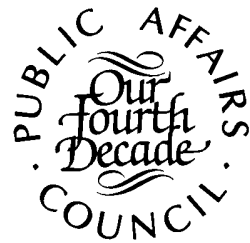


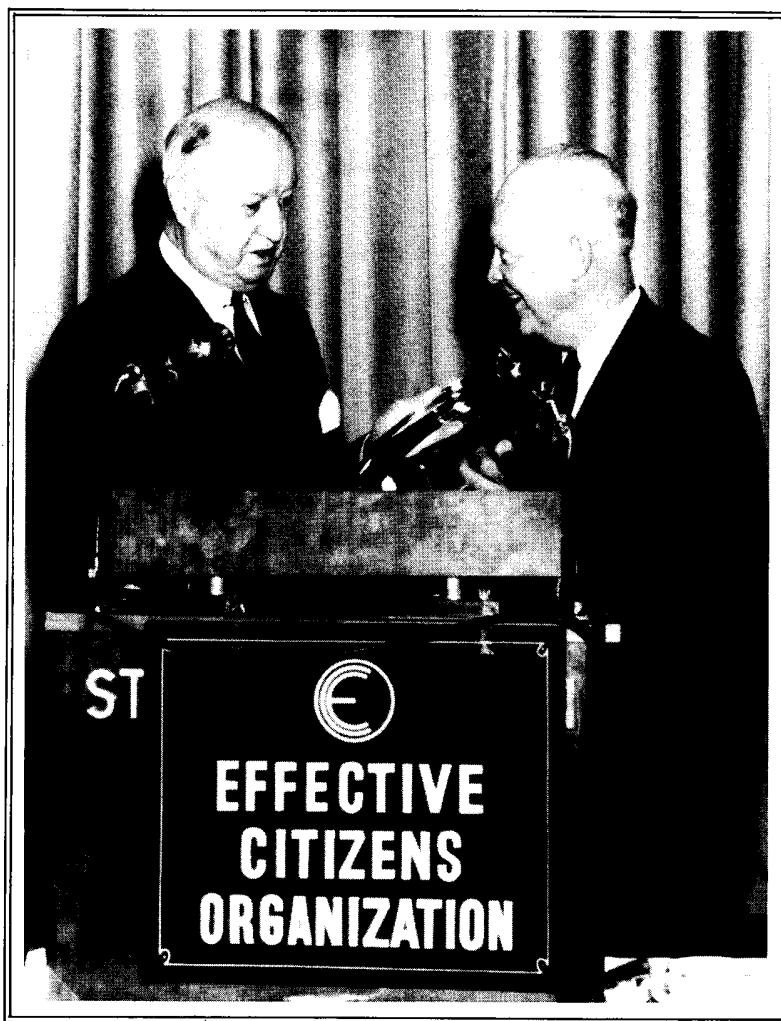
PUBLIC AFFAIRS COUNCIL





PUBLIC
AFFAIRS
COUNCIL

1985



'FOUNDING FATHER'

Inspired by President Dwight D. Eisenhower, the Public Affairs Council was initially known as the Effective Citizens Organization (ECO). After a two-year gestation period, it was inaugurated late in 1954 and completed its first full year of operation in 1955. In this 1963 photo, President Eisenhower receives the organization's thanks for his role as its principal Founding Father. In keeping with the group's tradition of political neutrality, the award was presented to him by James A. Farley, the longtime Democratic Party chairman and Postmaster General under President Franklin D. Roosevelt.

Since its founding, the Council has been conference host to leaders of both major political parties, and to the spokespersons for many of the nation's lesser parties as well. Among its other guests have been outstanding media and other experts representing all hues of the political, professional and social spectrum.

THE EISENHOWER AWARD



In celebration of its 30th anniversary, the Public Affairs Council will hold a formal ceremony October 14 honoring an individual (or individuals) who, regardless of political affiliation, personifies the driving goal of the organization at its founding . . . participation by business executives in politics and public service. The person or persons

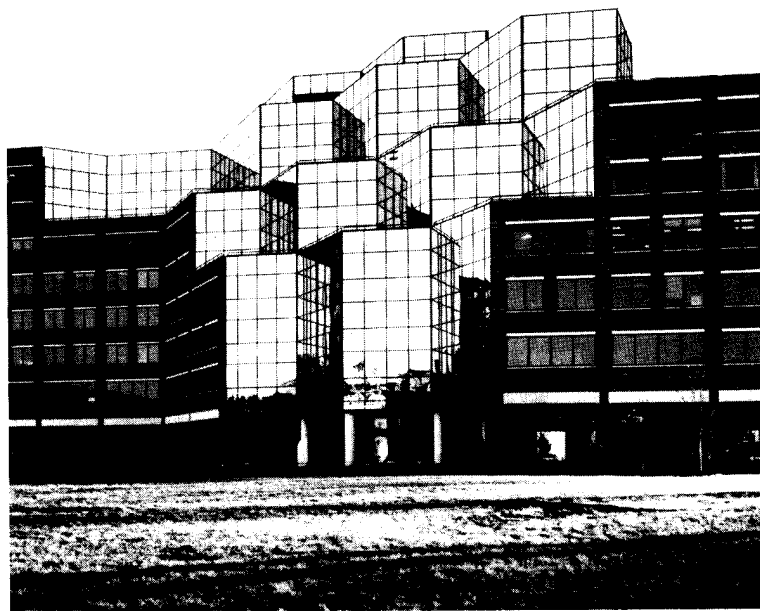
honored will receive "The Eisenhower Award"—a replica of that originally presented to President Eisenhower in 1963.



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The Public Affairs Council is celebrating its 30th anniversary year in its new home in one of Washington's most dramatic buildings. We moved in January from the former townhouse at 1220 Sixteenth Street, N.W., which had been our home for the better part of a decade, to the seventh floor of 1255 Twenty-Third Street, N.W. "Twelve fifty-five," shown below, is but a short distance from a number of hotels, just completed or under construction, which are ideal sites for many of the conferences and seminars we hold in Washington each year.



INTRODUCTION

Launched in 1954 at the urging of then President Dwight D. Eisenhower, the nonpartisan, nonprofit Public Affairs Council completed its first full year of operation in 1955. It is celebrating its 30th anniversary this year in a variety of ways—including its January move to larger, more efficient quarters.

The Council is the professional organization of corporate public affairs executives. It provides a wide range of specialized services to some 500 member companies and trade associations in the United States and abroad.

The membership rolls of the Public Affairs Council have expanded at an average annual rate of 10 percent for the past 10 years, clear testimony to the business world's increasing awareness of public affairs as an ever more important function.

As President Ronald Reagan noted in one of his messages to the Council, "the PAC" (as it is known to its members) "seeks to advance the effectiveness and stature of corporations" by—

- "facilitating the creation of new corporate public affairs programs,
- "encouraging its members to become active and informed participants in political matters, and
- "expanding the knowledge" of corporate public affairs officers at all appropriate professional-interest levels [community, state, regional, national, and international].

The Council also strives to—

- Stimulate business leadership in the fields of corporate citizenship and social responsibility.
- Strengthen the role of the public affairs executive as a key adviser on political, social and economic questions within the corporation or association.
- Provide educational facilities for public affairs professionals through a wide variety of conferences, seminars and workshops—an average of 20 a year.
- Enhance the career development of the experienced corporate public affairs executive through the Council's unique Public Affairs Institute.

In President Reagan's words, "If business and industry are to prosper in our complex society, they must monitor and study the emerging social and political forces and changes that shape our country and the world as a whole. The members of the PAC are given numerous opportunities to familiarize themselves with these developments through Council conferences, training facilities, and publications." The Council provides other opportunities through counseling, films, and resource materials.

In addition, the Council maintains a special, highly effective job referral service which serves the public affairs departments of member companies and associations as a valuable, confidential, personnel resource bank.

THE WHITE HOUSE
WASHINGTON

November 28, 1984

I am delighted to send my warm greetings to the members of the Public Affairs Council as you continue your tradition of outstanding service to your country.

Throughout its history, your organization has been an important forum for our nation's corporate public affairs executives as they have sought to give substantive meaning to the term "corporate responsibility." Playing an active role in the resolution of contemporary social, political, and economic issues, you can be proud of your commitment to draw upon the resources of your colleagues in the private sector to help shape our future. I commend you also for your important contributions to the national dialogue.

Having followed your activities since your group was created as the Effective Citizens Organization, I can personally attest to your effectiveness. My appearances before the Council and its members have always been enjoyable, and I know that your fellow citizens respect your efforts to improve the quality of life in our nation.

Nancy joins me in congratulating you on your many fine achievements, and we send you our best wishes for continued success in the years ahead.

Ronald Reagan



FOR PUBLIC AFFAIRS, A MANDATE
'CLEARER THAN EVER'

The years immediately ahead are likely to be extraordinarily turbulent and challenging for U.S. business. The macro economic statistics charting the robust recovery from the 1981-82 recession belie dramatic micro developments reshaping business firms of all sizes, in virtually all industries.

Change is the only constant. Technological change, international competition, redesigned tax policies, and deregulation are but a few of the drivers responsible for the turmoil in which business operates. New industries, such as biotechnology and artificial intelligence, spring up; lines of business blur as retailing, insurance and finance companies create new combinations. Heretofore national industries, such as steel and automobiles, "globalize" through outsourcing and joint-venturing; steel, and industries such as utilities and thrift institutions, totter in near-bankruptcy. New concepts, such as "public-private sector partnership" and "privatization," foreshadow erosion of the traditional roles of the private and public sectors.

In this environment, the demands on management assume unprecedented qualitative dimensions. Traditional staff functions—research and development, labor relations, and marketing, for example, and particularly strategic planning—become critical to a firm's health and well-being.

Yet no staff function should play a more central role than public affairs in business's response to the dynamic external environment during the next few years. The "beat" of the public affairs department is, after all, the external environment. Business plans, short-range and strategic, must be responsive to pressures and developments across a broad spectrum, from international organizations such as the United

A DISTINCTION DRAWN

"WHAT IS THE DIFFERENCE BETWEEN 'PUBLIC RELATIONS' AND 'PUBLIC AFFAIRS'? WE USE THE FORMER TERM AS AN UMBRELLA FOR MEDIA-RELATED ACTIVITIES, FROM A PRESS RELEASE TO A NATIONWIDE SPEAKING TOUR. 'PUBLIC AFFAIRS,' IN OUR VOCABULARY, INCLUDES THOSE PROGRAMS DESIGNED TO HAVE AN EFFECT ON PUBLIC POLICY."

—PETER D. HANNAFORD, CHAIRMAN OF THE BOARD
AND CHIEF EXECUTIVE OFFICER,
THE HANNAFORD COMPANY, WASHINGTON, D.C.

Nations and its agencies down to city councils and even neighborhood groups.

Companies which do not monitor, interpret and respond to the various actors—international agencies, foreign governments, Washington, state capitals, county commissions, city councils—will be at a serious disadvantage in their business activities. “Internalizing the external,” a term synonymous with public affairs, has never been more important. Profit will depend at least partly on sophisticated analyses of public policy and effective lobbying . . . efforts to build coalitions with public interest groups . . . renewed attempts to relate corporate resources and expertise to vexing social problems . . . educating both internal management and external constituencies about the connections between the bottom line and the ballot line.

The corporate public affairs function, in other words, has a clearer mandate than ever before.

But mandates are seldom conferred; they must be won. Public affairs officers will need every ounce of intellect, management skill, and personality they possess if these opportunities are to be seized.

Against that background, we at the Public Affairs Council remain committed to improving and expanding our roles as the professional organization and national clearinghouse for the public affairs community.

FUNCTIONS OF A PUBLIC AFFAIRS DEPARTMENT

What are the functions normally conducted by a public affairs department? Here is a quick way to view the responsibilities of the typical public affairs department:

Government Relations

- Federal
- State
- Local

Issues Management

- Issues identification
- Issues analysis
- Responses

Political Action

- Political action committees
- Political education
- Grassroots activities
- Communications on political issues

International

- Monitoring international socio-political developments
- Host-country government relations
- Risk assessment/responses

Community Involvement/ Corporate Responsibility

- Community relations
- Philanthropy
- Social responsibility programs
- Volunteerism

Strategic Planning

- Socio-political monitoring
- Identification of emerging issues
- Inputs to business and strategic plans

COUNCIL MILESTONES

- 1952—President-elect Dwight D. Eisenhower convenes a meeting of young business executives in Denver to suggest creation of a national organization to make business people from both parties active participants in the political process.
- 1954—The nonpartisan, nonprofit Effective Citizens Organization (ECO) is incorporated in December.
- 1955**—Headquartered in Newark, N.J., ECO completes its first year of operation.
- 1956—ECO holds its first seminar. The site: Princeton University. The topic: "Practical Politics."
- 1957—ECO moves from Newark to New York City.
- 1958—First edition of ECO's newsletter is published. Its inevitable name: *Echo*.
- 1960—ECO holds the first Roundtable for Public Affairs Officers.
- 1960—ECO produces its first Directory of Public Affairs Officers.
- 1962—First model for corporate bipartisan fund-raising programs is developed.
- 1962—ECO relocates from New York City to Washington, D.C.
- 1962—ECO conducts its 100th conference.
- 1963—President Eisenhower, ECO's "founding father," is honored in a formal ceremony.
- 1964—First meeting on political action committees held by ECO.
- 1964—First public affairs training seminar.
- 1965**—ECO renamed Public Affairs Council.
- 1965—Corporate membership reaches 100.
- 1965—Seminars on state and local government initiated.
- 1967—First urban affairs conference held.
- 1968—Council and U.S. Civil Service Commission develop President's Business-Government Interchange Program.
- 1969—First state government relations meeting held.
- 1972—Council holds its first conference abroad (in Brussels).
- 1973—Foundation for Public Affairs purchases building at 1220 Sixteenth Street, N.W., in Washington; building becomes headquarters for Council as well as Foundation.
- 1974—Council's newsletter is renamed *Impact*.
- 1975**—Council commemorates its 20th anniversary at special meeting held in conjunction with its 35th Roundtable.
- 1976—Corporate membership reaches 200.
- 1977—First conference on issues management.
- 1980—First issue of *Public Affairs Review* is published. It becomes the Council's annual journal.
- 1980—Council inaugurates Public Affairs Institute.
- 1980—Council produces the first of its films. Title of this initial offering: *One Step Further*.
- 1981—*Perspectives on International Public Affairs*, quarterly newsletter, launched.
- 1982—Corporate/trade association membership passes 400 mark.
- 1983—Newsletter, *Corporate PAC Newsmemo*, inaugurated.
- 1985**—Council and Foundation move to new headquarters at 1255 Twenty-third Street, N.W., in Washington.

PROFESSIONAL SERVICES

The Public Affairs Council provides its members with a highly diverse number of professional services. These include:

- **COUNSELING.** Experienced members of the Public Affairs Council staff are available to advise public affairs officers on both day-to-day and long-term professional problems. Typical inquiries range from questions on establishing new public affairs functions to requests for information on trends in the public affairs field and innovative programs. In addition, staff members share with you their sources of "external" information—corporate public affairs experts, academicians, consultants, and international affairs specialists.

- **CONFERENCES.** The Council has won an international reputation for timely conferences and seminars of the highest quality. These vary widely in content and purpose—from technique-oriented workshops on practical public affairs concerns to sophisticated seminars which analyze political trends and emerging social issues, international as well as national. All Council conferences feature presentations by outstanding experts, and all provide opportunities for stimulating exchanges of programs and concepts. (The detailed 1985 Conference Schedule begins on page 32. Schedule highlights are summarized on page 40.)

- **PUBLIC AFFAIRS INSTITUTE.** Launched by the Public Affairs Council in 1980, the Institute already is recognized as the pre-eminent career enhancement facility for the experienced corporate public affairs executive. With exciting faculties and guest lecturers, the highly innovative Institute offers the PAO the opportunity to meet with, and learn from, some of the most brilliant minds in America. Completion of the challenging Institute program requires attendance at three annual week-long sessions. The site: Kellogg West, the Center for Continuing Education at California State Polytechnic University in Pomona.

- **NEWSLETTERS.** Like its other publications, the Council's newsletters respond to the growing need for information on the complex public affairs field.

—*Impact*, our monthly newsletter, covers all facets of the profession as well as Council activities. It holds the *Newsletter on Newsletters'* Gold Award as the most outstanding newsletter published by a professional organization or association. The award was presented at the 1982 International Newsletter Conference. *Impact* also holds the *Casebook Award* of 1984, presented by the professional journal, *PR Casebook*.

—*Perspectives*, our quarterly letter, concentrates on the management of international public affairs. Its in-depth texts are reprinted abroad as well as in the United States.

—*Corporate PAC Newsmemo*, issued on an as-news-breaks basis, alerts corporate political action committees to important developments affecting them.

- 'PUBLIC AFFAIRS REVIEW.' The Council's annual journal presents timely articles and reports on the entire range of public affairs activities. It is read not only by public affairs executives and their CEOs but by business school deans and university instructors and students concerned with public affairs, as well as by media experts. In the words of Professor Otto Lerbinger of Boston University, publisher of the *PR Reporter*, it is "the annual indicator of where public affairs is going."

- MEMBERSHIP DIRECTORY. We issue a comprehensive directory listing the public affairs executives of the Council's member corporations and associations. The directory is confidential and is available only to members.

- OTHER PUBLICATIONS. In recent years, the Public Affairs Council has published: practical manuals on public affairs procedures, lists of resources, proceedings of significant conferences, monographs on such topics as redistricting and IRS rulings on political action committee expenses, and reports on matters such as lobbying regulations.

Among the more current publications: *Computer Applications in Corporate Public Affairs*, featuring pointers by PAOs who have found the computer invaluable in a variety of public affairs programs, and *The Case for PACs*, a widely-quoted monograph on corporate political action committees by campaign finance expert Herbert E. Alexander.

Shortly after his election, President Reagan prepared a report for the Council entitled *Business and Government in the 1980s*. It proved to be one of the Council's most popular—and widely quoted—publications.

"IN THE UNITED STATES, [THERE ARE 12 BUSINESS AND PROFESSIONAL ORGANIZATIONS WHICH QUALIFY AS] THE LEADING OFF-CAMPUS EDUCATION AND RESEARCH VEHICLES FOR INSTITUTIONAL PUBLIC AFFAIRS. . . . AMONG ALL THESE PROGRAMS, THE ONE MOST CLOSELY MEETING THE DEVELOPMENTAL NEEDS OF PUBLIC AFFAIRS PRACTITIONERS IS THAT OFFERED BY THE PUBLIC AFFAIRS COUNCIL."

—ANDREW B. GOLLNER, CONCORDIA UNIVERSITY,
MONTREAL, IN *SOCIAL CHANGE AND CORPORATE
STRATEGY: THE EXPANDING ROLE OF PUBLIC AFFAIRS*
(ISSUE ACTION PUBLICATIONS, INC., STAMFORD, CONN., 1983)

THE COUNCIL'S FIELDS OF EXPERTISE

The basic components included in today's corporate public affairs programs have increased dramatically in numbers and sophistication. The services provided by the Council—counseling, conferences, publications and films, resource materials, and job referral service—cover a variety of professional areas. Here are samples of Public Affairs Council program expertise:

- Campaign finance
- Community and urban affairs
- Corporate contributions
- Economic education
- Employee citizenship programs
- Forecasting emerging issues
- Government regulation
- Grassroots programs
- Implementing public affairs programs
- Internal public affairs training
- International public affairs
- Issues management
- Lobbying legislation
- Lobbying regulation
- Political action committees
- Political education
- Private sector initiatives
- Professional ethics
- Social responsibility/corporate involvement
- Special-interest lobbies
- State government relations
- Volunteerism
- Washington Office operations

- **FILMS.** Since 1980, the Council has produced three motion pictures. The most recent, *PACs Under Fire*, looks at the criticisms of corporate political action committees and answers them one by one. A bipartisan effort that can readily be customized with on-camera appearances by spokespersons for user-political action committees, it "stars" some of the best-known members of Congress, Democrats and Republicans alike. It is, as *Fortune* magazine has said, "an aggressively unapologetic 12-minute film making the case for PACs."

A related film, *PACs: Making Government Our Business*, is an 11-minute presentation which Council members and others can tailor to tell the story of their own political action committees. It features a "cast" of key members of Congress and people actually involved in corporate PACs.

Our initial film, *One Step Further*, was a 20-minute effort. It was developed to encourage corporate employees to take "one step further" and become *actively* involved in politics and government on a personal basis.

Each Public Affairs Council production is available in videotape as well as motion picture format.

In addition to its own productions, the Council on occasion acquires films from other sources so they may be loaned to Council member companies and associations virtually at cost.

- **INFORMATION KITS.** Packets of informative articles, commentaries, charts, reports, etc., are issued on subjects of particular significance to PAOs. Now available: *PACs in Perspective*, a selection of analytical texts and statistics on corporate political action committees.
- **CASSETTES.** From time to time, the Public Affairs Council seeks to bring its conferences to you via "PACassettes"—convenient "notebooks" of cassette tapes featuring key presentations at Council meetings and seminars.
- **MULTIMEDIA CAMPAIGN.** The Council is conducting a multimedia campaign to present the public with accurate, nonpartisan data on corporate political action committees and to counter misinformation about PACs. Inaugurated two years ago, this effort has resulted in (a) the Council's motion picture, *PACs Under Fire*; (b) the much-praised monograph by Dr. Herbert E. Alexander, *The Case for PACs*; (c) the newsletter, *Corporate PAC Newsmemo*; (d) news stories in prominent dailies; (e) editorials and columns; (f) speeches; (g) interviews of experts on PACs, carried on network radio and television; (h) the information kit on PACs cited earlier; (i) a *White Paper on Public Funding of Political Campaigns*, by Dr. Alexander; and (j) special research for use by legislators as well as the media.
- **JOB REFERRAL SERVICE.** This special service is free to the public affairs departments of member companies and associations. It provides them with a valuable, confidential personnel resource bank. It also aids public affairs officers from member organizations who find themselves in the job market. It is available, as time permits, to other qualified PAOs if they are referred by public affairs executives of member companies or associations. Individuals are charged modest fees.

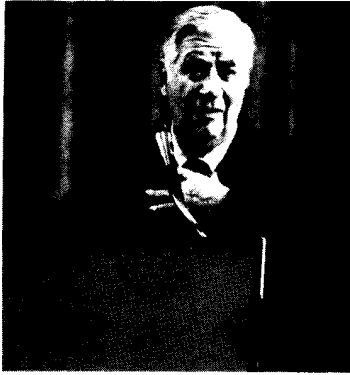
For more information on the Public Affairs Council's services, write us at our new address: 1255 Twenty-Third Street, N.W., Suite 750, Washington, D.C. 20037. Or call 202/872-1790.

'A VITAL MANUAL OF ARMS'

"THE PUBLIC AFFAIRS REVIEW TELESCOPES THE TRULY MAJOR PROBLEMS AND CHALLENGES OF THE EXTERNAL RELATIONS PROFESSION INTO A VITAL MANUAL OF ARMS. . . . THIS COMPENDIUM OF BRILLIANT PRAGMATIC ANALYSES OF THE ROLE OF PUBLIC POLICY IN THE 'NEW MANAGEMENT' SETS STANDARDS WHICH EMULATORS CAN ONLY ENVY."

—W. HOWARD CHASE, EDITOR,
IN *CORPORATE PUBLIC ISSUES*

AT COUNCIL FORUMS . . . FAMOUS FACES



Ever since its founding three decades ago, the Public Affairs Council has brought its members into contact with the nation's political leaders, regardless of party. Originally named the Effective Citizens Organization, "the PAC," as it is called by its members, is known for its conferences featuring hard-hitting talks by Democratic and Republican



. . . SPIRITED SPEECHES

leaders—and by representatives of other parties, state and local officials, activists, experts from academia and the media, and foreign dignitaries. Shown on these pages are some of the many political and government figures who have appeared before Council audiences over the years. None of the leaders pictured requires identification by name.

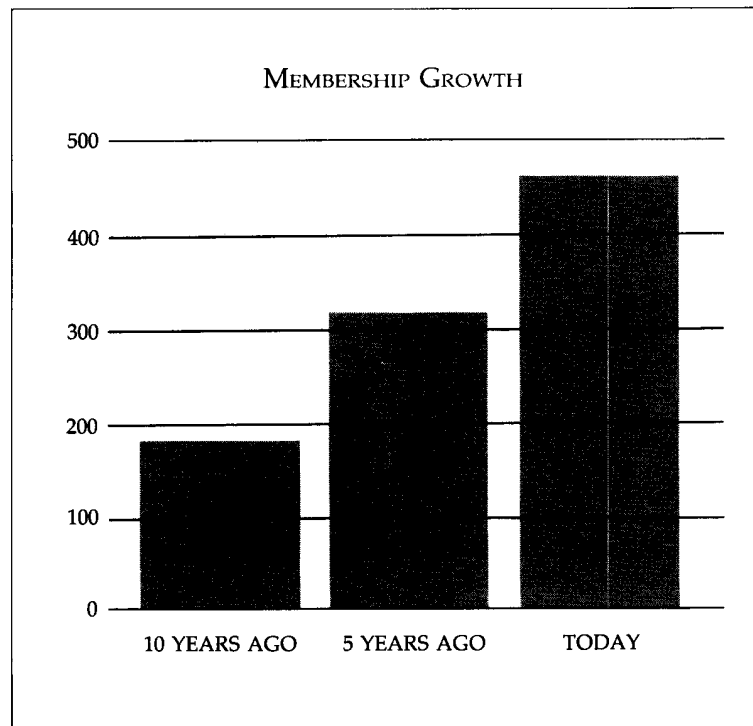




MEMBERSHIP INFORMATION

To a degree, the services of the Public Affairs Council are available to the entire business community. Membership in the Council, however, provides several benefits which are not otherwise available:

- Reduced registration fees for conferences.
 - Priority staff time for company counseling.
 - Significant opportunities for growth through frequent contacts with other public affairs professionals.
 - The Public Affairs Council's exclusive, for-members-only *Directory of Public Affairs Officers*.
 - Special mailings on new developments and innovations in public affairs.
- **ELIGIBILITY:** Membership in the Public Affairs Council is available to corporations and associations at a minimum of \$500 and a maximum of \$7,500 per year, depending on organization type and size. Memberships are tax-deductible as a business expense under Sec. 501(c)(4) of the IRS Code of 1954.



VOLUNTARY DUES GUIDELINES

CORPORATIONS		1984 "Fortune" Rank	Range
MANUFACTURING			
<i>Sales</i>			
over \$5 billion	1-67	\$5,000-\$7,500	
\$3 billion-\$5 billion	68-131	\$3,000-\$5,000	
\$1 billion-\$3 billion	132-295	\$2,000-\$3,000	
\$500 million-\$1 billion	296-454	\$1,000-\$2,000	
\$200 million-\$500 million	455-500	\$750-\$1,000	
less than \$200 million	not ranked	\$500	
<hr/>			
BANKS			
<i>Assets</i>			
over \$10 billion	1-29	\$3,000-\$5,000	
\$5 billion-\$10 billion	30-70	\$1,000-\$3,000	
\$3 billion-\$5 billion	71-100	\$750-\$1,000	
less than \$3 billion	not ranked	\$500	
<hr/>			
LIFE INSURANCE COMPANIES			
<i>Assets</i>			
over \$3 billion	1-29	\$3,000-\$5,000	
\$1.5 billion-\$3 billion	30-50	\$1,000-\$3,000	
\$735 million-\$1.5 billion	not ranked	\$750-\$1,000	
less than \$735 million	not ranked	\$500	
<hr/>			
MERCHANDISING			
<i>Sales</i>			
over \$4 billion	1-20	\$3,000-\$5,000	
\$2 billion-\$4 billion	21-39	\$1,000-\$3,000	
\$1 billion-\$2 billion	40-50	\$750-\$1,000	
less than \$1 billion	not ranked	\$500	
<hr/>			
UTILITIES			
<i>Assets</i>			
over \$5 billion	1-29	\$3,000-\$5,000	
\$3 billion-\$5 billion	30-50	\$1,000-\$3,000	
\$2 billion-\$3 billion	not ranked	\$750-\$1,000	
less than \$2 billion	not ranked	\$500	
<hr/>			
DIVERSIFIED FINANCIAL COMPANIES			
<i>Assets</i>			
over \$5 billion	1-35	\$3,000-\$5,000	
\$3 billion-\$5 billion	36-47	\$1,000-\$3,000	
\$1 billion-\$3 billion	48-95	\$750-\$1,000	
less than \$1 billion	not ranked	\$500	
<hr/>			
TRANSPORTATION			
<i>Operating Revenues</i>			
over \$1 billion	1-23	\$3,000-\$5,000	
\$500 million-\$1 billion	24-35	\$1,000-\$3,000	
\$300 million-\$500 million	36-50	\$750-\$1,000	
less than \$300 million	not ranked	\$500	

ASSOCIATIONS

Dues for associations vary, depending on the size of the association. For further information, contact the Council at 202/872-1790.

COUNCIL LEADERSHIP

OFFICERS



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Philip Morris Incorporated
Chairman



Malcolm MacKillop
Pacific Gas and Electric Company
Chairman-Elect



Linda H. Asay
Consultant
Vice Chairman



W.D. Conley
Honeywell Inc.
Vice Chairman



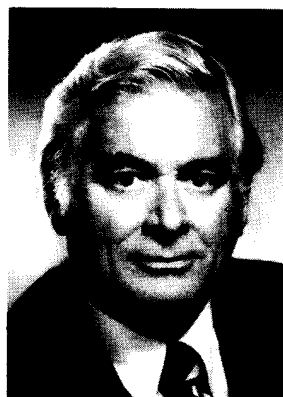
A. Sherburne Hart
Union Carbide Corporation
Vice Chairman



Walter K. Morris
Chevron Corporation
Vice Chairman



Wilson W. Wyatt, Jr.
BATUS Inc.
Treasurer



Richard A. Armstrong
President

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A. Sherburne Hart Union Carbide Corporation	Wilson W. Wyatt, Jr. BATUS Inc.

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Sameira Fernandes Administrative Assistant	Diana H. Poff Special Projects Coordinator
Rita M. Green Administrative Assistant	Violeta Tolosa Accountant
Raymond L. Hoewing Vice President	Barbara Whitney Director of Job Referral Service
Peter B. Kennerdell Director of Program Development	
Anna B. McCarthy Assistant to Mr. Hoewing	

Trustees and members of the staff of the Foundation for Public Affairs are listed on page 38.

AT COUNCIL FORUMS . . .



Variety is the hallmark of Council conferences. Speakers include not only political and government leaders but men and women who make the news in other fields—and those who report and/or



HEADLINERS . . . BYLINERS

comment on the news. Here, from our files, are a few of the many noted headliners and "byliners" who have addressed members of the Public Affairs Council over the last 30 years.



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J. Mark Leggett NCNB Corporation	Robert A. Morris Borg-Warner Corporation
Earl T. Leonard The Coca-Cola Company	Walter K. Morris Chevron Corporation
James O. Lindberg Dart & Kraft, Inc.	William C. Murphy William C. Murphy Associates
Samuel E. Line, Jr. Bell Telephone Company of Pennsylvania	George H. Nusloch Olin Corporation
Donald G. Livingston Carter Hawley Hale Stores, Inc.	Robert J. O'Gara Koppers Company, Inc.
James B. Lockhart Transamerica Corporation	Donn Osmon 3M Company
John H. Lonnquist, Jr. Manville Corporation	Jack W. Partridge The Kroger Company
Ralph C. Loomis CIBA-GEIGY Corporation	William D. Perry Johnson Wax Company
James J. Lorimer Nationwide Insurance	Phillips S. Peter General Electric Company
Carlos W. Luis Hubbard Broadcasting, Inc.	J.M. Petro Standard Oil Company (Ohio)
Gordon D. MacKay New England Mutual Life Insurance Company	David G. Powell Allied Corporation
Malcolm A. MacKillop Pacific Gas and Electric Company	Clifford H. Raber McDonald's Corporation
Jack L. McIsaac Pacific Power & Light Company	John L. Rafuse Union Oil Company of California
Martha C. McKay Fuqua School of Business/ Duke University	Robert L. Reed Ohio Bell Telephone
Charles E. McKittrick, Jr. IBM Corporation	David L. Ringler McKesson Corporation
Robert R. McMillan Avon Products, Inc.	Thomas F. Roeser The Quaker Oats Company
Neil L. McReynolds Puget Sound Power & Light Company	John F. Ryan ITT Corporation
Charles S. Mack New York State Food Merchants Association	Jackson L. Schultz Wells Fargo & Company
Earl W. Malljck United States Steel Corporation	Duane C. Scribner Dayton Hudson Corporation
C.T. Marck The Dow Chemical Company	J. Richard Sewell Florida Power & Light Company
Robert H. Marik Merck & Co. Inc.	Robert L. Shafer Pfizer Inc.
Steven Markowitz The Continental Group, Inc.	Donald P. Sharkey Johnson and Johnson
Fred J. Martin, Jr. Bank of America NT&SA	Horace E. Sheldon Ford Motor Company
Harry Matte Amfac, Inc.	Ronald K. Shelp American International Group, Inc.
George Mauzé AT&T Technologies	Frank H. Simpson Armstrong World Industries, Inc.
	George H. Simpson Newsweek, Inc.
	George M. Stone J.C. Penney Company, Inc.

Humphrey Sullivan Lever Brothers Company	F. Clifton White F. Clifton White & Associates
J. Kirk Sullivan Boise Cascade Corporation	J.S. White Marathon Oil Company
Dwight D. Taylor Crown Zellerbach Corporation	William E. Wickert, Jr. Bethlehem Steel Corporation
John A. Thayer Sundstrand Corporation	Caren A. Wilcox Hershey Foods Corporation
Cole Tichenor A.H. Robins Company, Incorporated	Charles D. Wilson Union Camp Corporation
James R. Tobin Becton Dickinson and Company	R. Gary Wilson PPG Industries, Inc.
Byron Tunnell Tenneco Inc.	L.D. ("Dandy") Witty Pitney Bowes Inc.
David W. Twomey Sun Company, Inc.	Marshall Wright Eaton Corporation
Patrick F. Van Keuren American Can Company	Wilson W. Wyatt, Jr. BATUS Inc.
Nick Van Nelson Champion International Corporation	Nancy H. Yde McGraw-Edison Company
Robert A. Wait General Foods Corporation	H. Mac Zachem Ashland Oil, Inc.
Stevenson T. Walker Reynolds Metals Company	Michael Zagorac, Jr. Jack Eckerd Corporation

MEMBER CORPORATIONS AND ASSOCIATIONS

A

ACF Industries, Incorporated
 Aerojet-General Corporation
 Aetna Life & Casualty
 Aid Association for Lutherans
 Air Products and Chemicals, Inc.
 Alexander & Alexander Services, Inc.
 Allen-Bradley Company
 Allied Corporation
 Aluminum Company of America
 AMAX Inc.
 American Bakers Association
 American Can Company
 American Hoechst Corporation
 American Hospital Supply Corporation
 American International Group, Inc.
 American Medical Association
 American Medical International, Inc.
 American Petroleum Institute
 American Standard Inc.
 American TV & Communications
 Corporation
 Amfac, Inc.
 Amsted Industries Inc.
 Amusement Game Manufacturers
 Association
 Anchor Hocking Corporation
 Anheuser-Busch Companies, Inc.
 ARA Services, Inc.
 Armstrong World Industries, Inc.
 Arvin Industries, Inc.
 Ashland Oil, Inc.
 Atlantic Richfield Company
 Atomic Industrial Forum, Inc.
 AT&T
 AT&T Technologies
 Avon Products, Inc.

B

Baltimore Gas & Electric Company
 Bank of America NT&SA
 Bankers Trust Company
 BATUS Inc.
 Baxter Travenol Labs, Inc.
 Beatrice Foods Company
 Bechtel Group, Inc.
 Becton Dickinson and Company
 Bell Canada
 Bell Telephone Company
 of Pennsylvania
 L.M. Berry & Company
 Bethlehem Steel Corporation
 Blount, Inc.
 Blue Cross and Blue Shield of Florida,
 Inc.

Blue Cross/Blue Shield of Michigan
 The BOC Group, Inc.
 The Boeing Company
 Boise Cascade Corporation
 Borden, Inc.
 Borg-Warner Corporation
 Boston College/Corporate Community
 Relations Center
 Boston Edison Company
 BP North America Inc.
 Bristol-Myers Company
 Brown & Root Inc.
 Brunswick Corporation
 Burlington Industries, Inc.
 Burlington Northern Inc.
 Burroughs Corporation
 Burroughs Wellcome Co.
 Burson-Marsteller

C

Cabot Corporation
 Caesars Atlantic City Hotel/Casino
 Campbell Soup Company
 Cardinal Industries Incorporated
 Carolina Power & Light Company
 Carpenter Technology Corporation
 Carter Hawley Hale Stores, Inc.
 Caterpillar Tractor Company
 CENTEL Corporation
 Centerre Corporation
 Central Maine Power Company
 Century 21 Real Estate Corporation
 CH2M Hill, Inc.
 Champion International Corporation
 The Chase Manhattan Bank, N.A.
 Chemical Bank
 Chemical Manufacturers Association
 ChemLawn Corporation
 Chesapeake and Potomac Telephone
 Companies
 Chevron Corporation
 Chilton Corporation
 CIBA-GEIGY Corporation
 Cincinnati Bell Telephone Company
 Cincinnati Gas & Electric Company
 Citicorp
 Citizens & Southern Georgia
 Corporation
 Clark Equipment Company
 The Clorox Company
 The Coca-Cola Company
 Cole National Corporation
 Columbia Gas Distribution Companies
 ComputerLand Corporation
 Congressional Quarterly Service
 CONOCO Inc.
 Consolidated Edison Company
 of New York, Inc.

Consolidated Foods Corporation
 Consumers Power Company
 Container Corporation of America
 The Continental Group, Inc.
 Continental Telecom Inc.
 Control Data Corporation
 Cooper Laboratories, Inc.
 Adolph Coors Company
 Cordis Corporation
 Corning Glass Works
 CPC International Inc.
 CRA Limited
 Crown Zellerbach Corporation
 CSR Limited

D

Dana Corporation
 Dart & Kraft, Inc.
 Dayton Hudson Corporation
 Deere & Company
 Delmarva Power & Light Company
 of Maryland
 Diamond Shamrock Corporation
 Digital Equipment Corporation
 The Dow Chemical Company
 Dow Corning Corporation
 The Dun & Bradstreet Company
 Michael E. Dunn Associates, Inc.
 Duquesne Light Company

E

Eastman Kodak Company
 Eaton Corporation
 Jack Eckerd Corporation
 Economics Laboratory
 Edison Electric Institute
 Elkem Metals Company
 Encyclopaedia Britannica, Inc.
 Enserch Corporation
 Entex, Inc.
 Equifax, Inc.
 The Equitable Life Assurance Society
 of the United States
 Esmark, Inc.
 Ex-Cell-O Corporation
 Exxon Company, U.S.A.
 Exxon Corporation

F

Federal-Mogul Corporation
 Figgie International Inc.
 Fireman's Fund Insurance Companies
 First Bank System, Inc.
 First Interstate Bank of California
 Florida National Banks
 Florida Power Corporation
 Florida Power & Light Company
 Fluor Corporation

FMC Corporation
 Ford Motor Company
 Fox Public Relations
 Fred Meyer Inc.
 Freightliner Corporation

G

GATX Corporation
 General Electric Company
 General Foods Corporation
 General Mills, Inc.
 General Motors Corporation
 Georgia Power Company
 The Gillette Company
 Gold Kist, Inc.
 Golden Nugget, Inc.
 Gould, Inc.
 Great Northern Paper
 Greater Cleveland Growth Association
 Greater Minneapolis Chamber
 of Commerce
 Grocery Manufacturers of America, Inc.
 Grumman Corporation
 GTE Corporation
 Gulf Oil Corporation

H

Halliburton Company
 Hallmark Cards, Inc.
 The Haney Company
 The Hanna Mining Company
 The Hannaford Company
 Hardee's Food Systems, Inc.
 Harsco Corporation
 H.J. Heinz Company
 Hercules Incorporated
 Herman Miller Inc.
 Hershey Foods Corporation
 Hewlett-Packard Company
 Hill and Knowlton, Inc.
 Hoffmann-LaRoche Inc.
 Holiday Inns Inc.
 Honeywell, Inc.
 Hospital Corporation of America
 Hubbard Broadcasting, Inc.
 Hughes Aircraft Company

I

IBM Corporation
 ICI Americas, Inc.
 Idaho Power Company
 IDS/American Express Inc.
 Illinois Tool Works Inc.
 The Interface Group
 Interlake, Inc.
 International Civics, Inc.
 International Flavors & Fragrances, Inc.
 International Harvester Company

International Paper Company
ITT Corporation

J

James River Corporation
John Hancock Mutual Life Insurance
Company
Johnson & Johnson
Johnson Wax Company
Jostens, Inc.

K

Kal Kan Foods, Inc.
Ketchum Public Relations
Koch Industries
Kohler Company
Koppers Co., Inc.
The Kroger Company

L

Lear Siegler, Inc.
Leaseway Transportation Corporation
Lever Brothers Company
Libbey-Owens-Ford Company
Liberty Mutual Insurance Company
Eli Lilly & Company
Lincoln National Corporation
Little Company of Mary Hospital
Arthur D. Little, Inc.
Lockheed Corporation
Longs Drug Stores, Inc.
Lutheran Brotherhood

M

R.H. Macy & Co., Inc.
Manning, Selvage & Lee
The Manufacturers Life Insurance
Company
Manville Corporation
Marathon Oil Company
Mary Kay Cosmetics Inc.
Massachusetts Mutual Life Insurance
Company
The May Department Stores Company
Mazda Motors of America Inc.
McCormick & Company, Incorporated
McDermott, Inc.
McDonald's Corporation
McGraw-Edison Company
McGraw-Hill, Inc.
McKesson Corporation
The Mead Corporation
Medtronic, Inc.
Merck & Co. Inc.
Metropolitan Life Insurance Company

Michigan Bell
Michigan Consolidated Gas Company
Mid America Institute
for Public Policy Research
Minnegasco, Inc.
3M Company
Minnesota Power
Mitsui & Company, U.S.A., Inc.
Mobil Oil Corporation
Monsanto Company
Montana-Dakota Utilities Company
Morton Thiokol, Inc.
Motorcycle Safety Foundation
Motorola, Inc.
Mountain Bell
Mutual Benefit Life Insurance
Company
Mutual of Omaha Insurance Company

N

Nabisco Brands, Inc.
National Association of Chain Drug
Stores, Inc.
National Automobile Dealers
Association
National Coal Association
National Gypsum Company
National Medical Enterprises, Inc.
National Multiple Sclerosis Society
Nationwide Insurance
NCNB Corporation
NCR Corporation
Nelson-Padberg Consulting
Nestlé Coordination Center
for Nutrition
New England Mutual Life Insurance
Company
New England Telephone
New York Life Insurance Company
New York State Food Merchants
Association
Newsweek, Inc.
Niagara Mohawk Power Corporation
Nissan Motor Corporation in U.S.A.
Northeast Utilities Service Company
Northern Indiana Public Service
Company
Northern States Power Company
Northern Telecom, Inc.
Northrop Corporation
Northville Industries Corporation
Norton Company
NorWest Corporation
NRA-Institute for Legislative Action
NYNEX Corporation

O

Occidental Chemical Corporation
Ogilvy & Mather Public Relations, Inc.
Ohio Bell Telephone

Olin Corporation
Opinion Research Corporation
Owens-Corning Fiberglas Corporation
Owens-Illinois, Inc.

Rocloff Associates, Inc.
Rohm & Haas Company
Russell Corporation
Ryder System, Inc.

P

PACCAR, Inc.
Pacific Gas and Electric Company
Pacific Mutual Life Insurance Company
Pacific Power & Light Company
Panhandle Eastern Corporation
Peat Marwick Mitchell & Company
Pechiney Corporation
Penn Central Corporation
J.C. Penney Company, Inc.
Pennsylvania Blue Shield
Pennsylvania Power & Light Company
Pennwalt Corporation
Pennzoil Company
Peoples Gas Light & Coke Company
PepsiCo, Inc.
Petro Lewis Corporation
Pfizer Inc.
Pharmaceutical Manufacturers
Association
Philip Morris Incorporated
Phillips Petroleum Company
The Pillsbury Company
Pinellas Suncoast Chamber
of Commerce
Pitney Bowes Inc.
Playboy Enterprises, Inc.
Portland General Electric Company
Potlatch Corporation
PPG Industries, Inc.
Press Brenner Communications
Price Waterhouse
The Procter & Gamble Co.
Public Affairs Information
Public Service Company
of New Mexico
Public Technology, Inc.
Puget Sound Power & Light Company

Q

The Quaker Oats Company

R

Rainier National Bank
Ramada Inns, Inc.
RCA Corporation
The Refractories Institute
Republic Steel Corporation
Rexnord Inc.
RJR Industries
Reynolds Metals Company
Roadway Services, Inc.
A.H. Robins Company, Incorporated

S

Safeway Stores, Incorporated
St. Paul Companies, Inc.
St. Regis Corporation
Salt River Project
San Diego Hospital Association
Sandoz, Inc.
Santa Fe Southern Pacific Corporation
Schering-Plough Corporation
Schreiber Foods, Inc.
SCM Corporation
Scott Paper Company
SeaFirst Corporation
Joseph E. Seagram & Sons, Inc.
G.D. Searle & Company
Sears Roebuck & Company
Security Pacific National Bank
Shaklee Corporation
Shell Oil Company
Sierra Pacific Power Company
The Singer Company
SmithKline Beckman Corporation
SONAT Inc.
Southern California Gas Company
Southern Company Services, Inc.
Southern New England Telephone
Southern Union Company
The Southland Corporation
Southwestern Bell Corporation
Springs Industries, Inc.
Square D Company
A.E. Staley Manufacturing Company
Standard Oil Company (Indiana)
Standard Oil Company (Ohio)
State & Federal Associates
Stauffer Chemical Company
Sterling Drug, Inc.
J.P. Stevens & Company, Inc.
Stone & Webster Engineering
Corporation
Storer Communications, Inc.
Sun Banks, Inc.
Sun Company, Inc.
Sun Life Assurance Company
of Canada
Sundstrand Corporation
Sybron Corporation

T

Taft Broadcasting Company
Targeted Communications Corporation
Tenneco Inc.
Texaco, Inc.
Texas Eastern Corporation
Texas Gas Resources Corporation

TICOR
The Tobacco Institute
The Toronto-Dominion Bank
Toyota Motor Sales, U.S.A., Inc.
Transamerica Corporation
The Travelers Corporation
TRW Inc.

U

Unilever Australia
Unilever United States, Inc.
Union Camp Corporation
Union Carbide Corporation
Union Mutual Life Insurance Company
Union Oil Company of California
United Air Lines, Inc.
United Bank of Denver N.A.
United Brands Company
United Energy Resources, Inc.
United Parcel Service of America, Inc.
United States Steel Corporation
United States Tobacco Company
United Technologies Corporation
United Telecommunications, Inc.
Upjohn Company
U.S. Telephone, Inc.
Utah Power & Light Company

V

Varian
Velsicol Chemical Corporation
Virginia Electric & Power Company
The Vollrath Company

Vulcan Materials Company

W

Walgreen Company
Warner-Lambert Company
Washington Water Power Company
Wausau Insurance Companies
J. Arthur Weber and Associates
Wells Fargo & Company
West Point-Pepperell, Inc.
Westinghouse Electric Corporation
Westvaco Corporation
Weyerhaeuser Company
Whirlpool Corporation
Wills & Associates, Inc.
Wisconsin Electric Power Company
Wisconsin Power & Light Company

X

Xerox Corporation

Y

Yale-New Haven Hospital
Young & Rubicam Inc.

Z

Zapata Corporation
Zenith Radio Corporation



CONFERENCE SCHEDULE • 1985

THE PUBLIC AFFAIRS INSTITUTE

January 6-11 — California State Polytechnic University, Pomona

The Institute is the pre-eminent career enhancement and advanced training facility for senior corporate public affairs executives. It is designed to strengthen their ability to serve their companies and trade associations as skilled analysts of the social and political environment, as counselors to senior management, and as liaison with the government sector and with non-business interest groups. Completion of the Institute program requires attendance at three annual week-long sessions.

LOBBYING CLINIC ON STATE GOVERNMENT

January 9-11 — Washington, D.C.

This 18th annual clinic focuses on state trends nationwide and on ways companies are structuring programs to meet ever-increasing activities in the 50 capitals. Though designed for people new to the corporate state relations field, it is equally valuable as an update for experienced professionals.

POLITICAL ACTION COMMITTEE CONFERENCE

February 6-7 — Washington, D.C.

A multifaceted examination of the complex, frequently perplexing political environment facing corporate political action committees ("PACs") today. Speakers include political action committee administrators, academic experts, critics, and congressional defenders and opponents of PACs. Ways to respond to the continuing campaign to discredit PACs are examined.

TEXAS PUBLIC AFFAIRS/LEGISLATIVE WORKSHOP

February 13-14 — Austin

Today's companies recognize that involvement of local managers is essential to strong legislative programs. This workshop helps plant managers in Texas—and other line executives of companies active in that state—gain a fuller understanding of Lone Star politics and legislative activities. The program offers participants excellent opportunities to meet with important Texas political figures, journalists and lobbyists, and other statehouse veterans.

WORKSHOP ON ORGANIZING AND MANAGING GRASSROOTS PROGRAMS

February 20 — West Palm Beach, Florida

This seminar provides valuable pointers on setting up and running grassroots programs. Expert advice.

ANNUAL GRASSROOTS CONFERENCE

February 21-22 — West Palm Beach, Florida

Always one of the Council's most popular conferences, this two-day session spotlights new approaches to grassroots programs. Plenary sessions probe trends in business/political affairs. Workshops cover different aspects of grassroots programs at all of the levels of government.

CALIFORNIA PUBLIC AFFAIRS/LEGISLATIVE WORKSHOP

March 5-6 — Sacramento

This meeting follows the format used for the Council's state public affairs/legislative workshops in other states. See the paragraph on the February 13-14 workshop in Texas for the basic "parallel" information.

FLORIDA PUBLIC AFFAIRS/LEGISLATIVE WORKSHOP

April 16-17 — Tallahassee

See the paragraph on the February 13-14 workshop in Texas for the basic information on this parallel session.

EUROPEAN PUBLIC AFFAIRS CONFERENCE

May 6-10 — Brussels/Paris

This PAC VIP (Very Important Program) opens in Brussels, headquarters of the European Community and the North Atlantic Treaty Organization, with briefings by top experts on the Continent. It then moves to Paris, where the focus will be on the French political situation and the climate for international business. Some attention will also be devoted to public affairs activities at the OECD. The two-part, two-city conference is an important one for public affairs executives in U.S. headquarters who have international responsibilities. It's equally important, of course, for senior PAOs and non-public affairs executives from European countries.

FUNDAMENTALS OF CORPORATE COMMUNITY RELATIONS

May 21 — Boston

This meeting is especially useful to companies with relatively new community relations programs—and to those still exploring this area of ever-increasing public affairs importance. The how-to agenda provides excellent "start-up" and "state-of-the-art" information always of value to community relations people and to their bosses.

NATIONAL CONFERENCE ON COMMUNITY RELATIONS

May 22-23 — Boston

This national conference is in the tradition of the highly-praised meetings on community affairs held under Council auspices in Minneapolis in 1982, in Baltimore in 1983, and in San Francisco in 1984. Like those assemblies, it concentrates on ways by which public affairs officers and their colleagues can help their companies respond to burgeoning community needs. "Name" speakers from around the country are featured, but the emphasis is on how-to workshops which focus on new approaches and old problems. Corporate efforts that have proven their worth at the community level are examined.

PUBLIC AFFAIRS TRAINING SEMINAR

June 5-7 — Washington, D.C.

This is the "basic" course for new or relatively inexperienced public affairs officers, but it is also valuable for the longtime professional seeking new ideas. It is the only program of its kind. A comprehensive overview of the many facets of corporate public affairs, it addresses some 20 central subjects—most in informal workshop settings. Experts from companies that have led the way comprise the "faculty."

CORPORATE ISSUES MANAGEMENT TODAY

June 19 — Washington, D.C.

What's new in issues management? What's tried and true? And what does the future for issues management hold, or seem to hold, for those seeking to benefit from the constantly developing process? Experts provide valuable insights and information at this meeting, which focuses on presentations of existing corporate approaches to such aspects of issues management as emerging issues, relationships between issues management and corporate planning, the role of communications in issues management, utilization of public policy research analysis, and more. Planning and follow-through techniques are examined.

FOUNDATION FOR PUBLIC AFFAIRS: WORKSHOP ON ACTIVIST GROUPS

July 11-12 — Washington, D.C.

How should a company respond to challenges and demands by activist groups? Which organizations are likely to be important in the future, and how are tactics and strategies changing? This second workshop on activists presented by the Foundation for Public Affairs investigates innovative corporate programs for dealing with interest group pressures and future directions of the "public interest" movement.

PUBLIC AFFAIRS COUNCIL/NCSL STATE CONFERENCE

August 5 — Seattle

This 11th annual seminar is scheduled immediately before the yearly meeting of the National Conference of State Legislatures. A Council/NCSL tradition, it affords corporate representatives an

excellent opportunity to meet and exchange ideas before the frenetic NCSL conference rush begins. Our seminar features legislative leaders, veteran corporate lobbyists, and academicians analyzing state government.

STRATEGIC USES OF PHILANTHROPY IN PUBLIC AFFAIRS

August 7-8 — Los Angeles

Corporate philanthropy is one of the most vital, but often misunderstood, components of public affairs. This conference concentrates on ways to make the most effective use of such philanthropy. Planning for, and administration of, philanthropic projects are discussed by experts, who also look at government regulations and the goals proclaimed by certain social and cultural activist organizations.

ORGANIZING AND MANAGING INTERNATIONAL PUBLIC AFFAIRS

September 11-12 — Washington, D.C.

Executives with international public affairs responsibilities find that this annual meeting provides them with a unique opportunity to exchange information on current practices and trends in organizing and managing international public affairs operations. Top public affairs officers conduct workshops, explaining new tools and techniques and how problems can be handled more effectively. Typical subjects include relations between headquarters public affairs and overseas managers, international government relations, the management of international issues, and international public affairs and strategic planning.

THE COUNCIL'S GALA 30TH ANNIVERSARY DINNER

October 14 — Washington, D.C.

Join us as we celebrate three decades of Council service to the public affairs community. We will honor an individual or individuals personifying the driving goal of our organization at its founding—participation by business executives in politics and public service. Black-tie.

NEW MANAGEMENT APPROACHES TO PUBLIC AFFAIRS

November 13 — Washington, D.C.

There's a dynamic new management "revolution" under way in public affairs. New concepts, new techniques and new technologies are analyzed in this seminar. Systems that have been tested and found to be of value are also discussed by experts. Approaches that haven't lived up to their earlier billing are examined as well.

ROUNDTABLE FOR PUBLIC AFFAIRS OFFICERS

November 14-15 — Washington, D.C.

The Roundtable is the Council's "longest-standing" program. It's an annual tradition with public affairs officers from around the

nation and with other corporate and association executives with a keen interest in politics and vital public policy issues. Briefings by prominent political insiders are one of the highlights of the 1985 "off-year" Roundtable. Probing analyses of predictable topics such as the outlook for the 1986 congressional elections are combined with attention to emerging political issues. Speakers include authentic VIPs and top political journalists.

NATIONAL CONFERENCE ON STATE GOVERNMENT RELATIONS

December 4-6 — New Orleans

This conference looks beyond "state of the art" questions and legislative issues—which are addressed at the Council/NCSL mid-year meeting—to broader questions such as: changes in the federal system, emerging issues, trends in public opinion vis-à-vis state government, and the like.

Note: Additional conferences may be scheduled during the year. For details, watch *Impact*, the Council's monthly newsletter, and follow *Conference Call*, which is always issued well in advance of each meeting.

FOUNDATION FOR PUBLIC AFFAIRS

The Foundation for Public Affairs, a Council affiliate, is a separate research and educational organization. It was formed to respond to the growing need for information on a wide array of public affairs matters. The Foundation is a 501(c)(3) organization, and is supported through the generosity of 100 leading companies and associations in the public affairs field.

The Foundation provides timely answers to policy questions involving interest groups and corporate public affairs programs. Its Resource Center responds to some 2,000 inquiries each year from corporations, associations, research institutions, the media, government agencies, universities, and interest groups.

The Foundation is widely known for its ability to alert public affairs professionals to emerging trends and issues.

PRIMARY SERVICES OF THE FOUNDATION INCLUDE:

- **INTEREST GROUP RESEARCH.** Staff members gather information on more than 2,500 activist organizations, ideological political action committees, research institutions and other groups with special significance to corporate and trade association public affairs departments. More than 200 specialized publications are monitored.
- **'PUBLIC INTEREST PROFILES.'** The Foundation's principal research and publication effort, *Public Interest Profiles*, thoroughly analyzes the nation's key activist groups and public policy organizations. *Profiles* is widely acknowledged as an authoritative and impartial resource on organizations of concern to business. The 1984-85 edition contains analyses of more than 250 important organizations—valuable intelligence not available anywhere else.
- **'POLICY NETWORKS.'** The wealth of interest group information available through the Foundation is reflected in *Policy Networks*, the monthly newsletter now in its fifth year of publication. *Policy Networks* examines interest group factors that will influence the policy and economic environment.
- **PUBLIC AFFAIRS PROGRAM MATERIALS.** For companies and associations either establishing or revising public affairs programs, the Foundation can provide a broad range of organizational materials, including job descriptions, organization charts, policy statements, public affairs manuals, and newsletters. For companies developing new programs in areas such as grassroots lobbying, employee political/economic pro-

"INTERESTED IN ACTIVIST ORGANIZATIONS? THE MOST PROMINENT? THE MOST INFLUENTIAL? WHAT ARE THEY CONCERNED ABOUT? WHAT ARE THEIR BUDGETS? HOW ARE THEY FINANCED? WHAT ARE THEIR POLITICAL ORIENTATIONS? WHO RUNS THEM? HOW DO EXPERTS INDEPENDENT OF EACH ASSESS ITS EFFECTIVENESS? THAT INFORMATION IS AVAILABLE ABOUT SOME 250 SUCH ORGANIZATIONS . . . IN *PUBLIC INTEREST PROFILES*."

—*PUBLIC RELATIONS NEWS*

grams, and community affairs, the Foundation offers materials which cooperating firms with innovative programs have found to be extremely useful.

The Foundation's corporate public affairs resources include materials on academic programs, advocacy advertising, business credibility, ethics, philanthropy, social responsibility, government relations, plant visits, political education, social audits, volunteerism, and speeches.

• 'FPA BRIEFING.' Started last year, the *FPA Briefing* papers provide up-to-the-minute analyses of innovative corporate programs and issues of concern to public affairs managers. Grassroots programs, philanthropic strategies, and community relations are among the many topics addressed in these timely briefing papers.

• FOUNDATION TRUSTEES

Chairman
Henry J. Lartigue, Jr.
Exxon Company, U.S.A.

Treasurer
Wilson W. Wyatt, Jr.
BATUS, Inc.

Linda H. Asay
Consultant

James C. Bowling
Philip Morris, Incorporated

Richard A. Edwards
Metropolitan Life Insurance
Company

Edmund P. Hennelly
Mobil Oil Corporation

Walter C. Howe
Weyerhaeuser Company

Donald G. Livingston
Carter Hawley Hale Stores, Inc.

• FOUNDATION STAFF

Richard A. Armstrong
President and Staff Director

Penny Smith
Administrative Assistant

Linda M. Johnson
Research Associate

Leslie Swift-Rosenzweig
Research Associate

Information on the activities and resources of the Foundation for Public Affairs may be obtained by calling 202/872-1750. The facilities of the Foundation are available any weekday by appointment.

ETHICAL GUIDELINES

FOR BUSINESS PUBLIC AFFAIRS PROFESSIONALS

THE PUBLIC AFFAIRS PROFESSIONAL maintains professional relationships based on honesty and reliable information, and therefore:

1. Represents accurately his or her organization's policies on economic and political matters to government, employees, shareholders, community interests, and others.
2. Serves always as a source of reliable information, discussing the varied aspects of complex public issues within the context and constraints of the advocacy role.
3. Recognizes diverse viewpoints within the public policy process, knowing that disagreement on issues is both inevitable and healthy.

THE PUBLIC AFFAIRS PROFESSIONAL seeks to protect the integrity of the public policy process and the political system, and therefore:

1. Publicly acknowledges his or her role as a legitimate participant in the public policy process and discloses whatever work-related information the law requires.
2. Knows, respects and abides by federal and state laws that apply to lobbying and related public affairs activities.
3. Knows and respects the laws governing campaign finance and other political activities, and abides by the letter and intent of those laws.

THE PUBLIC AFFAIRS PROFESSIONAL understands the interrelation of business interests with the larger public interests, and therefore:

1. Endeavors to ensure that responsible and diverse external interests and views concerning the needs of society are considered within the corporate decision-making process.
2. Bears the responsibility for management review of public policies which may bring corporate interests into conflict with other interests.
3. Acknowledges dual obligations—to advocate the interests of his or her employer, and to preserve the openness and integrity of the democratic process.
4. Presents to his or her employer an accurate assessment of the political and social realities that may affect corporate operations.

— THE PUBLIC AFFAIRS COUNCIL

COUNCIL CALENDAR

1985 HIGHLIGHTS

<i>January 6-11, Pomona, California</i> Public Affairs Institute	<i>June 5-7, Washington, D.C.</i> Public Affairs Training Seminar
<i>January 9-11, Washington, D.C.</i> Lobbying Clinic on State Government	<i>June 19, Washington, D.C.</i> Corporate Issues Management Today
<i>February 6-7, Washington, D.C.</i> Political Action Committee Conference	<i>July 11-12, Washington, D.C.</i> Foundation for Public Affairs: Workshop on Activist Groups
<i>February 13-14, Austin</i> Texas Public Affairs/ Legislative Workshop	<i>August 5, Seattle</i> Public Affairs Council/National Conference of State Legislatures
<i>February 20, West Palm Beach, Florida</i> Workshop on Organizing and Managing Grassroots Programs	<i>August 7-8, Los Angeles</i> Strategic Uses of Philanthropy in Public Affairs
<i>February 21-22, West Palm Beach, Florida</i> Annual Grassroots Conference	<i>September 11-12, Washington, D.C.</i> Organizing and Managing International Public Affairs
<i>March 5-6, Sacramento</i> California Public Affairs/ Legislative Workshop	<i>October 14, Washington, D.C.</i> The Council's Gala 30th Anniversary Dinner
<i>April 16-17, Tallahassee</i> Florida Public Affairs/ Legislative Workshop	<i>November 13, Washington, D.C.</i> New Management Approaches to Public Affairs
<i>May 6-10, Brussels/Paris</i> European Public Affairs Conference	<i>November 14-15, Washington, D.C.</i> Annual Roundtable for Corporate Public Affairs Officers
<i>May 21, Boston</i> Fundamentals of Corporate Community Relations	<i>December 4-6, New Orleans</i> National Conference on State Government Relations
<i>May 22-23, Boston</i> National Conference on Community Relations	

For information on additional conferences which may be scheduled during the year, see *Impact*, the Council's monthly newsletter, and follow *Conference Call*, always issued well in advance of each meeting.

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