION: Close-Up of America; Pg. 80

LENGTH: 1750 words

HEADLINE: A Booming Dallas Emerges 20 Years After JFK's Death

BYLINE: By KENNETH R. SHEETS

DATeline: DALLAS

HIGHLIGHT:

By facing up to "that awful day," "Big D" set a course toward tolerance

@ 1983 U.S. News & World Report, November 28, 1983

and maturity. Now the city has grand plans that show its faith in the future.

**BODY:**

The bullet that altered the course of the nation's history changed a city, too.

In the days of grief and shock after the assassination of President John Kennedy on Nov. 22, 1963, Dallas was reviled throughout the world as the 'city of hate' -- a bastion of self-righteous intolerance and lunatic politics that somehow was responsible for placing Lee Harvey Oswald at a sixth-floor window of the Texas School Book Depository as the presidential motorcade passed below.

Many civic leaders feared Dallas would never recover from what they still call 'that awful day.' But the assassination prodded the city into some soul-searching that has helped push Dallas into the mainstream of American life.

Today, 20 years later, 'Big D' is back -- more confident, sophisticated and, many believe, a more civilized place than it was in 1963. Observes Robert Strauss, the Washington lawyer who still calls Dallas his home despite longstanding differences with the local Establishment: 'Dallas still is a very conservative city dominated by the business community. But the conservatism is more responsible than it was 20 years ago. The kookiness is gone, and the city is more tolerant of other viewpoints.'

**A Time of Self-Doubt**

One sign of Dallas's growing maturity is the willingness to confront the fact of the assassination and the climate that existed here in 1963. Business and civic leaders no longer try to ignore the tragedy and have become less defensive when it is mentioned.

The city prepared to mark, on November 22, the 20th anniversary of the assassination with a simple ceremony at the Kennedy Memorial, a plaza designed by architect Philip Johnson two blocks from the site of the assassination. The nonpartisan ceremony, sponsored by the local Democratic Party, has been held each year for the past 20 years, but this is the last time. Future observances will honor Kennedy's birthday on May 29.

At one point, the Texas School Book Depository -- where the Warren Commission said Oswald fired the fatal shots -- was in danger of being razed by a community trying to forget what it represents. The red-brick building overlooking the famed 'triple underpass' now is owned by the county, and a local group is trying to raise 3 million dollars for an exhibit that would be open to the thousands of people who visit the assassination site each year.

The Dallas Morning News, once a right-wing newspaper that fanned local hatred for President Kennedy and liberals in general, published a special section on November 20 that thoroughly examined Dallas's role in the assassination, the impact it had on the city and the changes that have taken place in the past two decades. Says Carolyn Barta, a News assistant managing editor who headed the special section: 'Dallas now recognizes that it cannot sweep the Kennedy assassination under the rug. It happened here; it's part of our history and cannot be ignored.'

The New York Times  
The Washington Times  
The Wall Street Journal  
The Christian Science Monitor  
New York Daily News  
USA Today  
The Chicago Tribune  
*DALLAS NEWS TX*  
Date *19 JAN. 1987*

## EDITORIALS

# IRAN ABUSE

### Torture victims reveal the improbity of arms sale

A recently disclosed CIA memorandum finally offers some insights into the National Security Council's motives for the Iranian arms deal. The memo written by CIA Director William Casey is purported to disclose that that trade of arms for hostages was to be cloaked in the guise of trying to create an opening with Iranian moderates.

Vice Adm. John Poindexter and Lt. Col. Oliver North probably realized that in selling arms to the ayatollahs they were bolstering the slipping power base of the religious fanatics. Surely, they would have known that they would have had to reach outside of Ruhollah Khomeini's regime for true elements of moderation. But apparently they didn't care.

One of the most damning revelations about the Khomeini regime and thus the improbity of the arms deal comes in the testimony of three Iranian torture victims who visited the United States recently to tell their story. In escaping from prison, they were spared the fate of the nearly 50,000 Iranians who were tortured and executed. Uninhibited in revealing her deformities, one young woman of 25 described how she had been whipped so severely with electric cables that the soles of her feet had to be reconstructed with skin from her thighs, an ovary had to be surgically removed, her ear-

drum was permanently damaged from blows to the head, and she still suffers the effects of hemorrhaging in her kidney. Another woman in her 20s, who survived psychological torture and confinement in a 3½-foot-square cell while blindfolded, suffered permanent impairment of vision, a severed intestine and torn rib cage from the beatings. She also was forced to watch her husband being executed.

Members of the Iranian Majlis, including the bogus moderates whom North met during his secret trip to Tehran, attended these torture sessions, which according to the regime's prosecutor was "an obligatory act of the righteous." Some, like Majlis member Hadi Ghaffari, reportedly raped teenage girls before these young prisoners were put to death.

The accounts of these victims are a scalding portrayal of political depravity in Iran, which tracks with the evidence being uncovered by Amnesty International and other international human rights agencies.

The United States should be deeply disturbed by these accounts of torture. But it should also feel called upon to act by identifying and nurturing the true moderates, the democratic elements among the anti-Khomeini groups gaining support within Iranian society.

The New York Times  
The Washington Times  
The Wall Street Journal  
The Christian Science Monitor  
New York Daily News  
USA Today  
The Chicago Tribune  
*DALLAS NEWS TX*  
Date *22 JAN 1987*

# SPY GAP

## Lack of intelligence information damages U.S.

The statement by Robert McFarlane that the United States had virtually no independent intelligence information on Iran before the ill-fated arms deal indicates the alarming state of affairs in that vital part of policy-making.

Nor was McFarlane alone in that opinion: Members of Congress investigating the affair have said they see the lack of independently gathered intelligence data, and the resulting dependence on Israeli sources, as a major cause of the mess. It is a problem that has been around for a while — too long, in fact, for a nation that lives in a dangerous world.

The most obvious cause of the breakdown in U.S. intelligence was the Watergate era, in which it became the thing to do to expose (and therefore disable and dismantle) much of the intelligence-gathering system. But our society has an aversion to the spy business that goes back much farther; it is a business, heaven knows, at which we have never shown much natural talent.

Be that as it may, no nation, certainly no superpower, can live in the arena of global politics without an independent system for gathering and evaluating intelligence information. It cannot, at any rate, expect to live

for very long in such a state of heedless ignorance.

It may be true that bad judgment was as much at fault for the Iran blunder as poor intelligence, but that hardly argues against the need to find better ways of getting the facts for ourselves. Any policy that must be devised without accurate, dependable information for the policy-makers to go on is a policy with two strikes against it from the beginning.

William Casey had made a start in rebuilding the system before he was struck down by cancer. It is time to continue the process, name a vigorous successor to Casey and get on with the job of putting this country back into the front rank as it once was.

Should that successor be a trusted associate of the president's who can be depended on to carry out partisan themes while directing the intelligence operations? Or should that successor be a professional manager who will build a quality service and let the political chips fall where they may? For the agency's sake, it would help to keep the partisan politics on Capitol Hill and find someone who can concentrate on building an intelligence agency that knows what's going on.

The New York Times  
The Washington Times  
The Wall Street Journal  
The Christian Science Monitor  
New York Daily News  
USA Today  
The Chicago Tribune  
DALLAS NEWS TX  
Date 31 JAN. 1987

## EDITORIALS

# IRAN REPORT

### Senators' work provides a good foundation

Although the just-released Senate Intelligence Committee report on the Iran-contra affair draws no firm conclusions about the underlying reasons for the foreign policy debacle, it still should provide a useful guide for the more extensive congressional investigations that are getting under way.

The report, which is the product of an inquiry by the Senate panel last year, reveals few new episodes in the sale of arms to Iran and the attempted diversion of some of the profits to the Nicaraguan rebels. But the report does serve an important purpose in providing a more detailed description of what already has been reported by others. And it spells out several significant questions about the affair that still need to be answered.

The Intelligence Committee's findings are something of a double-edged sword for President Reagan. The administration no doubt was eager to have the panel's work made public, because it knew the panel did not turn up any direct evidence indicating that the president approved — or even knew of — the diversion of funds to the *contras*. But the report did uncover evidence that openly calls into question Reagan's longstanding assertion that he was not attempting to trade arms for the release of the U.S. hostages in Lebanon.

Just as troubling, the Intelligence Committee found that administration officials routinely lied to one another and to Congress. Testimony before the panel, for example, portrays CIA Director William Casey as misleading both former National Security

Adviser Robert McFarlane and the senators themselves.

Unfortunately, the report is far from a complete document. The lack of cooperation from key players such as Lt. Col. Oliver North and Vice Adm. John Poindexter produced some gaping holes in the committee's



findings. Yet by acknowledging its shortcomings and pointing to the unresolved issues itself, the Intelligence Committee in effect has defined the task facing investigators for the House and Senate select committees.

Those unanswered questions include: To what extent did private individuals participate in the arms sales and the diversion of funds to the *contras*? Why would the administration use private citizens instead of government officials in implementing foreign policy? Who within the administration approved the diversion of funds? Where did all of that money end up? Were any laws broken in the process? And most important of all, why was any of this done in the first place?

One thing is for sure already, however: The congressional investigators have their work cut out for them. The inquiry by the Intelligence Committee underscored some serious problems in the nation's foreign policy apparatus. And the sooner that those shortcomings can be corrected, the better.

# CIA faulted on Iran

## Nominee criticizes not telling Congress

By Richard Whittle

Washington Bureau of The News

WASHINGTON — Robert Gates, the deputy CIA director nominated to head the spy agency, told the Senate Intelligence Committee on Tuesday that the CIA should have fought a White House order to conceal the Iran arms sales from Congress.

"The CIA made an error in not pressing to reverse the directive . . . of the operation began to string February 1986," Gates acknowledged under intense and critical questioning. "The entire undertaking was a unique activity that we are all determined not to repeat."

Pressed on the issue by Sen. Lloyd Bentsen, D-Texas, Gates declared that he would "contemplate resignation" as director of central intelligence if the president ever refused for more than a few days to let him inform Congress of a covert operation after it had begun.

But the 43-year-old career intelligence analyst — who would be the youngest CIA director in history if confirmed by the Senate to replace former CIA chief William Casey — defended his failure last fall to tell the committee of CIA suspicions that Iranian arms-sale profits had been diverted to the Nicaraguan *contras*, as the rebels are known.

Before Attorney General Edwin Meese disclosed the Iran-*contra* connection Nov. 25, Gates testified, "I regarded what little information I had as worrisome, but extraordinarily flimsy."

Gates also reiterated that, as he said Dec. 4 in closed-door testimony before the Intelligence Committee, the CIA "actively shunned" information about funding for the *contras* during the period Congress had

DALLAS NEWS (TX)

18 February 1987

barred direct U.S. involvement with the rebels.

According to a transcript of his Dec. 4 testimony, which was released Tuesday by the committee, Gates said, "We actively discouraged people from telling us things. We did not pursue lines of questioning."

Democrats and Republicans alike repeatedly criticized Gates for failing to act more forcefully on what he knew, saying the affair had revived longstanding distrust between Congress and the executive branch over intelligence oversight. Gates pledged to seek improved cooperation in the future.

Much of the questioning during the daylong open hearing centered on why Gates and Casey, 73, who resigned after surgery for a brain tumor in December, failed to investigate thoroughly after learning in early October that the Iranian money might have been diverted.

Rather than inform Congress, the Justice Department or the President's Intelligence Oversight Board, Casey and Gates took their information to then-National Security Adviser John Poindexter, who resigned on the day that Meese revealed the Iran-*contra* link.

"Were I to confront similar circumstances again, I think I would be more aggressive in raising questions," Gates said.

It was unclear whether Gates' actions had persuaded any members of the committee to vote against him for CIA director. But Sen. David Boren, D-Okla., the committee chairman, said Gates would face further questioning in closed session and a vote would await release of a report on the Iran affair by the presidential board headed by former Sen. John Tower, R-Texas.

The report is due next week. Boren said the panel was withholding its vote to see whether the Tower board, which last week gained access to National Security Council backup computer files, had uncovered any new information about the role Gates and the CIA played in the Iran affair.

Gates said the CIA's top Middle East intelligence officer had told him on Oct. 1 that he suspected funds were being diverted from the operation, which was run by the National Security Council staff out of the White House using American

and Iranian middlemen to ship the weapons and handle the money.

The officer's "speculation," as Gates called it, was based on evidence that Iran had been overcharged on its purchases of anti-tank and anti-aircraft missiles and that the private citizens involved in the Iran deals also were involved in private *contra* aid efforts.

Gates said he took this information to Casey on Oct. 7 — the same day New York businessman Roy Furmark, a former law client of Casey's — warned the CIA chief that middlemen who had financed the Iran deals were "unhappy" because they had lost money and they might reveal the operation's existence.

On Oct. 9, Gates and Casey had lunch with Marine Lt. Col. Oliver North, the national security aide who was fired for his role in the Iran-*contra* affair, and North made a "cryptic remark" about "Swiss (bank) accounts and the *contras*," Gates testified. But Gates said neither he nor Casey pursued the remark.

One reason they handled the matter as they did, Gates said, was that the CIA had "tried to build in a buffer" between itself and the private *contra* aid network because Congress had banned CIA aid to the rebels in 1984 and kept tight restrictions on agency contact with them in 1985.

Gates also told the committee that the Iran operation and Central America were matters to which Casey paid more attention under an "informal division of labor."

Noting that President Reagan had signed an order on Jan. 17, 1986, that specifically forbade the CIA from reporting the Iran operation to Congress, Gates also said that with no hard evidence of illegality, he had been under no obligation to pass on the CIA's suspicions to Congress or other authorities.

Sen. William Cohen, R-Maine, told Gates after five hours of questioning that he believed Gates failed to press the matter because he was an "ambitious young man" who, having become deputy director of central intelligence only last April, was "the new kid on the block."

Continued

DALLAS NEWS (TX)  
19 February 1987

# CIA nominee labels Iran policy 'a bad idea'

By Richard Whittle

Washington Bureau of The News

WASHINGTON — Robert Gates, President Reagan's nominee to succeed William Casey as CIA director, testified Wednesday that he told Casey last September that the secret U.S. arms deals with Iran should be stopped.

"I told the director that I thought the entire activity should be called off immediately and the whole policy was a bad idea," Gates told the Senate Intelligence Committee during his second day of confirmation hearings. Gates said he made the remark after two more Americans were kidnapped in Beirut.

Sen. Arlen Specter, R-Pa., who is regarded as Gates' chief critic during the days of confirmation hearings, charged him with contradicting his testimony during a closed session with the panel on Dec. 4. In that session, Gates said he never told his superiors that the Iran arms sales were "bad policy."

Gates responded that his Dec. 4 testimony had been hastily prepared and was in error on that point. He said that in preparing for his confirmation hearings he had been reminded by a CIA officer of his September remarks to Casey.

After the hearing, Gates was asked by reporters how Casey — widely viewed as backing the policy of trading arms for hostages and trying to open relations with Iran — responded when Gates told him the policy was "a bad idea."

"Let me just say that I think the director was not necessarily as enthusiastic as he may have been portrayed in the media," Gates said.

Specter also accused Gates — the CIA's No. 2 official and acting director since Casey, 73, underwent surgery for a cancerous brain tumor in December — of trying to "distance yourself" from "skimpy, scanty . . . really misleading testimony" that Casey gave the panel on the Iran arms affair last Nov. 21. In that testimony, Casey did not tell the com-

mittee that he had learned that some of the profits from the Iran arms sales had been diverted to the Nicaraguan rebels, known as *contras*.

Gates acknowledged that he ordered the drafting of Casey's testimony, but he told the committee on Dec. 4 that he was in the Middle East during much of the time Casey's remarks were being prepared. He also said the testimony was necessarily incomplete because the CIA was still gathering facts on its role in the National Security Council operation when Casey testified.

Sen. William Cohen, R-Maine, who is the panel's vice chairman, declared at the end of the hearings that "no new information" had been gathered in the grilling of Gates and that he would "guess" that Gates would be confirmed by the Senate as the CIA's 14th director.

Sen. David Boren, D-Okla., the committee chairman, said the panel would vote on Gates' nomination after a closed hearing to be held in two weeks, after release of a report on the scandal by the commission headed by former Sen. John Tower, R-Texas. Boren refused to predict whether Gates would be confirmed.

Gates, who at 43 would be the youngest CIA director in history, told the committee that as director he would strongly resist any future attempts to bypass regular procedures for covert operations by using the National Security Council or other agencies.

"I would not tolerate the NSC being involved in operational intelligence activities," Gates pledged. "One of the most important lessons of this affair is the dangers of allowing people who are not in CIA and who do not know how to do these things carry out these activities."

In their questioning Wednesday, Specter and Sen. Bill Bradley, D-N.J., focused on why the CIA failed

to inform Congress that an air transport company it secretly owned had been used in late November 1985 to fly a shipment of 18 anti-aircraft missiles, identified as "oil drilling equipment," from Israel to Iran.

After Jan. 17, 1986, the CIA was barred by an order, or "finding," signed by Reagan from reporting the Iran operation to Congress — but no such finding existed when the November 1985 flight was made.

Gates said he had no direct knowledge of how the November 1985 flight was handled because at the time he was in charge of the CIA's analytical staff and had no responsibility for operations.

Specter argued that "the Intelligence Committee should have been informed that a covert activity had been undertaken without a finding."

Gates said that, as acting director, he had told the CIA's director of operations that no such activity is to be undertaken in the future without a presidential finding to authorize it in advance.

"It will be in writing soon," Gates said of his order.

2

"You basically didn't want to rock the boat," Cohen said. "You're not prepared to lay your career on the line for a program you didn't have much to do with."

After further discussion, Gates conceded that, "I didn't want to challenge the program."



The New York Times .....  
 The Washington Times .....  
 The Wall Street Journal .....  
 The Christian Science Monitor .....  
 New York Daily News .....  
 USA Today .....  
 The Chicago Tribune .....  
 DALLAS NEWS (TX)  
 Date 29 FEB 1987

## EDITORIALS

# WHAT NEXT?

### Tower report isn't the last word on affair

The Tower commission's scathing critique of the White House's handling of the Iran-contra affair is by no means the end of the matter. It simply can't be. There still is too much unfinished business requiring the president's and Congress' attention.

■ For starters, President Reagan must respond to the commission's damning conclusions and go much further than he has previously in accepting the blame for the Iran-contra debacle. He needs to admit in his address to the nation Wednesday — if not sooner — that he made serious mistakes.

■ At the same time, the president needs to change the detached leadership style he has followed for six years and to install advisers who will brief him on all White House operations. He has made an excellent start by replacing chief of staff Donald Regan with Howard Baker.

The former Senate majority leader should buy the president a lot of credibility with both Congress and the public. As a key player in the congressional inquiry of the Watergate affair, Baker enjoys a wide reputation for getting at the truth and doing what is right, regardless of the consequences.

The time also may be ripe for a Cabinet shakeup. With two years remaining in Reagan's presidency, there still is plenty of time for the administration to pursue its agenda. The president shouldn't have to put up with advisers whose only objective at this point is to serve out their terms.

■ The Tower commission's findings provide a good foundation for the work of the



congressional committees investigating the Iran-contra affair. Above all else, those panels need to find out what happened to the money from the arms sales to Iran. If the *contras* didn't get it, who did?

Unlike the commission, the congressional investigations can issue subpoenas and compel witnesses to testify by granting them immunity from prosecution. But the committees shouldn't let anyone off the hook too quickly — especially key players like Lt. Col. Oliver North and Vice Adm. John Poindexter, who apparently deceived other advisers and the president himself.

■ The Tower commission's report also raises the possibility that some high-ranking officials broke laws in both the Iran arms sale and the diversion of funds to the *contras*. The independent counsel, Lawrence Walsh, needs to determine whether there was any criminality and, if so, to prosecute.

■ And finally, the Senate should delay confirming Robert Gates as CIA head until it is convinced that he didn't help tailor the agency's assessment of Iran to fit the needs of White House policy-makers. As the Tower commission has noted, the CIA can't let political judgments influence its analysis.

The president no doubt would like to put the Iran-contra debacle behind him and to get on with other business as quickly as possible. But that just isn't going to happen, at least not until he faces up to the magnitude of the crisis and acts to correct the weaknesses in himself and his administration.

DALLAS MORNING NEWS (TX)  
12 April 1987

# Ex-agent recounts 'game' of spying

## Former CIA Havana operative finds recent U.S. indignation hypocritical

By Richard Whittle

*Washington Bureau of The News*

WASHINGTON — Melvin Beck is 73 and retired today, but back in 1960 he was working under "deep cover" for the CIA in Havana. That leaves him especially bemused by the furor over Soviet "bugging" of the U.S. Embassy in Moscow.

"In Cuba, I tried to bug the Soviet embassy," said Beck, whose exploits in Cuba and Mexico as a CIA spy during the 1960s were grudgingly confirmed as authentic by other retired CIA men.

Beck finds hypocrisy in the outrage expressed by President Reagan, Secretary of State George Shultz and other U.S. officials at apparent Soviet efforts to plant eavesdropping devices in the U.S. Embassy in Moscow.

"They're being very self-righteous about it," he said, "but it's just nonsense, because this is the name of the game, and it always has been."

The "game" is espionage, and no one denies that the United States, like other world powers, has always been a player. But in the past week, officials from Reagan on down have contended that the Soviets went beyond the rules in Moscow.

"I intend to say to the Soviets that they can't expect to continue, incessantly, massively, to work to create a hostile environment for our people overseas without cost to themselves and to their relations with us," Shultz declared before departing for long-planned arms talks in Moscow this week.

Others say the Soviet use of women to compromise Marine guards at the U.S. Embassy is a departure in espionage immorality. But Beck and other intelligence veterans say such indignation is unfounded at best, at worst disingenuous.

"It shouldn't be a surprise to anyone that all major powers engage in espionage when they can," said David Atlee Phillips, who retired from the CIA in 1975 as head of its Latin America operations.

"Certainly the record indicates

that the United States has done it just as the Soviet Union has," Phillips said. "Morality for intelligence officers might be quite firm at home. But once beyond the two-mile limit, there's a debatable position with morality and personal ethics to get the job done."

It was during the early days of Fidel Castro's Cuba that Beck, Phillips' former colleague, was ordered to ferret out in advance where the Soviet Union would locate its new embassy in Havana, then hide electronic devices inside so the CIA could eavesdrop on the Russians.

After some "research," Beck recalled from his home in a Washington suburb, he and his CIA colleagues decided a Havana hotel was the likely site.

"We cased the joint," Beck said. "Found out there was a very lovely room at the top of this hotel, the penthouse. We decided that would probably be the ambassador's office and where meetings of the KGB and other senior officials would be held. So the object of the exercise was to bug this room."

To get into the penthouse before the Soviets moved in, Beck and his peers rented a room in the hotel and staged a party. During the fiesta, a local CIA agent and two technicians from the CIA's Langley, Va., headquarters sneaked upstairs and into the penthouse with a skeleton key and planted bugs in the ceiling.

"We thought we were set for the day when the Soviets would occupy that site," Beck said. But then, he said, "almost the impossible happened."

The Soviets chose another location, in a Havana suburb. Beck found out about it one Saturday morning when a Cuban electrician sent out to look over the prospective embassy chanced to knock on the door of Beck's home — a house in the same suburb — by mistake.

"He asked me in Spanish, 'Is this the Soviet Embassy?' I knew then that the other location was out, and it was much too late to do anything about it," Beck said. "Out of all the

people in Havana, he came to my door."

As for morality in espionage, he recounted with amusement how later in his career, when he was working in Mexico City, "I also tried to entrap a Soviet code clerk at their embassy by putting a prostitute in his way."

Beck and other CIA officers got as far as hiring a prostitute from Vera Cruz and renting an apartment for her in Mexico City, where she was to lure the Soviet code clerk. The CIA men would then photograph him in compromising acts.

"We had this operation rolling," Beck said, "but then the prostitute chickened out."

The Soviets, apparently, were more successful in Moscow, where two Marine guards allegedly were so thoroughly seduced by Soviet women that they not only allowed Soviet agents into the embassy but escorted them as they spied.

The shock of those charges has focused new and intense attention on equally embarrassing suspicions that the Soviets were given the opportunity to bug the new U.S. Embassy office building, or chancery, during construction.

Concrete parts of the chancery were fabricated by the Soviets at a site where no U.S. personnel were allowed to inspect the work.

"No one can explain to me the logic of it," said John Ziolkowski, an aide to Sen. Richard Lugar, R-Ind. With two other Senate aides, Ziolkowski studied the new embassy and reported on its massive construction and security problems last September — months before the issue came into public focus.

The reaction to the security breaches has been loud and angry in Congress.

During a hearing last week on FBI Director William Webster's nomination to head the CIA, Sen. Ernest "Fritz" Hollings, D-S.C., said U.S. law carries a penalty of up to 10 years in prison and a fine of up to \$10,000 for officials who allow gov-

Continued

ernment secrets to be compromised through "gross negligence."

Hollings said that law should be applied to Arthur Hartman, who in early March completed five years as U.S. ambassador to Moscow, and Frederick Mecke, who as the State Department's regional security officer in the Soviet Union was in charge of managing the Marine guards in Moscow and Leningrad.

"If you really want to get security in the embassies around this world, you nail an ambassador and a regional security officer and you won't have to worry about the Marines and whether they're married or old or nude or what," Hollings said.

"How nice," Hartman replied grimly when informed by telephone of Hollings' view. "I don't doubt that we all have faults in this situation. Things went wrong, that's quite clear. But I think it's more important now to find out what went wrong and to correct those things."

The administration already has begun three special studies of the Moscow security situation. If the new embassy is deemed too riddled with bugs to use, Reagan has pledged to demolish it.

The \$192 million, 10-acre complex, including red-brick residences and amenities for the 200-plus U.S. Embassy personnel in Mos-



Ernest Hollings



William Webster

cow, was begun in the 1970s under a U.S.-Soviet agreement on construction methods signed in 1972. All fa-

cilities other than the chanceries at both compounds are completed and in use.

Ziolkowski said the agreement provided that the U.S. facility would be built by Soviet methods and workers while an American firm built the Soviet facility. A team of 40 to 50 U.S. Navy Seabees construction experts monitored the work as the Soviets put together the U.S. complex.

But Ziolkowski said the fatal State Department error was to accept parts of the eight-story building, such as columns and beams, that were fabricated away from the construction site where the Seabees were not allowed to go.

"I said to the State Department people, 'Did it ever occur to you that this could happen?' They seemed happily ignorant about that," Ziolkowski said. "I can't blame the Russians. They saw a good chance and they took it."

**GERO, JAMES FARRINGTON**, defense electronics company executive; b. Cohoes, N.Y., Jan. 18, 1944; s. Charles Edward and Marion Adelaide (Farrington) G.; m. Catherine Adeline Matava, Dec. 22, 1967. B.S. in Biology, Chemistry, SUNY, N.Y.C., 1968; M.B.A. in Mgmt., Fin., U. New Haven, 1975; M.A. in Strategic Planning and Futures Forecasting, Fairleigh Dickinson U., 1980. With Allied Corp., Morristown, N.J., 1968-84, gen. mgr. optical products, 1979-80, v.p., gen. mgr., 1980-84; pres., chief operating officer Varo, Inc., Garland, Tex., 1984-85, dir., pres., chief exec. officer, 1985—; dir. RepublicBank Garland. Author numerous bus. papers. Mem. Am. Electronics Assn. (dir. 1985—), Am. Def. Preparedness Assn., Assn. Old Crows, Assn. U.S. Army, Republican, Methodist. Home: Anna Cade Rd PO Box 38F-4 Rockwall TX 75087 Office: Varo Inc 2203 W Walnut St PO Box 461426 Garland TX 75042

LEVEL 1 - 1 OF 5 STORIES

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February 18, 1987, Wednesday

DISTRIBUTION: Business Editors

LENGTH: 828 words

HEADLINE: VARO; (VRO) Varo Inc. reports financial results

DATeline: DALLAS

BODY:

Varo Inc. (NYSE:VRO) Wednesday reported 1987 third-quarter earnings per share of 10 cents, compared to 20 cents per share from continuing operations for the 1986 third quarter.

James F. Gero, chief executive officer and president, said the company expects to report "in excess of 50 cents per share" for the fourth quarter ended April 30, 1987, and meet its goal of more than doubling its 1986 earnings per share of 38 cents.

Revenues for the year ended April 30, 1987 should increase by approximately 25 percent over fiscal 1986's \$75.4 million.

For the nine months ended January 31, 1987, Varo earned 27 cents per share, compared to 25 cents per share from continuing operations for the comparable period of fiscal 1986. Revenues for the nine months were \$56.3 million, compared to \$53.1 million for the first nine months of fiscal 1986.

"We will experience a significant increase in revenues in the fourth quarter of fiscal 1987, resulting from missile launcher shipments and night vision equipment shipments under the U.S. Army's omnibus procurement contract," Gero said. "Historically, the nature of Varo's contracting business causes these significant quarter-to-quarter fluctuations, resulting in erratic quarterly performance.

"However, the company's increasing volume of production and delivery on more than \$300 million in U.S. Army omnibus orders for night vision equipment should help smooth out these peaks and valleys in coming years. But as long as we are involved in missile launcher contracting and similar businesses, we will always be subject to these fluctuations," Gero said.

During the third quarter, Varo delivered \$7.9 million in Army night vision equipment, and also completed delivery on \$2 million in night vision contracts for foreign countries. The company delivered an additional \$2 million in automatic test equipment for missile launcher systems.

Varo's funded backlog at Jan. 31, 1987 was \$166.1 million, of which approximately 50 percent will be shipped over the succeeding 12 months. This compares to a Jan. 31, 1986 backlog of \$94 million from continuing operation. Since the close of the third quarter, Varo announced an order for \$5.6 million in LAU-7 Sidewinder missile launchers for the U.S. Navy.

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Headquartered in a Dallas suburb, Garland, Varo is a manufacturer of night vision systems with military and commercial applications, guided missile launcher systems, high-reliability power supplies, metal optics and electro-optical systems and subsystems.

\*T

For the three months ended January 31,  
(dollars in thousands except per share, unaudited)

	1987		1986	
	Amount	Per share	Amount	Per share
Revenues	\$19,820		\$19,325	
Earnings from continuing operations	408	\$ .10	903	\$ .20
Loss from discontinued operation	--	--	(2,625)	(.59)
Net earnings (loss)	\$ 408	\$ .10	\$ (1,722)	\$ (.39)
Weighted avg. number of shares outstanding	4,276,000		4,440,000	

For the nine months ended January 31,  
(dollars in thousands except per share, unaudited)

	1987		1986	
	Amount	Per share	Amount	Per share
Revenues	\$ 56,337		\$53,120	
Earnings from continuing operations	1,161	\$ .27	1,142	\$ .25
Loss from discontinued operation	--	--	(3,160)	(.70)
Net earnings (loss)	\$ 1,161	\$ .27	\$ ( 2,018)	\$ (.45)
Weighted avg. number of shares outstanding	4,345,000		4,480,000	

\*T

Contact: Varo Inc., Dallas  
Jim Gero, 214/487-4101  
By  
The Engleman Co. Inc., Dallas  
Bob Schwaller or Mike Engleman, 214/691-4161  
800/527-5201 (outside Texas)

LEVEL 1 - 2 OF 5 STORIES

PR Newswire

PR Newswire, February 18, 1987

February 18, 1987, Wednesday

DISTRIBUTION: TO BUSINESS DESK

LENGTH: 788 words

HEADLINE: VARO ANNOUNCES RESULTS

DATELINE: DALLAS, Feb. 18

KEYWORD: VARO EARNINGS

## BODY:

DALLAS, Feb. 18 /PRN/ -- Varo Inc. (NYSE: VRO) today reported 1987 third-quarter earnings per share of 10 cents, compared with 20 cents a share from continuing operations for the 1986 third quarter.

James F. Gero, chief executive officer and president, said the company expects to report "in excess of 50 cents per share" for the fourth quarter ended April 30, and meet its goal of more than doubling its 1986 earnings per share of 38 cents.

Revenues for the year ended April 30 should increase by approximately 25 percent over fiscal 1986's \$75.4 million, Varo said.

For the nine months ended Jan. 31, Varo earned 27 cents a share, compared with 25 cents a share from continuing operations for the comparable period of fiscal 1986. Revenues for the nine months were \$56.3 million, compared with \$53.1 million for the first nine months of fiscal 1986.

"We will experience a significant increase in revenues in the fourth quarter of fiscal 1987, resulting from missile-launcher shipments and night-vision-equipment shipments under the U.S. Army's omnibus procurement contract," Gero said. "Historically, the nature of Varo's contracting business causes these significant quarter-to-quarter fluctuations, resulting in erratic quarterly performance.

"However, the company's increasing volume of production and delivery on more than \$300 million in U.S. Army omnibus orders for night-vision equipment should help smooth out these peaks and valleys in coming years. But as long as we are involved in missile-launcher contracting and similar businesses, we will always be subject to these fluctuations," Gero said.

During the third quarter, Varo delivered \$7.9 million in Army night-vision equipment, and also completed delivery on \$2 million in night-vision contracts for foreign countries. The company delivered an additional \$2 million in automatic test equipment for missile-launcher systems.

Varo's funded backlog at Jan. 31 was \$166.1 million, of which approximately 50 percent will be shipped over the succeeding 12 months. This compares with a Jan. 31, 1986, backlog of \$94 million from continuing operation. Since the close of the third quarter, Varo announced an order for \$5.6 million in LAU-7 Sidewinder missile launchers for the U.S. Navy.

Based in a Dallas suburb, Garland, Varo is a manufacturer of night-vision systems with military and commercial applications, guided-missile-launcher systems, high-reliability power supplies,

LEVEL 1 - 1 OF 3 STORIES

PR Newswire

January 16, 1987, Friday

DISTRIBUTION: TO BUSINESS AND ASSIGNMENTS DESKS AND CALENDAR EDITOR

LENGTH: 241 words

HEADLINE: NEWS ADVISORY

KEYWORD: ELECTRONICS ASSOCIATION MEETING IN DALLAS

BODY:

Under Secretary of the Army James R. Ambrose will be in Dallas on Tuesday, Jan. 20, to discuss current issues in military procurement at a Texas Council dinner meeting of the American Electronics Association (AEA).

In a speech entitled "Today's Procurement Policies and Tomorrow's Procurement Plans," Ambrose will examine trends in cost controls, quality control and contract enforcement and its impact on local companies. His speech will begin at 6:30 p.m. at the Sheraton Park Central Hotel located at Central Expressway and the LBJ Freeway. Cocktails and dinner will follow.

Ambrose was appointed Under Secretary of the Army by President Reagan in 1981 and has been responsible for significant changes in the Army's procurement policies and procedures. His efforts have brought about increased discipline in cost controls, contract enforcement and testing rigor.

The American Electronics Association is the nation's largest electronics trade association and has been a leader in the movement to foster U.S. industrial competitiveness. The Texas Council is one of 16 councils nationally. It serves more than 140 electronics manufacturers and software companies throughout the state.

The public is invited. Admission is \$35 for members and \$40 for nonmembers. For reservations, call the AEA at 214-437-9222.

CONTACT -- Mike Engleman or Bob Schwaller of Engleman Company, 214-691-4161, for the AEA.

LEVEL 1 - 2 OF 3 STORIES

PR Newswire

September 16, 1986, Tuesday

DISTRIBUTION: TO BUSINESS DESK AND EDUCATION EDITOR

LENGTH: 523 words

DATELINE: RICHARDSON, Texas, Sept. 16

KEYWORD: TEXAS AEA RAISES \$2 MILLION FOR ENGINEERING FELLOWS

BODY:

RICHARDSON, Texas, Sept. 16 /PRN/ -- The Texas Council of



PR Newswire, September 16, 1986

the American Electronics Association (AEA) today announced that its member companies have achieved a fund-raising goal of \$2 million to benefit and strengthen engineering education programs at the state's universities.

"We are pleased to reach this major goal and look forward to expanding our fund-raising efforts for education in the future," said AEA Texas Council Chairman W. Dal Berry, who also is president and chief executive officer of VMX Inc. in Dallas. "We are especially proud that AEA's Texas Council has more companies participating in this important program than from any of the other 15 AEA councils in the nation's high-tech centers."

More than 60 Texas companies have contributed to AEA's Electronics Education Foundation, which seeks to ease the shortage of engineering faculty at the nation's universities. Texas schools benefitting under the program are Southern Methodist University, Rice University, UT-Austin, UT-Dallas, UT-Arlington, Texas A&M, East Texas State University, North Texas State and Texas Technical University.

The AEA Foundation supports higher education programs in electrical engineering, computer engineering and computer science. Most of the money goes toward fellowship-loans for U.S. citizens who plan to earn a doctorate and teach engineering. A four-year AEA fellowship is worth \$52,000 at a public university, or \$13,000 annually, and \$76,000 at a private university, or \$19,000 annually.

AEA's Texas Council is funding 17 fellowships. Students currently receiving fellowships under the program, along with the university and company sponsor, are: Alexander Domijan Jr., UT-Arlington, Intecom; John M. Stone, UT-Austin, Digital Switch Corp.; Lynda Donnell Payne, UT-Arlington, TDC Defense Systems Group; Richard F. Schindel, UT-Arlington, Summit Electronics; Laurence L. Leff, SMU, Digital Switch Corp.; and Elizabeth Weidman, UT-Dallas, Texas Instruments. Daniel Cooke was sponsored by Electrospace Systems and has completed his doctorate at UT-Arlington. He currently is an assistant professor at Texas Christian University.

The remaining AEA fellowships are sponsored by VMX Inc., AirBorn Inc., Texas Instruments, Rockwell International, Varo Inc., Banctec, Recognition Equipment Inc. and Communications Industries. These fellowships will be awarded to qualified Ph.D. candidates in electrical engineering, computer engineering and computer science by universities designated by company donors.

NOTE: The fellowship students will be honored at an AEA Texas Council dinner meeting tonight at 7 p.m. at the Dallas Sheraton Park-Central. Guest speaker Hans Mark, chancellor of the UT system, will discuss "The Challenge and Chernobyl: Questions for Technologists." Engineering deans and representatives from Texas electronics companies participating in the AEA foundation will attend. Reporters interested in attending should call Joy Mole.

CONTACT -- Jeff Parietti in San Francisco, 415-857-9300, or Joy Mole, 214-437-9222, both of the AEA

LEVEL 1 - 3 OF 3 STORIES

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© 1985 Business Wire, May 8, 1985

May 8, 1985, Wednesday

DISTRIBUTION: Business Editors

LENGTH: 322 words

HEADLINE: AMER-ELECTRONIC-ASSN; Vice President Bush urges reduction in regulatory, tax and budget barriers for U.S. to remain competitive

DATELINE: AUSTIN, Texas

BODY:

In a speech to more than 300 American Electronics Association executives in Austin Wednesday, Vice President George Bush said the United States must reduce regulatory, tax and budget barriers to international trade to remain competitive and encourage innovation. The vice president urged a drive for a strong, free and fair international trading system, elimination of regulatory barriers, a simpler tax program that encourages capital formation, and reduction of the federal deficit through \$300 billion in spending cuts over the next three years. "We want to keep the country number one, in growth, jobs and entrepreneurial energy," Bush told the AEA meeting. "Innovation, whether it's new technologies or new companies, is the the reason the American economy has grown so powerfully in the last several years." Seven of every 10 new American jobs in recent years have been produced by start-up companies less than five years old, the vice president commented. "No other part of the world can match America in entrepreneurship or in the volume of the new technologies," Bush said. "It's this creative quality that we must keep growing to keep America competitive." The luncheon address was made to electronics executives of AEA's Texas Council meeting in Austin. Earlier in the day, the vice president met with William G. Moore Jr., AEA chairman and Recognition Equipment Inc. chairman and CEO; E. E. Ferrey, AEA president; C. Michael Bowen, president and CEO of Intecom Inc.; Rod Canion, president and CEO of Compaq Computer Corp.; and Dan Kingsley, president of the National Venture Capital Association. The American Electronics Association represents electronics and information technology companies throughout the United States. AEA maintains its national headquarters in Palo Alto, Calif.

CONTACT: American Electronics Association, Palo Alto  
John Hatch, 415/857-9300

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...ostering, said the Kistler-Morse vice president for marketing, sales and technical services, also includes

...y pointing out it is critical that marketers know: ■ the customer's needs and desires,



■ ARIZONA MAN OF THE YEAR: AEA's A Tech Man of the Year" award to Burr-Brown left. Brown, in addition to presiding over the Council of Economic Education.

The award presentation, Nov. 18, in Tempe, Ariz., was attended by several electronics executives. Pictured, l. to r., are Bob J. Lillard, Lansdale Semiconductor; Thomas J. Rohlfing, Onitfab; Mirkev Dinnoff, Motorola.

# Texas, Calif. staff named

■ AEA recently named Ed Waldrup member services manager of the association's Texas Council, and John Kennard member services manager of its Los Angeles and Santa Barbara councils.

Kennard and Waldrup are responsible for council management and membership development. Both men report to Tim Elliott, Southern California regional member services director.

Richardson, Texas; he is assisted by Linda Richert.

## Texas sales engineer



■ Ed Waldrup

Waldrup joins AEA from Lambda Electronics, where he served as sales engineer since 1986. He was previously an account manager for Gen-Rad, a sales engineer for Scientific Devices, a subcontract administrator for E-Systems, and a product marketing engineer for Texas Instruments.

Waldrup manages AEA's office in

**1988 Texas Council  
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800 E. Campbell Road, Suite 254  
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Richards, Harris, Medlock  
Southern Methodist University  
Texas American Bank/Dallas  
The MBanks  
The Southwest Venture Ptnrs.  
Trammel Crow Company  
University of Texas at Arlington  
University of Texas at Dallas  
William K. Woodruff & Co., Inc.  
Winstead, McGuire, Sechrest

GATES LUNCHEON, FEBRUARY 16, 1988

TX8406

## MEMBER COMPANIES

1.	AEA	Tim Elliott	
2.		Ed Waldrup	
3.		Linda Richert	
4.	Arthur Andersen		
5.			
6.			
7.			
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11.			
12.			
13.			
14.	ASK Computer Systems	Bill Pockrus	paid
15.	Collmer Semiconductor	Cathi Gorman	paid
16.		Reggie Scheu	paid
17.		Gene Uecker	paid
18.	Coopers & Lybrand	Ellen Masterson	paid
19.		M. Wesley Jordan, Jr.	paid
20.	Datamatic, Inc.	Ken Kercher	
21.	Deloitte, Haskins & Sells	Randy Brown	
22.		Mark Lancaster	
23.		Dennis Horner	
24.		George Asmus	
25.		Bill Buechele	
26.	Electrospace	Jim Lightner	paid
27.		Don Heitzman	paid
28.		Lonnie Roberts	paid
29.		Tom Armstrong	paid
30.		Johnny Berry	paid
31.		Keith Fesmire	paid
32.		Ralph White	paid
33.		Ken Kruse	paid
34.		Margaret Schafer	paid
35.		John Archer	paid
36.		Della Nelson	paid
37.	Gardere & Wynne	Harold Meier	
38.	I-Track Corp.	Shawn Clark	
39.	Jenkins & Gilchrist, P.C.	Renee Lovelace	paid
40.		Tom Blackwell	paid
41.		Bill Kolb	paid
42.		John R. Holzgraefe	paid
43.	MBank/Preston	Rick Rogers	paid
44.	MBank/Dallas	Tom Dalton	paid
45.		Mark Evans	paid
46.	Microcard Tech.	Randy Boyett	paid
47.	Multi-Amp Corp.	R.D. Libbey	paid
48.		D.T. Wells	paid
49.		J.J. Lopicola	paid
50.	Multi-Plate Co., Inc.	Dave Bartley	paid

51.		Richard D. Clough	paid
52.	Nova Graphics Int'l Corp.	Laura J. Kilcrease	paid
53.	guest	Tom Benwell	paid
54.	Rockwell	John McLuckey	
		Pres. Autonetics Elec. Sys.	
55.		Joe Garrett	
		V.P. Mkt. Gov. Affairs	
56.		Jack Cosgrove	
		Pres. Collins Def. Comm.	
57.			
58.			
59.			
60.			
61.			
62.			
63.			
64.	SMU	Dr. Robert R. Fossum	paid
65.	STB Systems	Conrad Masterson	paid
66.	Scientific Comm. Inc.	J.F. Smith	paid
67.		Joe L. Halpain	paid
68.		Bob Crawford	paid
69.	Sterling Software	George Ellis	paid
70.		?	paid
71.	Teledyne Geotech	O. Charles Williams	paid
72.		Gail Bass	paid
73.	U.T. Dallas	Dr. Blake Cherrington	paid
74.	UNUM Life Ins. Co.	Ron Haug	paid
75.	St. Paul Insurance Co.	Clyde Jones	paid
76.		Cindy Wait	paid
77.			

## GATES LUNCHEON, FEBRUARY 16, 1988

TX8406

NONMEMBERS

1.	Addison Marketing Group	John P. Fullingim	
2.	Cuplex	Jeff Ryno	paid
3.	E-Systems (Garland)	Ed Moore	(will bring check)
4.		Chuck Farmer	
		V.P.Gen.Mgr.Garland Div.	
5.			
6.			
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12.			
13.	E-Systems (Greenville)	Charles Wadlington	paid
		Director Tactical Systems	
14.		Ed Mishou	paid
		Program Manager	
15.	ETEC	Larry Broman	paid
16.	GTE	Robert Stromberg	
17.	IBM	Bill Hagen	Aea guest
		Director External Programs	
18.	Lynn Zanville, Inc.	Lynn Zanville	
19.		Emily Barbour	
20.	National FSI	William D. McFarlin	paid
21.	Roach Howard Smith & Hunter	Leroy Howard	paid
22.	Texas Instruments	Jerry Acuff	paid
		Mgr.Corp.Prop.Programs	
23.		Mike Weinstein	paid
		V.P. Corp. Staff	
24.			



CIA LUNCHEON HEAD TABLE, FEBRUARY 16, 1988

1. Gary Jost - Exec. V.P. Collins Communications/Rockwell
2. Jack Cosgrove - Pres. Collins Defense Communications/Rockwell
3. Chuck Farmer - V.P./ Gen. Mgr. Garland Division/E-Systems, Inc.
4. Robert Gates - Deputy Director C.I.A.
5. Jim Gero - President & CEO Varo, Inc. (sit right of Gates)
6. Charlie Williams - President/Teledyne Geotech (sit left of Gates)
7. Dave Bartley - President/Multi-Plate Co., Inc.
8. Ken Kercher - President & CEO/Datamatic, Inc.
9. Mike Kelly - V.P. Human Resources/REI
10. Raymond Marlow - President & CEO/Marlow Industries

# American Electronics Association

# AEA

Atrium Building, Suite 254, 800 E. Campbell Road, Richardson, Texas 75081. Telephone: (214) 437-9222

## TEXAS COUNCIL FACT SHEET

### HISTORY:

The Texas Council of AEA was founded in 1973 by a small group of Dallas electronics executives led by the late Lloyd Lauderdale (E-Systems), Richard Arnett (Teledyne Geotech), and Berry Cash (Mostek). They envisioned an electronics community in Texas that would rival those on the east and west coasts, and sought to provide a focal point for its development.

As their vision unfolded, the Texas Council grew to over 60 member companies by 1980, and has more than doubled in size since. An AEA office opened in Dallas in 1984 to support the council's growing range of programs and services. In 1985, a group of Austin companies began organization of a chapter in the state's capital, and the council launched a full legislative program to represent the interests of electronics companies statewide.

That original vision seems modest in the face of burgeoning electronics communities in the Dallas/Fort Worth Metroplex, Austin, San Antonio, and Houston. AEA's Texas Council will continue to be a forum for interaction, service, and legislative advocacy for the industry that is increasingly vital to the economic well-being of Texas.

### MEMBERSHIP:

AEA's member companies represent the broad spectrum of electronics research and manufacturing in Texas. Companies from all segments of the industry participate, from software to defense, semiconductors to instruments, and telecommunications to computers. Half of the members are small companies with fewer than 150 employees and sales under \$10 million, yet 15 members employ over 1,000 people.

This diversity is typical of a statewide electronics industry which now consists of more than 1,000 companies and produces over \$12 billion in products annually. The industry employs over 150,000 people in Texas, with a payroll over \$3.5 billion. This ranks fourth behind only California, New York, and Massachusetts. In terms of the rate of new job creation, Texas heads the list.

**COUNCIL PROGRAMS:** The Texas Council presents a variety of opportunities for members to meet and interact; monthly dinners, human resource and CEO meetings, and financial programs in Dallas, and a new set of programs in Austin support the network so vital for success in a dynamic industry.

**LEGISLATIVE PROGRAM:** The interests of electronics companies throughout the state are now represented in Texas by the AEA Texas Council Government Affairs Committee. This group of industry volunteers, supported by AEA's legislative consultant and staff, monitors legislation, educates legislators, and takes positions on issues of concern to electronics companies.

**ENGINEERING EDUCATION:** Texas companies and individuals donated over \$1.4 million through AEA's Electronics Education Foundation to help insure the availability of technically qualified graduates from local universities. The program centers on faculty development via fellowship - loans, faculty grants, and gifts of state-of-the-art instructional equipment. Seven institutions in the state are now receiving support.

**HUMAN RESOURCES:** A strong Human Resources committee coordinates AEA services to companies in the council. These include a range of wage and salary surveys, educational programs, health care cost containment programs, and direct cost-saving services.

**FINANCIAL CONFERENCE:** The Texas Council sponsors financial conferences for emerging growth companies. This event uses a format pioneered by AEA to introduce growing electronics companies to venture capitalist, commercial bankers, and investment bankers. The conferences serve as a platform for companies to discuss their immediate and long term financial needs with those who will fund their growth, and helps build awareness and understanding of investment in electronics companies in the Texas financial community.

1987-1988 AEA TEXAS COUNCIL EXECUTIVE COMMITTEE

✓ David A. Bartley, President  
Multi-Plate Co., Inc.  
2711 LBJ Freeway, Suite 624  
Dallas, TX 75234  
>Membership Chairman

✓ Ed Casteel, Director, Government Relations  
Rockwell International  
1200 N. Alma Road  
P.O. Box 10462  
Dallas, TX 75207  
>Program Chairman

Shawn Clark, Exec. V.P., Strategic Marketing  
I-Track Corporation  
710 E. Park Blvd., Suite 204  
Plano, TX 75074  
>Strategic Marketing Chairman

Mike Engleman, President  
Engleman Co., Inc.  
7557 Rambler Road, Suite 819  
Dallas, TX 75231  
>Communications Committee

✓ James Gero, President & CEO  
Varo, Inc.  
2203 W. Walnut  
P.O. Box 461426  
Garland, TX 75046-1426  
>AEA Texas Council Chairman

Michael T. Kelly, V.P. Human Resources  
Recognition Equipment, Inc.  
2701 E. Grauwylar Rd.  
P.O. Box 660204  
Dallas, TX 75266-0204  
>Human Resources Chairman

Kenneth Kercher, President, CEO  
Datamatic, Inc.  
2121 N. Glenville Dr.  
Richardson, TX 75081  
>Small Business Networking Chairman

Dr. William Leonard, Director, Research & Engineering Relations  
Rockwell International  
1200 N. Alma Road  
P.O. Box 10462  
Dallas, TX 75207  
>Technical Education Chairman

Raymond Marlow, President & CEO  
Marlow Industries, Inc.  
10451 Vista Park Road  
Dallas, TX 75238  
>CEO Series Chairman

Roger Minard, President  
Minco Technology Labs, Inc.  
1805 Rutherford Lane  
Austin, TX 78753  
>AEA Austin Chapter Chairman

William D. Stotesbery, Director Government & Public Affairs  
MCC  
3500 Balcones Center Drive  
Austin, TX 78759  
>Government Affairs Chairman

✓ O. Charles Williams, President  
Teledyne Geotech  
3401 Shiloh Road  
Garland, TX 75046-9007  
>AEA Texas Council Vice Chairman

Ron Kessler  
Jones, Day, Reavis & Pogue  
301 Congress Ave., Suite 1200  
Austin, TX 78701  
>AEA Texas Council Legislative Consultant

✓ Ed Waldrup, AEA Executive Director  
American Electronics Association  
800 E. Campbell Road, Suite 254  
Richardson, TX 75081  
>AEA Texas Council Dallas Office

AMERICAN ELECTRONICS ASSOCIATION - TEXAS COUNCIL  
GOVERNMENT AFFAIRS COMMITTEE MEMBERS

Mr. Harold Allen  
President & Chairman  
Texas Optoelectronics, Inc.  
714 Sheperd Dr.  
Garland, TX 75042  
214/487-0085

Ms. Jenny Barker  
Recognition Equipment, Inc.  
P. O. Box 660204  
Dallas, TX 75266-0204  
214/579-6024

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Governmental Affairs  
Rockwell International  
P. O. Box 10462  
Dallas, TX 75207  
214/996-7399

Geri J. Colombaro  
Regional Manager  
State Government Relations  
IBM Corporation  
1801 K Street, N.W., Suite 1200  
Washington, D.C. 20006  
202/778-5019

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Regional Manager  
Government Relations  
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Executive Offices, E2/9062  
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Redondo Beach, CA 980278

Morris Johnston  
Asst. Vice Pres.  
External Affairs  
AT&T  
1005 S. Congress  
Suite 950  
Austin, TX 78701

Richard G. Jenkins, Partner  
Arthur Andersen & Co.  
5600 InterFirst Plaza  
P. O. Box 650026  
Dallas, TX 75265  
214/741-8300

Philip W. John, Jr.  
The Directorate, Inc.  
P. O. Box 112099  
Carrollton, TX 75011-2099  
214/446-6621/446-1234

Harold E. Meier  
Gardere & Wynne  
1500 Diamond Shamrock Tower  
Dallas, TX 75201  
214/979-4662

Roger Minard  
Minco Technology Labs, Inc.  
1805 Rutherford Lane  
Austin, TX 78753  
512/834-2022

Brian Murphy  
Northern Telecom, Inc.  
2100 Lakeside Blvd.  
Richardson, TX 75081  
214/437-8591

Russell Painton, Corporate Counsel  
Tracor, Inc.  
6500 Tracor Lane  
Austin, TX 78721  
512/929-2253

John T. Roberts  
Corporate Counsel  
DSC Communications Corporation  
1000 Coit Rd.  
Plano, TX 75075  
(214/519-4205)

Dan Rogers, Manager  
Semiconductor Products Sector  
Motorola  
3501 Ed Bluestein Blvd.  
Austin, TX 78762  
512/928-6022

Bill Stotesbery, Director  
Government & Public Affairs  
Microelectronics & Computer  
Technology Corp. (MCC)  
3500 West Balcones Center  
Austin, TX 78759-6509  
(512/343-0978)

Mark Wigder  
Jenkins & Gilchrist  
2800 Interfirst One  
Dallas, TX 75202  
214/855-4500

1987-1988AEAAUSTIN CHAPTER EXECUTIVE COMMITTEE

NAME/TITLE	POSITION	TELEPHONE	COMPANY/ADDRESS
Roger C. Minard	Chairman	(512) 834-2022 Ext. 322 FAX (512) 837-6285	Minco Technology Labs. 1805 Rutherford Lane Austin, TX 78754 Sec. Wanda Davis
Morris Johnston Asst. Vice. Pres. External Affairs	Membership Chairman	(512) 477-7070 FAX (512) 477-4508	AT&T 1005 S. Congress Suite 950 Austin, TX 78701
Laura Kilcrease Chief Operating Officer	Hospitality Chair	(512) 327-9300 FAX (512) 327-8629	Nova Graphics Int'l Corp. 1515 Capital of Texas Hwy Austin, TX 78746
Judy Newby Vice Pres. Public Relations	Public Relations Chairman	(512) 926-2800 Ext. 2271 FAX (512) 929-2257	Tracor, Inc. 6500 Tracor Lane Austin, TX 78725
Bill Stotesbery Director, Govt. & Public Affairs	Government Chairman	(512) 343-0978 FAX (512) 338-3600	MCC 3500 Balcones Ctr. Dr. Austin, TX 78759-6509 Sec. Mary Lynn Heiner
Rick Smith Director of Personnel	Human Resources Chairman	(512) 928-6000 (512) 928-6024 (512) 928-6024	Motorola 3105 Ed Bluestein Blvd. Austin, TX 78762 Sec. Veronica
Ray Allard Vice Pres. Business Developmt.	Past Chief Executive	(512) 343-0978 FAX (512) 338-3600	MCC 3500 Balcones Ctr. Dr. Austin, TX 78759
Open	Education Chairman		



9, Nashville, TN; 1990 Mar. 21-26, Dallas, TX.

\*1272\* NATIONAL RURAL ELECTRIC COOPERATIVE ASSOCIATION

(Electrical) (NRECA)  
1800 Massachusetts Ave., N.W.  
Washington, DC 20036  
Phone: (202) 857-9500  
Bob Bergland, Exec. V. Pres.  
Founded: 1942. Members: 1000. Staff: 400. Budget: \$40,000,000. Rural electric cooperative systems, public power districts, and public utility districts in 46 states. Activities include: management institutes; professional conferences; training and consulting services; women's and youth programs; legislative representation; energy efficiency and conservation campaigns; insurance and safety programs; consultation on Agency for International Development Contracts; wage and salary surveys. Maintains library of 20,000 volumes. Committees: Communications; Conservation; Insurance and Employee Welfare; Lawyers; Legislative; Load Management; Management Advisory; Power and Generation; Public Relations; Research; Systems Communications. Publications: (1) Rural Electric Newsletter, 40/year; (2) Rural Electrification Magazine, monthly; (3) Management Quarterly Magazine; (4) FactBook, quadrennial. Convention/Meeting: annual (with exhibits) - 1988 Feb. 7-10, New Orleans, LA; 1989 Feb. 12-15, Washington, DC; 1990 Feb. 4-7, Orlando, FL (tentative).

\*1273\* NORTH AMERICAN ELECTRIC RELIABILITY COUNCIL  
(Electrical) (NERC)

101 College Rd., E.  
Princeton, NJ 08540  
Phone: (609) 452-8060  
Michel R. Gent, Pres.  
Founded: 1968. Members: 9. Regional reliability councils composed of electric utility systems concerned with the reliability of bulk electric power supply in North America. Organizations comprising the council include in their membership utility systems operating virtually all of the generating and transmitting facilities in 48 American states, the seven bordering provinces of Canada, and a portion of the Mexican power system which is interconnected with that of California. NERC periodically reviews regional and interregional reliability and acts as a means for exchange of information on planning and operating matters relating to reliability and adequacy of bulk power supply. Maintains numerous technical subcommittees. Holds quarterly board of trustees meeting. Committees: Engineering; Operating. Publications: (1) Season Appraisal of Bulk Power Supply, semiannual; (2) Annual Review of Overall Reliability and Adequacy of the North American Bulk Power Systems; (3) Summary of Projected Peak Load, Generating Capability, and Fossil Fuel Requirements for the Regional Reliability Council of NERC, annual. Formerly: (1981) National Electric Reliability Council. Convention/Meeting: quarterly board of trustees meeting.

\*1274\* PETROLEUM ELECTRIC POWER ASSOCIATION (Electrical)  
(PEPA)

c/o Paul Raabe  
P.O. Box 2121  
Corpus Christi, TX 78403  
Phone: (512) 881-5713  
Paul Raabe, Pres.  
Founded: 1929. Members: 16. Investor-owned electric utility companies servicing the petroleum industry. Seeks to render greater service, through mutual group effort, to the petroleum industry. Convention/Meeting: annual conference - in conjunction with Energy Telecommunications and Electrical Association

\*1275\* SMALL MOTOR MANUFACTURERS ASSOCIATION (Electrical)  
(SMAA)

17730 W. Peterson Rd.  
P.O. Box 637  
Libertyville, IL 60048  
Phone: (312) 362-3201  
Elizabeth B. Bevington, Exec. Dir.  
Founded: 1975. Members: 95. Staff: 2. Budget: \$65,000. An international group representing original equipment manufacturers, users, suppliers, and others involved in the manufacture of fractional and subfractional horsepower motors. Functions as a forum for promoting mutual interests, product and electrical safety, environmental protection, energy conservation, and business ethics; gathers and disseminates statistical information pertaining to the industry. Purpose is: to discuss matters of interest to the industry; to develop understanding in regard to product definition, classification, and voluntary standards for products, and testing programs and procedures; to represent the association before and in liaison with various governmental agencies; to promote the continual improvement of the business image. Committees: Awards; Government and Regulatory Affairs; Statistics; Technical and Standards. Publications: (1) Newsletter, quarterly; (2) Membership/Product Directory, annual; also publishes standards on shaded pole, permanent magnet, stepper, and universal motors; general motor terminology; and technical reference information. Convention/Meeting: semiannual conference - always Spring and Fall

\*1276\* TAPERED STEEL TRANSMISSION POLE INSTITUTE (Electrical)  
(TSTPI)

111 F. Wacker Dr.  
Chicago, IL 60601  
Phone: (312) 644-6610  
Jack M. Springer, Info. Dir.  
Founded: 1979. Members: 3. Staff: 3. Manufacturers of tapered steel transmission poles for use in electrical transmission. To promote the use of

tapered tubular steel structures; to further the use of tapered steel poles in long distance transmission systems, thereby conserving land and improving the aesthetic impact of electrical transmission. Produces and issues film on the uses of steel poles. Affiliated With: National Electrical Manufacturers Association.

\*1277\* TENNESSEE VALLEY PUBLIC POWER ASSOCIATION  
(Electrical) (TVPPA)

1201 Chestnut St.  
Chattanooga, TN 37402  
Phone: (615) 756-6511  
Jerry Campbell, Exec. Dir.  
Founded: 1946. Members: 160. Staff: 13. Budget: \$2,500,000. Regional Groups: 6. Municipal and rural cooperative electric systems that buy power wholesale from the Tennessee Valley Authority. Encourages greater development of the distribution and utilization of electricity in the Tennessee Valley area through the combined efforts and interchange of ideas of members. Represents members in dealings with TVA; maintains representative in Washington, DC, to testify before Congress and keep members informed of legislative activities. Conducts research and independent engineering development studies and projects. Provides multilevel professional and management education and training programs, technical training and management certification, information services, communication consulting, insurance program, collection assistance, emergency substation parts, and apparatus warehouse services. Computerized Services: Mailing list. Committees: Education and Training; Energy Utilization; Load Management; Rates and Contracts; Research and Development; Rural/Urban Joint Use. Departments: Distributors Emergency Parts Operations; Distributors Insurance Company; Education and Training; Information and Communications; Research and Development. Sections: Accounting; Engineering; Legal; Operations; Power Utilization; Safety. Publications: (1) News (magazine), 6/year; (2) ValleyLine (management newsletter), 6/year; (3) R and D Report (newsletter), quarterly; (4) Training News, quarterly; also publishes booklets, manuals, pamphlets, reports, textbooks, and surveys. Convention/Meeting: annual conference.

\*1278\* WORLD SIGN ASSOCIATES (Electrical) (WSA)

200 Fillmore St., Suite 407  
Denver, CO 80206  
Phone: (303) 355-3559  
Edward M. Morrissey, Exec. V. Pres.  
Founded: 1947. Members: 170. Staff: 3. Regional Groups: 8. Custom electrical sign manufacturers. To promote and protect the electrical sign industry. Conducts seminars on sales techniques, manufacturing, and labor relations; sponsors educational programs on sign construction, maintenance, new products, and technology. Publications: Newsletter, monthly; also publishes brochure. Convention/Meeting: annual conference - 1987 Aug. 16-20, St. Charles, IL; 1988 Aug. 27-31 Monterey, CA.

ELECTRICAL  
Also See Index

\*1279\* AMERICAN COMPONENT DEALERS ASSOCIATION  
(Electronics) (ACDA)

111 McPherson Church Rd.  
Fayetteville, NC 28303  
Phone: (919) 868-1111  
John Manos, Pres.  
Founded: 1973. Members: 500. Regional Groups: 15. Independent retail stereophonic component dealers. To improve communication among independent stereo component dealers; to identify problems; to relay useful trade information. Publications: Newsletter, periodic. Presently inactive.

\*1280\* AMERICAN ELECTRONICS ASSOCIATION (AEA)

5201 Great America Pkwy., Suite 520  
Santa Clara, CA 95054  
Phone: (408) 998-1411  
J. Richard Iverson, CEO & Pres.  
Founded: 1943. Members: 3300. Staff: 115. Regional Groups: 14. Local Groups: 13. Manufacturers of electronics components and equipment; firms engaged in electronics research and development and information technology. Sponsors training and management education program; conducts numerous seminars; conducts surveys and compiles statistics. Promotes funding for education of electronic and computer science engineers. Holds national financial conferences for emerging growth companies and an international financial conference in Europe for large, public companies. Presents Medal of Achievement annually. Committees: Capital Formation; Domestic Public Affairs; Engineering and Technical Education; Environmental and Occupational Health; Human Resources; International Public Affairs; Lawyers. Publications: (1) Update, monthly; (2) Directory, annual; also publishes handbooks, manuals, and surveys such as California Legislative Bulletin, Government Affairs Bulletin, Benchmark Wage and Salary Survey, and Operating Ratios Survey. Formerly: WEMA; West Coast Electronic Manufacturers Association; Western Electronic Manufacturers Association. Convention/Meeting: annual.

\*1281\* AMERICAN LOUDSPEAKER MANUFACTURERS ASSOCIATION  
(Electronics) (ALMA)

3413 N. Kennicott Ave., Suite B  
Arlington Heights, IL 60004  
Phone: (312) 577-7200  
C. Andrew Larsen, C.A.F., Exec. Dir.  
Founded: 1966. Members: 37. Proprietorships, firms, and corporations engaged in the manufacture of loudspeakers and electronic transducers, devices, and components; suppliers of materials and equipment allied to the industry. Assists in proceedings involving legislation and arbitration. Conducts technical

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# PURPOSE AND OBJECTIVES

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**AEA**

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**American Electronics Association**

# PURPOSE AND OBJECTIVES

Approved by the 1982 American Electronics Association's Board of Directors

## FUNDAMENTAL PURPOSE

The American Electronics Association (AEA) is an organization of United States-based electronics and information technology companies which have common interests and desire to communicate those interests through a trade association. Our fundamental purpose is to provide a healthy business environment for our industry and to strengthen its position in world markets. The characteristics of such an environment—and AEA's objectives to achieve it (italics)—are:

- Vigorous open competition, including free international trade.

*Continue to support an open United States market for the electronics and information technologies industries and to work proactively to establish a world market that provides free and open access for United States companies and their products such as foreign companies enjoy in the United States.*

- Adequate availability of, and access to capital, including risk capital.

*Propose or support legislation and the application of administrative law that will improve capital formation incentives; provide an interface to financial communities that promotes appropriate investment expectation and encourages financing equal to or better than that enjoyed by competitors in any other country.*

- A climate that fosters innovation and provides commensurate returns for risk-taking entrepreneurs.

*Support the small enterprise through services and opportunities to learn from the experience of larger corporations; support legislation to ensure financial rewards exist for successful risk-takers.*

- Availability of qualified people.

*Work actively with industry, educational institutions, and state and federal governmental bodies to assure the availability of qualified people to meet the market needs.*

- Opportunity for continuing management education, including means of improving productivity and product quality.

*Promote within industry an aggressive productivity and quality program by broad exposure of the leading accomplishments and by establishing education programs to teach the most effective management techniques.*

- A cooperative relationship with government, free of excessive regulation.

*Increase government insight into our industries' job-creating potential and the long-term contributions made to export trade, national security, and other aspects of national economic health; work actively to reduce counter-productive or non-competitive governmental regulation and to open the government procurement market to the broadest participation.*

- A safe and healthful work place for employees and a community environment enhanced by our business presence.

*Offer guidance and promote programs to assist member companies in assuring safe and healthful working conditions and environmental hygienics without burdensome governmental intervention or regulation.*

Small and large companies make up the AEA membership. As the industry is comprised of companies of all sizes, this balance in AEA membership represents a more effective voice. We will actively take stands on issues that support our fundamental purpose, even if these issues are controversial and potentially invite criticism from some member companies. We will not promote the special interests of small groups of companies, whether these groupings represent size, industry or geographical interests, except where those special interests support our fundamental purpose. Accomplishment of Association objectives is achieved primarily through volunteer actions of the managements of member firms, coordinated and assisted by a full-time professional AEA staff.

The primary objective of this Association is to collectively represent members' interests through a balanced program of industry services plus government-legislative advocacy, especially with the Federal Government. To assure a balance of effort between these goals, the AEA Board of Directors, through an executive committee, will examine needs and opportunities in each area and will approve plans and objectives for each year's program. Needs will be evaluated by considering the uniqueness of various services and the appeal to members. Broad need, related to companies of all types and sizes, will generate higher priorities. Special attention will be given to the needs of small companies.

Other objectives include forums for the communication of subjects of common interest, and general education programs, conferences with the financial community, and other special conferences or trade shows. These objectives will be fulfilled through key management volunteer time plus talented staff backup.

Government action programs that have wide impact on members will be selected as key AEA-supported programs. While most of these will be at the federal level, AEA will represent member company interests at the state level where selected issues are viewed as having important potential impact beyond state boundaries. We will confine our programs to those where we can make a significant impact.

## **OBJECTIVE—Membership**

AEA is only as strong and effective as its membership. The objective is to recruit member companies—both large and small, from the electronics and related information-technology industries throughout the United States—which share the interests of the present membership and perceive value in the services provided. Emphasis will be placed on attracting and keeping those companies that are industry leaders and whose talented managements will devote time to AEA activities.

Associate members—business, professional and financial organizations which share some of the common interests but are less directly affected—will be recruited also, albeit secondarily to the effort to involve electronics companies in AEA. The same services will be available to these associate members.

## **OBJECTIVE—Services**

It is AEA's objective to provide a broad range of services to the electronics industries. The services will be recommended by company managements to the AEA Board and will be determined on the basis of the majority of members' interests rather than dues income of those interested. Both small and large company needs for services will be considered. Emphasis will be on quality—unique services useful to a majority of the members. Services advantageous to management of small companies will be emphasized.

## **OBJECTIVE—Councils**

The local AEA council is the focal point of the determination of members' interests, positions on issues, and needs for services, as well as a forum for the interchange of information of common interest. It is the objective of AEA to maintain this strong, local identification through the council by electing strong, local officers. They will be responsible for formulating a meaningful, well-planned schedule of activities in their geographic area. AEA staff resources must be available to help on items of local council interest including state government issues. State government issues will be addressed when staff resources permit, and when there are issues of vital concern to members in a particular state or geographic region.

## **OBJECTIVE—Committees**

It is AEA's objective to organize action and study groups into committees or task forces around specific subjects of interest. They will be comprised of the best volunteers from member companies—management people with specialized knowledge, interest, and skills in the subjects of concern. In formulating recommendations, they will strive to reflect the viewpoints of member companies. Fundamental Association positions they recommend must be approved by the AEA Board on behalf of all the members. Expressed positions of the Association on legislative issues will be those which have the concurrence of a cognizant committee or the Board of Directors. Communications will be generated by these committees or task forces to keep the directors and membership informed of the specialized nature of their work.



## OBJECTIVE—Management

To carry out the objectives of the Association, a small but highly qualified staff is employed. It is an AEA objective to stress the highest quality in employees and to foster a spirit of enthusiasm and morale among the employees by outlining the objectives of each assignment and leaving them free to use their own talents to achieve the highest quality results.

It is an AEA objective to pay its employees competitive wages, as determined from standards developed from comparable jobs within similar trade associations and the electronics industries.

A yearly management plan and set of short-term objectives are developed by the president and staff. A three-year plan of organization, growth, staffing and compensation is also planned and presented for approval.

## OBJECTIVE—Growth

AEA is engaged in the collective representation of the leaders of the electronics high-technology, high-growth industries and must be properly concerned with growth. The rate of change of the business, combined with changing technology, causes changes in the issues. To be stagnant in terms of members and services would be a position of falling behind, and members would properly join other associations that offer new services. Also, to maintain a high quality professional staff, growth is required to keep their interest and enthusiasm.

It is an AEA objective to emphasize growth in terms of the quality of the membership and services rather than sheer size. Growth in different parts of the U.S. is desirable as long as the interest is genuine, the management of the companies can add something to AEA's thrust, there is an assurance that the interest is sustainable, and there are sufficient members to form a council sometime in the future. Growth in associate members will be limited to those which show interest, and aggressive recruiting of associates will not be emphasized. Growth through mergers with

other associations is not an AEA objective. AEA can, however, consider acquisitions if they strengthen AEA's ability to provide unique services to, and fulfill a role of leadership for, the electronics industries while serving as their credible spokesman.

## OBJECTIVE—Financing

It is an objective that member dues will comprise AEA's principal source of revenue. This will keep the organization responsive to its members, rather than to other income-generating activities such as management education, special conferences or trade shows.

It is also an AEA objective to realize sufficient revenue from its collective services so that income generated from a variety of sources is equal to expenses. A fund balance will be maintained to assure continuity of services in recession periods.

AEA is classified as a nontaxed, nonprofit association. It is an objective to maintain this status by not engaging in activities that might change this position. Income sources, especially dues, will be evaluated yearly and modified only when there are clear indications that the costs of valuable services will exceed income. It is an AEA objective to charge dues based on the size (annual dollar volume of sales) of member firms. Larger firms will pay higher dues than small companies, but not in direct proportion to sales.

## OBJECTIVE—Ethics

It is recognized that, while AEA members have a commonality of interests, they are in many cases also direct business competitors. It is an AEA objective to maintain the highest possible standards of business ethics while conducting the affairs of the Association. AEA will not sponsor or condone any meeting, service, or activity that might jeopardize this position. AEA staff members, in the day-to-day conduct of their duties, may come into contact with sensitive company information and will treat this information as private to the companies involved.

## QUESTIONS AND ANSWERS ON THE AMERICAN ELECTRONICS ASSOCIATION

**What is the American Electronics Association?**

AEA is a national trade association of more than 3,500 electronics and information technology companies throughout the United States that share common interests and goals. Also, the association has more than 400 associate members -- professional service organizations in the legal, accounting, and financial areas -- that maintain close, long-term relationships with electronics companies. Its fundamental purpose is to foster a healthy business environment for the electronics industries and to engage in activities that strengthen their positions in the world marketplace.

**When and why was the association started?**

In 1943, 25 companies from Northern and Southern California joined together to help secure government contracts. The association, originally called the West Coast Electronics Manufacturing Association, and then WEMA. Finally, in 1978, the association name was changed to the American Electronics Association to reflect the national scope and membership of the trade group.

**What types of companies does AEA represent?**

AEA companies are manufacturers of products in such industry segments as computers, computer software, semiconductors, consumer electronics, telecommunications equipment, instruments, CAD/CAM equipment and systems, medical electronics, peripherals, defense electronics, and word processing systems, among others. While AEA's members include such well-known companies as IBM, Hewlett-Packard, Honeywell, Digital Equipment Corporation, and Control Data Corporation, more than two-thirds of the association's member companies are small firms with less than 250 employees. In addition, nearly 40 percent of the members employ less than 50 workers. Other statistics: 65 percent of the membership have less than \$10 million in annual sales and 35.5 percent were founded in the past five years.

**There are so many definitions of high technology companies. How does AEA define the electronics industries?**

AEA broadly defines the electronics industries as all firms that manufacture electronics components of products or systems that require electronics components to perform their intended function. Also included are software companies and firms that provide electronics research and development or engineering services. Distributors and retailers of electronics products and services and companies that provide telecommunications of data processing services are not included.

#### What does AEA do?

AEA represents and provides services for the electronics industries in a wide variety of ways. It maintains an office in Washington, D.C., and presents the industries' views on tax, trade, regulatory and other issues. AEA is increasing its state-level lobbying efforts. In addition, AEA is involved in engineering and technical education (including running of an Electronics Education Foundation), environmental and occupational health, health care cost management, industry services and publications for growing companies, and sponsors a Productivity and Quality Center, an industry statistics program and more than 250 management programs annually.

#### How is AEA organized?

Policy decisions are made by a 50-member Board of Directors composed of industry executives from U.S. electronics centers. AEA has 14 council organizations located in Arizona, Colorado, Florida, Los Angeles, Minnesota, New England, Metropolitan New York, Orange County, California, Oregon, San Diego, San Francisco Bay Area, Santa Barbara, Southwest Texas and New Mexico) and Washington state. The association operates seven steering committees and five standing committees composed of industry executives. These committees cover national competitive strategy, capital formation, small business and entrepreneurship, technical education, management programs, environmental and occupational health, government relations, government affairs and procurement, human resources, international and legal. Committees make recommendations of policy to the AEA Board.

AEA TEXAS CALENDAR - WINTER 1988

(AS OF 2/5/88)

AUSTIN - (call Wanda Davis, Minco Labs (512)834-2022)

DALLAS - (call Linda Richert, AEA Dallas (214)437-9222)

FEBRUARY

- 10 Total Quality Training - Quality Planning-Vision, mission, leadership, surveys. UTD Conference Center (call Peg Thomas, Hogan & Associates, (214)931-7597)
- 16 Luncheon meeting, Robert M. Gates, Deputy Director, Central Intelligence Agency; Sheraton Park Central
- 23 Small Business Network, Luncheon, Ramada Renaissance (call Ms. P.J. Jackson, Datamatic (214)234-4491)
- 23-24 "Effective Managerial Communications", for first-line/middle managers, Dallas (call Loretta Smith, Rockwell (214)996-5582)
- 25-26 "Effective Managerial Communications", for mid/sr. management, Dallas (call Loretta Smith, Rockwell (214)996-5582)

>MARCH

- 1-2 "Effective Managerial Communications", for first-line/middle managers, (call Loretta Smith, Rockwell (214)996-5582)
- 4 CEO Breakfast, 7:00 am "How to Approach Mergers/Acquisitions" Jim Gero, Varo, Inc. - Sheraton Park Central (call Francie Keating, Marlow Industries (214)340-4900)
- 9 Austin Mixer, guest speaker, Jim Norling, Motorola, 5-9 p.m. Location to be announced.
- 10 Human Resources Breakfast (free) (call Heather Nail, REI 214-579-6055)
- 10 Total Quality Training - New Product Development. UTD Conference Center (call Peg Thomas, Hogan & Associates (214)931-7597)
- 22 Small Business Network, Luncheon, Ramada Renaissance (call Ms. P.J. Jackson, Datamatic (214)234-4491)
- 22-23 "Management for Quality/Statistical Quality Control", training course, Dallas (call Loretta Smith, Rockwell (214)996-5582)



*American Electronics Association  
invites you to attend*

# Texas Council Luncheon Meeting

With

Central Intelligence Agency Deputy Director

ROBERT M. GATES

"INTELLIGENCE AND NATIONAL SECURITY"

Mr. Gates directs the Central Intelligence Agency functions responsible for the analysis and production of finished intelligence. As Chairman of the National Intelligence Council, Mr. Gates directs the preparation of estimates for the national intelligence community, and recently served as acting director of the CIA for a five month period.

The U.S. annually spends over \$24 billion for intelligence programs. Recent Senate reports indicate the nations' counterintelligence structure is fundamentally sound; however, the espionage threat to the U.S. "is more serious than anyone in the government has publicly acknowledged". Technological advances are making existing satellites, computers, and other equipment more vulnerable to espionage activities. Deputy Director Gate's address promises to be one of our most interesting programs.

DATE: Tuesday, February 16, 1988

TIME: 12:00 Noon - Lunch and Program

PLACE: Sheraton Park Central, Coit at LBJ, Dallas, Texas

COST: \$20.00 Members  
\$25.00 Nonmembers

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**RESERVATION FORM**

To attend the February 16th, AEA Texas Council luncheon with CIA Deputy Director Robert Gates, return this form with your check for \$20.00 Member or \$25 Nonmember, payable to AEA, by February 12. To pay by American Express, Visa, or Master Card, call Linda Richert (214)437-9222. No cancellations after noon, February 12.

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

COMPANY: \_\_\_\_\_ PHONE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

MAIL TO:  
Linda Richert  
American Electronics Association  
800 E. Campbell Rd. Suite 254

[ ] \$20 Member AEA

Feb 09,88 17:47 P.03

February 5, 1988

As Executive Director of the American Electronics Association, Texas Council, I would like to invite you or a representative to be our guest at the AEA luncheon with Central Intelligence Deputy Director, Robert Gates. If you plan to attend, please call me at 437-9222, or Bob Schwaller of Engleman Co. at 691-4161, so that we may reserve your place.

I would appreciate your listing our event in your applicable event calendar.

Just a little background on the AEA. The American Electronics Association is the nation's largest electronics trade association and a leader in the movement to foster U.S. industrial competition. Texas ranks 4th in the U.S. in electronics employment with 148,000 as of the most recent U.S. Bureau of Labor statistics figures. The Texas Council is the local association and is comprised of 130 companies in Texas, almost 100 of them are from the Dallas/Ft. Worth area. These 100 companies employ approximately 50,000 people. We have had speakers such as Vice President George Bush, Ross Perot, Governor Clements, Undersecretary of the Army, James Ambrose, Mayor Annette Strauss and many others.

I look forward to hearing from you and can provide further details at that time. Please feel free to contact me if you have any questions.

Sincerely,

Ed Waldrup  
Executive Director  
Texas Council

/lr



Executive Registry  
87-3470X

EXECUTIVE OFFICE, VARO, INC., 2203 W. WALNUT ST., P.O. BOX 461426, GARLAND, TEXAS 75046-1426 (214) 487-4100

**JAMES F. GERO**  
CHIEF EXECUTIVE OFFICER  
PRESIDENT

October 16, 1987

The Honorable Robert M. Gates  
Deputy Director  
Central Intelligence Agency  
Washington, DC 20505

Dear Director Gates:

I understand you will be in Dallas speaking to the Young President's Organization, to which I belong. As chairman of the American Electronics Association Texas Council, I would like to extend to you an invitation to speak to our membership also. Would your schedule permit you to speak at a luncheon on that day? The topic of your address would be of your choosing; however, most of our membership are associated with defense contracting in one form or another.

The American Electronics Association is the largest industry association in the United States with a council located in most states. The Texas Council is the local association and is comprised of 120 companies in Texas, mostly from the Dallas/Ft. Worth area. We have had speakers such as Vice President George Bush, Ross Perot, Governor Clements, etc. and I'm sure our membership would be interested in hearing what you have to say.

Our luncheon meetings are held at the Sheraton Park Central Hotel beginning at 12:00 noon. Attendance at the meetings range from 150-200.

I look forward to hearing from you and please feel free to contact me if you have any questions or would like additional information.

Sincerely,

James F. Gero  
Chairman  
AEA Texas Council

/lw





VARO

EXECUTIVE OFFICE, VARO, INC., 2203 W. WALNUT ST., P.O. BOX 461426, GARLAND, TEXAS 75046-1426 (214) 487-4100

**JAMES F. GERO**  
CHAIRMAN OF THE BOARD  
CHIEF EXECUTIVE OFFICER  
PRESIDENT

December 14, 1987

The Honorable Robert M. Gates  
Deputy Director  
Central Intelligence Agency  
Washington, DC 20505

Dear Director Gates:

Thank you very much for accepting my invitation to speak to the American Electronics Association Texas Council on February 16. The luncheon will be held at the Sheraton Park Central Hotel, 12720 Merit, Coit Road & Highway 635, Dallas, Texas, at 12:00 noon. We expect the attendance to be between 150-200.

Please forward to me your biography for use in the announcement to our membership along with the topic of your speech. Also, if available, send a black and white glossy photograph.

If you have any additional questions, please contact me or Ed Waldrup, Dallas AEA Director at 214/437-9224. We look forward to hearing your speech.

Sincerely,

James F. Gero  
Chairman - AEA Texas Council

/lw

cy: Ed Waldrup

**Page Denied**

BIOGRAPHICAL DATA

Name: Robert Ted Enloe, III

Home Address:

Date of Birth:

Parents:

Married:

Marriage Date:

Wife's Maiden Name:

Children:

Education:

Mansfield High School, Mansfield, Louisiana - 1956

Louisiana Polytechnic University  
Ruston, Louisiana - 1961  
B. S. degree - Petroleum Engineering

Southern Methodist University  
Dallas, Texas 1964  
Juris Doctorate, Magna Cum Laude, Editor-in-Chief of  
Southwestern Law Journal, First in Class

Have Lived in Dallas Since:

August 1961

Present Employment:

President, Director, Executive Committee  
Lomas & Nettleton Financial Corporation (NYSE)

President and Trustee  
Lomas & Nettleton Mortgage Investors (NYSE)

President and Director  
L&N Housing Corp. (NYSE)

President and Director  
Lomas Mortgage Corporation (NYSE)

Director  
Jefferson National Life Insurance Company

Positions Held with Lomas & Nettleton Financial Corporation:

Executive Vice President - October 1969 to March 1975  
President - March 1975  
Director, October 1970

Robert Ted Enloe, III  
Page two

Civic Activities:

Current

Board of Directors, The Dallas Chamber; Chairman, Economic Development Committee; President, The Dallas Partnership Board of Directors, Better Business Bureau of Metropolitan Dallas, Inc.  
Chairman, Executive Committee, Board of Trustees, The Hockaday School  
Committee for Quality Education (Organizer, Executive Committee) (Select and fund candidates for DISD)  
Executive Board, SMU School of Business  
Member, Advisory Committee to SMU Real Estate Program  
Member, Audit Committee, Dallas Museum of Art  
Member, Dallas Citizens Council  
Member, President's Research Council, The University of Texas Health Science Center of Dallas  
Trustee, Southwestern Medical Foundation  
Trustee, Timberlawn Psychiatric Research Foundation

Former

Chairman, Board of Trustees, The Hockaday School  
Board of Directors, Housing & Economic Development Corporation of Dallas  
Board of Directors, Metropolitan United Way  
Board of Governors, National Association of Real Estate Investment Trusts  
Board of Governors, Royal Oaks Country Club  
Chairman, Financial Institutions Division, Southern Methodist University Sustentation Drive 1983  
Chairman, 1985 National Jewish Hospital Benefit; Treasurer, 1983  
Director, Center for Non-Profit Management  
Director, Dallas Heart Association  
Director, SMU Law Alumni Association  
Director, Metropolitan YMCA  
Member, Junior League Advisory Board  
Trustee, Dallas Alliance

Previous Business Affiliations:

Associate, Locke, Purnell, Boren, Laney & Neely - 1964-1969  
Petroleum Engineer, Shell Oil Company, January - August 1961

Robert Ted Enloe, III  
Page three

Present Business Affiliations, other than those  
with The Lomas & Nettleton Financial Group:

Chairman of the Board, Seamen's Corporation (AMEX)  
Vice Chairman of the Board, Executive Committee, The Seamen's  
Bank for Savings, FSB  
Director, Compaq Computer Corporation (NYSE)  
Director, Federal Reserve Bank of Dallas  
Director, LaQuinta Motor Inns, Inc. (NYSE)  
Director, Leggett & Platt, Incorporated (NYSE)  
Director, TGX Corporation (OTC)  
Texas, Dallas and American Bar Associations

Church, Club and Fraternal Affiliations:

Highland Park Presbyterian Church  
Young Presidents' Organization (Secretary 1981; Membership  
Chairman 1982; Vice Chairman and Education Chairman 1986;  
Chapter Chairman 1987)  
The Dallas Assembly (President 1977-78, Program Chairman 1976-  
1977)  
Brook Hollow Golf Club  
The Dallas Club  
Willow Bend Polo and Hunt Club  
Dervish Club  
Calyx Club  
Kappa Alpha Fraternity  
Phi Alpha Delta Legal Fraternity  
Southern Methodist University Law Alumni  
Tau Beta Pi Association, national engineering scholastic  
fraternity



Attachment #1  
Robert Ted Enloe, III

10/28/86 to Present	Compaq Computer Corporation Houston, Texas	Director
1/1/86 to Present	Jefferson National Life Insurance Company Indianapolis, Indiana	Director
12/31/85 to Present	Seamen's Corporation Dallas, Texas	Chairman of the Board & Director
12/31/85 to Present	The Seamen's Bank for Savings, FSB New York, New York	Vice Chairman of the Board & Director
8/85 to Present	Lomas Mortgage Corporation Dallas, Texas	President & Director
1983 to Present	Federal Reserve Bank of Dallas Dallas, Texas	Director
08/82 to 1986	Lomas Financial Security Insurance Company Dallas, Texas	Director Pres. & Dir. (12/83 to 4/84)
07/82 to Present	Lomas Asset Advisers, Inc. Dallas, Texas	Exec. VP & Sec. & Treasurer
1981 to Present	TGX Corporation Houston, Texas	Director
12/80 to Present	L&N Housing Corporation Dallas, Texas	President & Director
1979 to 4/84	Mayflower National Life Insurance Company Dallas, Texas	Vice President & Dir. (1979 to 12/83) President & Dir. (12/83 to 4/84)
1977 to Present	LaQuinta Motor Inns, Inc. San Antonio, Texas	Director
3/75 to Present	Lomas & Nettleton Mortgage Investors Dallas, Texas	President & Trustee

Attachment #1  
Robert Ted Enloe, III  
Page 2

3/75 to Present	Lomas & Nettleton Financial Corporation Dallas, Texas	President & Director (10/70)
10/69 to 3/75	Lomas & Nettleton Financial Corporation Dallas, Texas	Executive VP
1969 to Present	Leggett & Platt, Inc. Carthage, Missouri	Director
1964 to 1969	Locke, Purnell, Boren, Laney & Neely	Associate
1961	Shell Oil Company	Petroleum Engineer

JAMES R. ADAMS  
PRESIDENT-TEXAS DIVISION  
SOUTHWESTERN BELL TELEPHONE

James R. Adams has been president of the Texas Division of Southwestern Bell Telephone Company since January 1984.

In this role, he oversees local telephone service for millions of Texans. He heads a work force of about 30,000 people who provide that service and who invest more than \$1 billion a year in new equipment.

A Texas native, Adams began his telephone career in San Antonio in 1965. He has held numerous leadership positions in the company, as well as with other units of the former Bell System.

Adams earned a bachelor of arts degree from Texas A&M University in 1961 and a master's degree in statistics and business finance from the University of Texas in 1965.

Adams is a board member of several professional and civic organizations including the Texas Research League, the Greater Dallas Chamber, Blue Cross and Blue Shield of Texas, Texas Employers Insurance Association and First Republic Bank Corporation.

He also serves as co-chairman of Governor Clements' Business Development and Jobs Creation Task Force, and is vice chairman of The Dallas Partnership. He is a member of the newly formed Texas Strategic Economic Policy Commission and chairman of the State Advisory Council for Communities in Schools. In addition, he is chairman of the Economic Development Task Force of the Dallas Citizens Council.

Adams is married to the former Judy Nichols of San Antonio. They reside in Dallas with their three children, Dana, Leslie and Jimmy.

RECEIVED

FEB - 10 1988

## *The Waterman Group, Inc.*

N. S. ("Mike") Waterman, Jr.  
Chairman of the Board

Having spent his entire business career managing companies in start-up or turn-around situations, it is appropriate that Mike Waterman founded The Waterman Group, Inc., to provide investment capital and managerial assistance to emerging ventures. He also currently functions as the Chairman of the Board of two companies in which The Waterman Group, Inc. has invested, one of which is a software firm producing automated manufacturing systems for the semiconductor industry and the other a specialty retailing and distribution firm in the floral products industry.

After graduating from Yale University in 1965, Mike attended Columbia University's Graduate School of Business prior to being called for active military duty, where he graduated with honors from the Air Force Intelligence Institute. His business career has included positions as the chief financial officer of a high-technology plastics manufacturing firm, as the president of two aviation services companies, and as the founder and chief executive officer of two firms in the field of computer-based learning and advanced simulation training. He is also a licensed jet pilot, having accumulated more than 2,000 hours of commercial flight experience.

Prior to founding The Waterman Group, Inc., Mike's most recent position was as founder, Chairman and Chief Executive Officer of SimuFlite Training International, Inc., a \$175 million venture which was funded in 1981 after two years of detailed planning activities. Located at the Dallas/Fort Worth International Airport, SimuFlite was the largest aviation start-up in U. S. business history at the time it was founded.

Following the sale of SimuFlite in 1984, Mike was appointed as a founding member and Chairman of the Texas Science & Technology Council, and serves on the Governor of Texas' commission on business development. On a regional and local level, he also serves as a Vice Chairman of the Dallas Chapter of the Young Presidents' Organization, and as a trustee of the Southwest Research Institute in San Antonio and the Episcopal School of Dallas.

(2/88)

Agenda  
YPO Meeting

Southwestern Bell Headquarters  
208 South Akard  
Dallas, Texas 75202

Tuesday, February 16, 1988

Concourse Auditorium

6:30 - 6:45 PM	Chapter Business/Announcements Ted Enloe
6:45 - 6:50 PM	Welcoming Remarks Jim Adams
6:50 - 6:52 PM	Introduction of Speaker Ray Hunt
6:52 - 7:20 PM	World Affairs: The Inside View Robert Gates
7:20 - 7:30 PM	Question & Answer
7:30 - 7:35 PM	Presentation of Gift to Speaker; Directions to Cocktails and Dinner Mike Waterman

Second Floor - Pioneer Museum

7:35 - 8:25 PM	Social Hour/Cocktails, Art Exhibit, Museum
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Main Lobby - Ground Floor

8:30 - 10:00 PM	Dinner
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Robert Gates

Ted Enloe

Jim Adams

Nancy Hunt

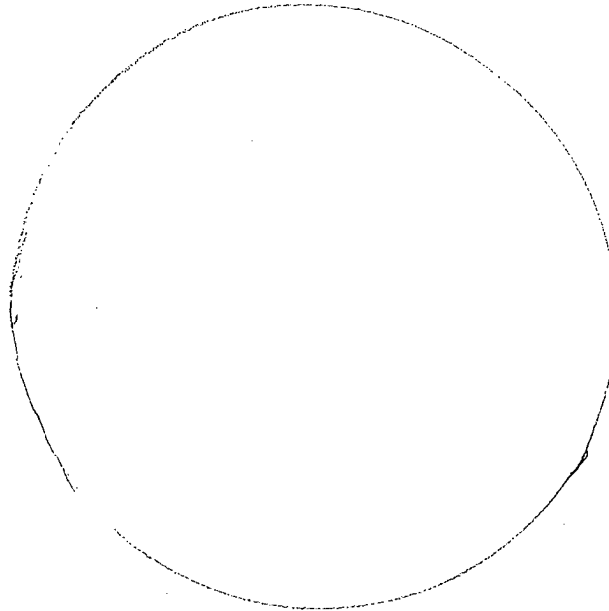
Linda Waterman

Mike Waterman

Ray Hunt

Judy Adens

Bess Enloe



STAT

DEPT. (TX) : RAY HUNT

YOUNG PRESIDENTS' ORGANIZATION  
YFOers, 49ers & Spouses - Responses

Tuesday, February 16, 1988  
Speaker: Robert Gates

Page 1

NAME	COMPANY	SPOUSE/GUEST	TOTAL
Adams	John Texas Commerce Bank - Dallas	Suzanne	2
Alpert	Bob Alpert Corporation	Sidsel	0
Autry	Jim Autry Industries, Inc.	--	0/OOT
Baldrige	Jerry Waggoner-Baldrige Energy	Emy Lou	2
Banowsky	Bill DFW SSC Authority	Gay	
Baxter, Sr.	Robert Investments	Colleen	
Beasley, III	Howard Lone Star Technologies, Inc.	Jeanie	1*
Belofsky	Selwin Carlton Cards, Inc.	Joyce	
Biegler*	David Lone Star Gas Co.	Diane	0
Bishop	Gene MBank	Kathy	0
Bloom	Bob Bloom Companies, Inc.	Mary	
Boshell, Jr.	Ned Columbia General Corporation	Rosalie	0
Boswell	Mike Sunshine Mining Company	Sandy	1*
Brame	Ron Harwood K. Smith & Partners, Inc.	Kathy	2
Breedlove	Bill Breedlove, Thomas, Wesneski & Company	Margeret	2
Brinker	Norm Chili's Incorporated	Nancy	
X Buford	Bob Buford Television, Inc.	Linda	2
Carter	Leland Carter Energy Corporation	Eunice	
Chamness	Ron Oxydyne Corporation	Rhea Ann	
Chiles	Eddie The Western Company of North America	Fran	2
Chilton, III	Bob Chilton Investments	Linda	
Cochrane	Alex --	Mary Alice	2
Collmer	Jan Collmer Semiconductor, Inc.	Suzanne	
Collins	Jim Consolidated Industries, Inc.	Dee	2
Collins	Mike Expertel, Inc.	Wynnell	0
Cox	Bob Romica Corporation	--	
Craig	Kyle S&A Restaurant Corporation	Flyse	2**
Criswell	Bill Criswell Companies	Sharon (Sheri)	
Currey	Fred Greyhound Lines, Inc.	Marjorie	2/0***
Davis	Howard Tracy-Locke, Inc.	Sharon	2
Daseke	Don Daseke Mgmt. Co. of of America, Inc.	Marty Baker	2
Deal	Irv I.C. Deal Investments	Pat	0
X Dechard	Robert A. H. Belo Corporation (DALLAS MORNING NEWS)	Maureen	2
De Rose	Vic De Rose Industries, Inc.	Andrea Gorczyca	2
Duvall	Bill Lincoln Property Company	Rusty	2
Engstrom	Bob Darr Equipment Company	Katie	2
Enloa, III	Ted Lomas & Nettleton Financial Corporation	Bess	2
Erickson	LeRoy --	Mary	
Eulich	John Vantage Companies, Inc.	Ginny	
Evans	Roy Gene Grand Bancshares, Inc.	Pame	2
Everett	Tom --	--	0
Exall, Jr.	Henry The Stewart Company	Marion	
Fiedler*	Gary Hogan Systems, Inc.	Joanna	2
Ford	Jerry Ford Bank Group, Inc.	J. Pickering	2
Ford	Dick Ford Coin Equipment Company	Julie	
George	Kenn American Medical International	Tricia	0/OOT
Gero	Jim Varo, Inc.	Catherine	0
Gifford	Pete --	Beth	0

\*Sandy Boswell and Jeanie Beasley will attend without husbands.

\*\*The Curreys will attend the speech portion of program only (not dinner).

\*\*\*Proposed member.

YOUNG PRESIDENTS' ORGANIZATION  
YPOers, 49ers & Spouses - Responses

Tuesday, February 16, 1988  
Speaker: Robert Gates

Page 2

NAME	COMPANY	SPOUSE/GUEST	TOTAL	
Gresham, Jr.	Batey	Gresham, Smith & Partners	Ann	0
Grinnan, Jr.	Lewis	Lewis Grinnan Company	--	0
Haggar	Ed	Haggar Apparel Company	Patty	0/OOT
Haggar, Jr.	Joe	Haggar Apparel Company	Isabell	0
Hailey, Jr.	Walter	Investments	Barbara	0
Hall	Craig	Hall Financial Group	Maryanna	2
Hall	Wallace	Weber, Hall, Sale & Associates	Sydney	2
Hallam	Robert	Ben E. Keith Company	Sara	0
Hansen, Jr.	Chuck	Pillowtex Corporation	Sheila	2
Harbison	Tom	Telecommunications Marketing, Inc.	Marilyn	2
Harman	Walker	Metro Hotels, Inc.	Elaine	2
Harrison, Jr.	James	Investments	Bernelle	
Hart, III	Mitch	The Hart Group	Linda Wertheimer	2
Haughton	Bill	--	Betty	
Herring, Jr.	Buddy	Herring Marathon Group, Inc.	Barbara	1*
Hill, Jr.	Al	World Championship Tennis, Inc.	--	1
Hill	Lyda	Seven Falls Company	--	1
X Hoak	Jim	Heritage Communications, Inc.	Nancy	2
Hoffman	Bob	The Coca-Cola Bottling Group, Inc.	Selly	2
Humann	Walt	Hunt Consolidated, Inc.	Bea	
X Hunt	Ray	Hunt Consolidated, Inc.	Nancy Ann	
Jarvie	Chuck	Schenley Industries, Inc.	Janet	
Jobe	Rex	T.C.P. Industries, Inc.	Sharon	2
Johnson, III	Clay	Horchow Mail Order, Inc.	Anne	2
Johnston	Bob	Johnston, Inc.	Maria	2
Justin, Jr.	John	Justin Industries, Inc.	Jane	0
Kickham	Jack	Conway Oil Company	Joan	2
Knox	Jack	Summit Energy, Inc.	Lynn	2
X Kraft	Bernie	Southwest Media Corporation	Pat	2
Krausse	Dan	The Krausse Company	Billie	0
LaDue	Jack	Rochester Gauges, Inc.	--	
Lane	Robert	First RepublicBank Corp.	Kay	0
Leedom	John	Wholesale Electronic Supply, Inc.	Betty	0
Levy	Irvin	NCH Corporation	Meryl	
Lifson	Kal	Lifson, Herrmann, Blackmarr & Harris, Inc.	Judy	
Ling	James	Hill Investors, Inc.	Dorothy	
Linskie	George	Linwood Properties - Investments	Judy	
X Marcus	Jeff	Marcus Communications, Inc.	Nancy	2
Marcus	Richard	Neiman-Marcus	Heather	2
Martin	Marty	Caprock Benefits Corporation	--	
Maser	Jim	CCA Investments Corp.	Cynthia Fox	2
Mason	Elvis	Mason Best Company	Joan	0
Mayo	Maxey	Carrollton Development Company	Frances	
Mays	Jerry	Jerry Mays Construction Company	Shirley	2
McCormick	Ed	CA White Trucking Company	Sue	2
McKinney	Joe	Tyler Corporation	Clare	0
McNabb**	James	NRM Energy Company	Mary	

\* Barbara Herring will attend without Buddy.

\*\* Prospective member who has already attended 2 YPO functions/needs approval for 3rd.



DEPT. (TX): RAY HUNT

YOUNG PRESIDENTS' ORGANIZATION  
YPOers, 49ers & Spouses - Responses

Tuesday, February 16, 1988  
Speaker: Robert Gates

Page 3

NAME	COMPANY	SPOUSE/GUEST	TOTAL	
Meyer	Allen	Southern Foods Group	Linda	0
Meyers	Howard	RSR Corporation	Rory	1
Miller*	Ty	MBank	Jan	
Mills	Cecil	Cecil Mills Investments	Bettye	0/OOT
Mitchell	Harvey	First RepublicBank Corporation	Joyce	2
Mullen	Dick	The Mullen Company	Jenny	
Murray, Jr.	Fulton	Murray Financial Corporation	Betty	2
Musolino	Joe	First RepublicBank Corporation	Kathy	2
Myers	Mike	Myers Financial Corporation	--	1
Neubauer	Jim	PF West	Pamela	2
Nichols, III	Robert	Conley-Lott-Nichols Machinery Company	Dinah	
O'Dwyer	Tom	Ling Oliver O'Dwyer Electric	Biddy	0/OOT
Olmsted, Jr.	Robert	Olmsted-Kirk Paper Company	Gail	2
Owens	Jerry	Owens Country Sausage	--	
Porter	Bud	Gifford-Hill-American, Inc.	Patsy	2
Prentiss	Mike	Cadillac Fairview Urban Development, Inc.	Pat	0
Redpath	Mike	Redpath Enterprises, Inc.	Mayo	1
Reed	Tom	VHA Enterprises, Inc.	Patricia	2
Reeder	Boots	Bright Banc Savings Association	Carol	2
Riggs, Jr.	Leonard	Emcare, Inc. Health Services Associates	Peggy	2
Ringer	Jurgen	Stellar Homes, Inc.	Patricia Zinn	2
Rogers	Donald	Rogers & Davine, Inc.	Annell	0
Rogers	Robert	Texas Industries, Inc.	Margaret Charlton	2
Rogers, Jr.	Dub	Rogers Broadcasting Company	Edith	0
Ruff	Art	Vantage Development Company	Suzy	2
Sands	Steve	Rosewood Properties, Inc.	Marcy	2
Sewell	Carl	Sewell Village Cadillac	Peggy	2
Shamburger	Douglas	Shamburger Building Centers Inc.	Nancy	2
X Shaughnessy	Pat	TM Communications, Inc.	Nancy	2
Sheldon	Roy	Caprock Benefits Corporation	Lynne	0/OOT
Shope	Terry	Steere Tank Lines, Inc.	Margaret	0
Sloan	John	The Thompson Company	Jill	2
Solomon	Bill	Austin Industries, Inc.	Gay	1
Spitler	Woody	Airco Industries, Inc.	Sue	2
Staubach	Roger	The Staubach Company	Marianne	0
Steinhart	Ron	First RepublicBank Corporation	Phyllis	2
Stephenson, Jr.	Jim	J.L. Stephenson & Associates, Inc.	Nancy	2
Stewart	Peter	The Stewart Company	Betty May	2
Stuart	Dan	Stuart & Co.	Mary	0
Thompson	Cullum	T. Management Company	Betty	
Thompson	Jere	The Southland Corporation	Peggy	0
Thompson, Jr.	Jodie	Sigel Liquor Stores	Dottie	0
Turpin	Jack	Hall-Mark Electronics Corp.	Sally	2
Utley, III	Robert	The Worthing Companies	Ann	2
Vaughn, III	Grady	The Grayrock Corporation	--	0

\* Prospective member who has already attended 2 YPO functions/needs approval for 3rd.

DEPT. (TX) : RAY HUNT

YOUNG PRESIDENTS' ORGANIZATION  
YPOers, 49ers & Spouses - Responses

Tuesday, February 16, 1988

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Page 4

NAME		COMPANY	SPOUSE/GUEST	TOTAL
Verdesca	Joe	--	Sandra	0
Wallace	Carl	Phoenix Diversified, Inc.	Diane	2
Wallace	Robert	Wallace Investment Company	Patsy	
Ward	Fletcher	Swest, Inc.	B.J.	2
Waterman, Jr.	Mike	The Waterman Group	Linda	2
White	Tom	Miller of Dallas, Inc.	Lauryn Gayle	2
Williams	Don	Trammell Crow Company	Judy	0
Wilson	Chuck	The Cambridge Companies, Inc.	Carol	
Wilson	Larry	HCB Contractors	Nancy	0
Wing, Jr.	Sam	Wing Industries, Inc.	Hazel	2
Winspear	Bill	Associated Materials Incorporated	Margot	2
Wisembaker	John	Heritage Resources	Jean	
Woodard	Max	Seven X Cattle Feeders	Nelda	
Zale	Don	NewCourse Capital	Barbara	0

D2-MEETINGS;88/2/16/YPO/RESPONSE/F

ER 87-2540X

**RAY L. HUNT**  
**2900 INTERFIRST ONE BUILDING**  
**DALLAS, TEXAS 75202**

June 18, 1987

*Bob + Hunt*  
*Call Hunt's wife + say we have blocked 1/19/89*

Mr. Robert Gates  
Deputy Director for Intelligence  
Central Intelligence Agency  
Room 7E44 Headquarters  
Washington, DC 20508

Dear Bob:

I enjoyed very much our breakfast yesterday and our subsequent telephone conversation at the end of the day.

Several weeks ago, I visited with the person in charge of next year's programs for the Dallas Chapter of YPO and mentioned the fact that you might be willing to address our group. When I returned to my office this afternoon, I had a call on my desk from him. He suggested that January would be an optimum month and based upon our discussion, I would like for us to lock in on Tuesday, January 19 (realizing, of course, that any commitment that far in advance is subject to cancellation in the event some unforeseen emergency arises.)

Bob, the Dallas Chapter of YPO meets once a month and hopefully, we will have 100 - 115 members in attendance. The programs normally begin around 6:30 PM with a variety of chapter "housekeeping" announcements with the speaker assuming the podium around 7:00 PM. I personally would suggest a schedule of approximately 15 - 20 minutes of prepared comments followed by 20 - 30 minutes of Q&A. At the conclusion of the Q&A session, there will typically be a 30 minute cocktail reception followed by a very nice dinner. Spouses are invited to all YPO functions and we would enjoy very much your wife joining us if at all possible. I do not know what the etiquette is with respect to paying expenses but the Dallas Chapter will be very pleased to reimburse you and your wife for travel and hotel expenses if that would be permissible.

I will be the person responsible for your "non-governmental" care and safekeeping (which in plain English means that I will be a combination chauffeur-valet for the duration of your stay.) If you would be at all interested in having more than one function, it would be very easy for me to schedule a luncheon on the 19th with an entirely different group of people representing a segment of Dallas leadership that would be somewhat older than those with whom you would meet at the YPO function that evening.

June 18, 1987

Page 2

Obviously, Bob, there will be a lot of details that we will need to work out between now and January but if you (and hopefully your wife) can put January 19 on your calendar, we can coordinate with one another 3 or 4 weeks ahead of time as to the specific details.

Again, Bob, I am extremely pleased that you will be able to come and speak to the Dallas Chapter of YPO. It is considered one of the strongest YPO chapters in the country and I know that all of its members will enjoy very much your address and comments.

Please do not hesitate to give me a call if you have any questions with respect to the above.

Sincerely,

A handwritten signature in black ink, appearing to be 'Ray L. Hunt', with a stylized flourish at the end.

Ray L. Hunt

RLH/dd

cc: Mike Waterman  
Ted Enloe



# Young Presidents' Organization

ER 4448X-87

Dallas Chapter  
1987-88

September 18, 1987

**Chapter Chairman**

R. Ted Enloe, III  
Lomas & Nettleton Financial Corporation  
P.O. Box 655644  
Dallas, Texas 75265  
214/746-7200

**Education Chairman**

N. S. (Mike) Waterman, Jr.  
The Waterman Group, Inc.  
1221 Union Bank & Trust Tower  
Dallas, Texas 75225  
214/361-5000

**Membership Chairman**

Fulton Murray  
Murray Financial Corporation  
P.O. Box 809039  
Dallas, Texas 75380-9039  
214/851-6501

**Presidents' Forum Chairman**

Lyda Hill  
Seven Falls Company  
5000 Thanksgiving Tower  
Dallas, Texas 75201  
214/922-1000

**Treasurer**

M. G. Herring, Jr.  
Herring Marathon Group, Inc.  
13355 Noel Road, Suite 1200  
Dallas, Texas 75240-6614  
214/458-1200

**Secretary**

Robert K. Hoffman  
The Coca-Cola Bottling Group (Southwest), Inc.  
Suite 3300, 1999 Bryan Street  
Dallas, Texas 75201  
214/969-1910

**Chapter Hostess**

Nancy Shamburger (Mrs. C. Douglas)  
Shamburger Building Centers  
1230 One Energy Square  
Dallas, Texas 75206  
214/691-6155

**Chapter Development**

Robert P. (Bob) Buford  
Buford Television, Inc.  
P.O. Box 9090  
Tyler, Texas 75711  
214/561-4411

Mr. Robert Gates  
Deputy Director for Intelligence  
Central Intelligence Agency  
Room 7E44 Headquarters  
Washington, D. C. 20508

Dear Mr. Gates:

I want to thank you for agreeing to speak to the Dallas Chapter of the Young Presidents' Organization on Tuesday evening, January 19, 1988. To give you a better idea of your audience, I have enclosed a copy of our 1987-88 roster which lists all of our members as well as a brief description of each of our monthly programs.

With respect to logistics and timing, the meeting is scheduled to begin at half-past six o'clock at Southwestern Bell's headquarters building. As Ray Hunt outlined in his letter to you of June 18th, the meeting opens with a few minutes of general chapter business, followed by your presentation. Most speakers use about 45 minutes for their presentation and subsequent Q & A, but you can of course set your own schedule in this regard. At the end of your presentation, we will have cocktails and then dinner, at which you (and Mrs. Gates, if she is able to come with you) will be our honored guests.

Ray will be in touch with you as the date approaches to determine your travel arrangements and to see what type of visual aids or special equipment you might need. In the meantime, please know how much our members are looking forward to meeting with you in January.

Sincerely,

Mike Waterman  
Education Chairman

MW/cb  
Enclosure

cc: Mr. Ray L. Hunt

Young Presidents'  
Organization, Inc.  
Better Presidents  
Through Education  
and Idea Exchange

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PAO 88-0003

7 January 1988

DDCI:

RE: Speaking Invitation  
American Electronics Association  
Austin, Texas  
16 or 17 February

Opposite is a letter of regret to the American Electronics Association in  
South Texas for your signature.

STAT



William M. Baker

STAT

STAT

- DCI/PAO/WMB [redacted]
- Distribution:
- Orig. - Addressee [redacted]
- 1 - ER
- 1 - D/Ex Staff - [redacted]
- 1 - [redacted]
- 1 - D/PAO
- 1 - PAO Registry
- 1 - PAO Ames
- 1 - PAO Chrono
- 1 - MED(Subject)

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EP-013188



Washington, D. C. 20505

14 JAN 1988

Mr. Roger C. Minard  
President  
Min Co  
Technology Labs, Inc.  
1805 Rutherford Lane  
Austin, Texas 78754

Dear Mr. Minard:

Thank you for your invitation to address the American Electronic Association in South Texas in Austin on either February 16th or 17th. Although I plan to be in Dallas, my schedule is fully committed on this trip and I must decline the honor. Another time when I am in the area, I would enjoy participating in one of your meetings.

Please give my regards to your members.

Sincerely,

/s/ Robert M. Gates

Robert M. Gates  
Deputy Director of Central Intelligence





1805 Rutherford Lane  
Austin, Texas 78754  
(512) 834-2022

December 11, 1987

Mr. Robert Gates  
Deputy Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Mr. Gates:

Each month, the top executives of the member companies of the American Electronic Association in South Texas meet in Austin to hear a prominent individual speak on a subject of general interest to the group. Your name was given to us by Mr. Jim Gero, Chairman of the North Texas Chapter of the American Electronics Association located in Dallas, Texas. It is our understanding that you have agreed to speak at their luncheon meeting on February 16, 1988.

As Chairman of the Austin Chapter, I would like to extend to you an invitation to speak at our meeting on that same day if your schedule would permit you to come to Austin. We could arrange to have either a breakfast or a dinner meeting or we could arrange for a breakfast meeting on the following day, February 17th, as well if that would be a more convenient time.

We shall look forward to hearing from you and we hope your schedule will permit you to accept our invitation.

Sincerely,

A handwritten signature in cursive script that reads 'Roger C. Minard'.

Roger C. Minard  
President

RCM/wad