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AMERICAN JEWISH ARCHIVES

*Preserving American Jewish History*

MS-603: Rabbi Marc H. Tanenbaum Collection, 1945-1992.

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Box 85, Folder 19, NBC conference [Tarpon Springs, Fla.], 1986.



2/6-7/86  
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NBC

National Broadcasting Company, Inc.

30 Rockefeller Plaza  
New York, N.Y. 10112 212-664-4444

November 11, 1985

Rabbi Marc Tanenbaum  
American Jewish Committee  
165 East 56th Street  
New York, New York 10022

Dear Marc:

Because television occupies such a large place in American life, people have concerns about how it may affect the nation's culture and values. As a responsible television network, NBC tries to keep in touch with these concerns and the groups that voice them.

Since the views of your organization are important to us, we'd like to invite you to join us for a two-day conference on television's role in our society. The meeting will be held at Innisbrook in Tarpon Springs near Tampa, Florida, February 6-7. Also participating will be about thirty-five representatives of other important organizations.

Just as with our earlier conferences (described in the enclosed Uncommon Interest brochure), participants will meet and talk with NBC management, independent producers and others involved in creating TV shows and getting them on the air.

The Conference agenda will include a look at social science research into television's effects on values; a "Miller's Court" case-study seminar on TV and the public interest, moderated by Arthur Miller of Harvard; and a panel with NBC News executives to discuss television news.

We hope the dialogue will give everyone involved -- including NBC -- a greater understanding of the function and role of television. Participants will have the opportunity to air their views, in both formal and informal gatherings.



NBC

Rabbi Marc Tanenbaum  
November 11, 1985  
Page 2

The proceedings start promptly at 9:00 AM Thursday, February 6, and close with a luncheon on Friday, February 7.

This invitation is to you alone (sorry, no substitutes), and we do hope you'll accept. Please let us know just as soon as possible so that we can complete our plans. Call if you have any questions.

Looking forward to seeing you at Innisbrook.

Sincerely,

Betty K. Hoffmann  
Vice President  
Program Information Resources

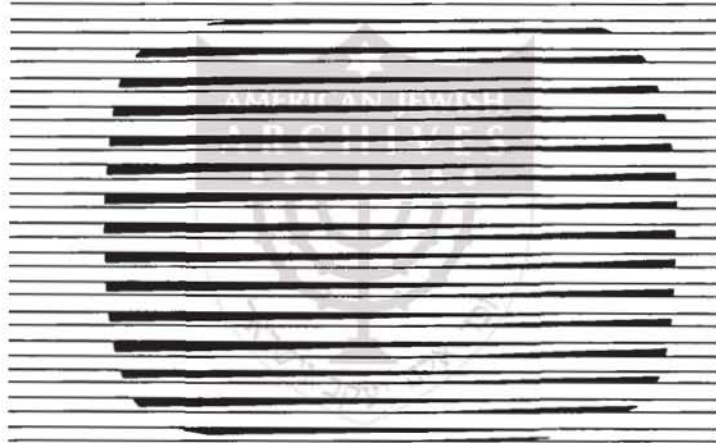
Betty Hudson  
Vice President,  
Corporate Relations and  
Advertising

R.S.V.P.: (212) 664-2003



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***Uncommon  
Interest***



***NBC  
and  
Television's  
Special  
Audiences***

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***“I see television as one of the most significant inventions in human history on the one hand, and yet I see so many areas where television has a great deal more to do in reflecting who we are, in shaping who we can become in our society.”***

*—Comment from a participant in NBC's conference on television and social change in the 80's*

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*TV: It Talks  
But Will It  
Listen?*



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At NBC, we want television to be close to the concerns of our audiences.

To do that, our Corporate Relations and Program Information Resources staffs make themselves and this company available to you every day.

But sometimes, we think we need to do more than the everyday.

There are times we feel we need to meet formally and at length with representatives of those groups who have shown a special interest in television as a social force.

What comes from such meetings? Well, for one thing, we've learned that this issue is far more complex than any of us had thought. We've arrived at few conclusions. Instead, we have



opened ourselves to a great many more questions.

We've also come to realize that the process of engagement with each other is just as important as the conclusions we thought we were after. That experience has been so valuable that we wanted to share something of it with a larger audience.

Hence, this pamphlet.



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## *Meeting I: Learning What We Need to Learn*

The first special meeting took place in 1979 in Florida. It brought together NBC television executives and leaders of 32 voluntary organizations. Its theme was "television and values."

During that meeting, the delegates—both from the network and from the voluntary organizations—found out a great deal about each other. Some of the things they found were surprising—even to themselves—particularly that they had much more in common than they thought. They discovered that the differences they had did not have to imply conflict. Instead, the differences suggested a need for interdependence. That sense of connection shaped the chief consensus of the meeting: simply to continue what had been started there.

About values themselves, there was almost no consensus—just more questions. Among them:

*\* Is there any point of view which can be called "national," which transcends our differences as a people and makes us one?*

*\* Granted that voluntary organizations are free to give the network a values input and granted that the network is free to accept or reject advice, just what is the broadcaster's responsibility concretely? Is it to reflect or to affirm/deny certain American values?*

*\* And finally, the key question: in a pluralistic society, "Who speaks for the people? Who sets the values in TV?"*



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## *Meeting II: Who Does Speak for America?*

That question became the starting point for the second NBC-sponsored conference on television and society. Held in 1981 at the Scanticon Conference Center in Princeton, New Jersey, it was called "Social Changes in the 1980's: Their Implications for Television."

The Scanticon Conference again brought together key NBC executives—including the vice chairman of the board, the head of all NBC programming, the head of research and the head of broadcast standards—some of television's most concerned and vocal critics, and leading academics. Some of the delegates had been at the first conference; many had not.

The first conference had shown both television executives and leaders of the interest groups that they were more alike than they had thought. Because of that discovery, both now felt the need for a wider perspective on themselves and the problems they wanted to address.

As the conference convener put it, the meeting was designed to give "us all the opportunity to challenge ourselves by looking at social issues through the larger perspective offered by specialists from the sciences and the humanities.

"In that way, the conference should help us to bring light as well as heat to the question of who is the moral arbiter for America, and to the more specific question of what that means for television."



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## *The Context:* **U<sub>1</sub> loosening Community**

The first Scanticon speaker, Robert Bellah of the University of California at Berkeley, placed the social change of the 1980's in the wider context of America's history.

Bellah saw the events of the 80's as part of a trend throughout this century in which "the basic structure of our society has changed almost beyond recognition.

"We find an America hardly recognizable if we think of the formative period that still gives us so many



of our self-images. For a long time it was possible for most Americans to ignore the growing disparity between what we thought we were and what we were rapidly becoming."

But that disparity is becoming harder and harder to ignore. What we have lost, said Bellah, are the conditions that created our traditional sense of community.

What has grown stronger is the ideal of autonomous individuality.

"Part of this radical individualism feeds easily into a kind of utilitarian conception of action in which each of us is supposed primarily to look out for his or her own interests, and it isn't my responsibility to care about anyone else."

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## ***Theses:*** ***The Concerns*** ***of TV's Critics***

As though corroborating, in part, Bellah's picture of America, the special interest groups set forth an agenda of concerns that both reflected distress over the fragmentation of America and, in its diversity, demonstrated that fragmentation. The common thread was the assumption that television had something to do with that social phenomenon: possibly as cause, possibly as cure.

Among the concerns of the interest groups:

- \* the apparent power of television to influence our society and its mores;*

- \* the exploitation of people's fears by some television programs, including so-called "electronic preachers";*

- \* the impact of television, including television advertising, on children;*

- \* the accurate portrayal and representation of various groups, particularly minority groups, on television programs;*

- \* the relation between televised violence and real-life violence;*

- \* commercial television's apparent reluctance to stretch the minds of its viewers;*

- \* apparent lack of clarity about commercial broadcasters' policies on citizen access to air time;*

- \* apparent power of network television executives—seemingly few and faceless—to influence society;*

- \* apparent "distance," including psychic, between New York and Los Angeles television executives and the actual television audience.*

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## *Antitheses:* **TV's Concerns**

NBC's executives at the Scanticon meeting shared many of the concerns of their critics. But before they could address them, they had concerns of their own to bring before the group. The primary of those was that the conference couldn't very well consider the role of television in our society until everyone had a better grasp of the day-to-day reality of television as a business.

They pointed out that the American television system—unlike any other in the world—mandated broadcasters to serve both the public's interest and the private interest of the owners of television stations and companies.

Balancing those two interests is not always easy, especially at a time when the "public interest" is not one but many interests. Nonetheless, it is the job of television executives to serve those interests just as much as the interests of the company's shareholders.

"We are in the business of providing entertainment," they said, "but that's not our only business. There are more occasions than not when we turn down something that could get big ratings if we feel that it's not a responsible program."

As for those programs that do make it on the air, the aim is not to make every show appeal to all the people all the time. Rather the aim is to arrive at a total "balanced schedule of shows, that is, a mixed schedule with shows that will appeal to various segments of the population."

The average audience for a network primetime program is about 24 million people, representing a multitude of expectations and attitudes with respect to television itself and to television programs. In trying to please that vast audience, NBC broadcast standards editors—responsible for judging the acceptability of television programs—



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review more than 2,000 program outlines and scripts every year, as well as the actual shows that do make it on the air.

What's it like to make those judgments? NBC gave the conferees some idea when it presented a videotaped collection of "close calls" from recent NBC shows and asked the conferees to play the role of network standards editor. The experience, said most participants, was illuminating. They came to see the difficulty in making choices for the public interest and not just their own interest.

Television shows, of course, don't go directly from the broadcasting company to viewers. They go through the network, the electronically



connected string of stations that keeps national television rooted in local communities.

To those in that part of the business, the operation of a local television station is a juggling process. "Not only," said a station manager, "because we serve two masters—public interest and profit—but because for every piece of air time that exists, there are scores of people out there who believe that it should be theirs, that is to say, that it should reflect their personal tastes, their personal proclivities, their personal sensitivities, their personal needs. As station operators, we have to attempt to arrive at a consensus for this cacophony of voices."

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## **Synthesis: Social Critic as Entrepreneur**

The “cacophony of voices” made up of society’s critics and pundits came under close scrutiny at the Scanticon Conference from Professor James Kuhn of the Columbia University Graduate School of Business. However else they might be regarded, Professor Kuhn saw those voices as part of a very old-fashioned American economic tradition. He called them entrepreneurs, as much like the various businesses they criticize (including television) as



different from them. Thus, much as the conferees at the first meeting had discovered on their own, Kuhn made the point that special interest group leaders and television executives may be more like each other than they realize.

“An examination of the developing role of interest groups in the changing economy suggests that they manifest a new dimension of economic growth. They are exhibiting the dynamic force of capitalism in the rapidly expanding services sector . . . a sector long dominated by small firms and the self-employed. Larger scale and mass-market organizations are now appearing throughout the sector and even among the most visible parts, the

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public interest groups.

"It is likely that the productive future of the economy will be increasingly shaped by the activities, values, and leaders of these groups, eclipsing those of the older, declining manufacturing sector, once considered the very core of the American economy," said Kuhn.

"Though these newly vocal groups may sometimes look threatening to the country's traditional market system, they, in fact, still play by its rules," said Kuhn.

"In seeing pressure groups and public interest associations as parts of the business system, and seeing even social critics as business managers who are able to use business modes,



means and techniques to seize and use power, the public may want to judge some of the claims made with at least as much skepticism as it does those of the makers of *Preparation H*, *Roloids*, and *Oil of Olay*. But it will also find the new business services as useful and liberating as, in its day, the Model T, the electric washing machine and the radio," said Kuhn.



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## *A Return to Roots: The Creator*

Before television is a business, before it is an object of social criticism, even before social criticism is a business, television is a medium for creative talents. To gain a perspective on the creative process for television, the Scanticon conferees heard from Eric Bercovici, writer and producer for television.

Bercovici offered a brief picture of what it is like to create entertainment for a medium like television, with its many masters.

From his standpoint, one of the problems of television entertainment



is not that it is too close to life, rather that it is too close to itself. Television shows, he said, too often run the danger of looking like other television shows.

But in their attempt to get closer to reality, television producers run another risk: offending and irritating audiences who may not always easily accept the producers' vision of reality in their living rooms.

And that audience is the final arbiter for how well or ill a television creator has done his or her job.

## ***A Return to Roots: The Audience***

If the first relationship that counts for television is that between creative artist and audience, then we are brought back to the question which generated the Scanticon Conference. Who speaks for that audience?

In the television business, we face that question every day. But we usually put it in another form: what do we really *know* about that audience?

Examining such issues is one of the jobs of the NBC Research Department. In keeping track of the "love/hate" affair between the American public and television, they've found:

*\* viewers understand the "business" side of television surprisingly well, seeing in it both good and bad points;*

*\* they feel advertising on television is a fair trade-off for getting programs free—some people even like commercials;*

*\* most viewers, though, feel there are "too many" commercials on television;*

*\* most viewers are well aware of television's ratings system and keep track of which network is ahead;*

*\* but viewers don't much like the ratings system;*

*\* viewers do like the job television does as an information medium;*

*\* but they are not so certain about it as an entertainment medium; they enjoy television programs but are concerned about their possible effect on society.*

Among the specific concerns of viewers are those about sex, violence, and profanity. But what viewers feel about those concerns is somewhat contradictory. In a study NBC commissioned from the Roper Organization, researchers found that while in other studies many people agreed with a general statement like "there is too much sex on television,"



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only a minority actually objects to the treatment of sexual themes in *specific* programs.

What does such a result tell us? It may mean people express conflicting views between general propositions and specific instances. It's also possible that people distinguish between specific instances and the aggregate of instances. And it's possible that people are, in general, concerned about the possible effect on a specific part of the audience—such as children.

In recognition of this special concern for children, NBC set up in 1975 a social science advisory unit made up of five distinguished social scientists from major universities around the country. The panel meets with programmers and broadcast standards editors several times a year and also holds seminars for producers and writers who create the programs. Additionally, the panel reviews new scripts and concepts as well as what is on the air.

The panel is particularly concerned with three key questions: 1) is there anything in a program that might have harmful effects; 2) is the program using opportunities to teach children; 3) is the program written so that a young viewer may understand it and its messages?

The children's advisory panel is just one instance of NBC's ongoing concern with the relationship of television and its audience. NBC social scientists work constantly with the Broadcast Standards Department on all programs, as well as conduct long-range studies on television's effect, NBC researchers told conferees.



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## *A Return to Roots: Dialoguing*

The Scanticon conference was much more than a series of formal reports. Those really just laid the groundwork for the real business of the conference: real conversation between deeply concerned people about what mattered, and mattered very deeply, to them.

There was plenty of that kind of conversation. Some informal, at dinner, over drinks. But a great deal more of it in the time originally scheduled for formal sessions as the set agenda gave way to the desire of the participants for talk.



For most of the participants, those talks were the best part of the conference. After the set speeches, the illuminating scholarly perspectives, the formal panel discussions, Scanticon came down to real conversation between real people, sharing their concerns about this medium, about this society, about our children.

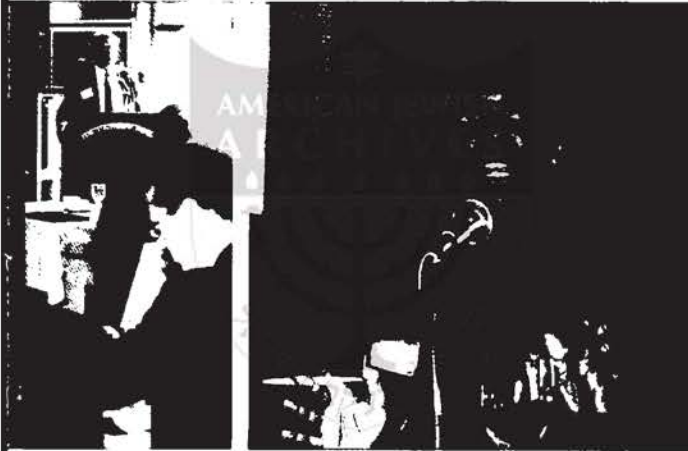
**Meeting III:  
TV's  
Social Impact**



To continue the connection between NBC and its special constituencies that had been established with conferences in 1979 and 1981 on television and society, NBC sponsored a third such conference in the fall of 1983.

Divided into one-day sessions in New York and in Los Angeles, the conference took its theme from what the special interest leaders in the first two meetings had said they were most deeply concerned about: the social impact of television programs, and particularly the risk of negative stereotyping and its impact on children.

At this meeting, NBC executives reported on how the company addresses that concern.



## ***A Learning Experience: Children's Programming and Stereotypes***

The first report was in the form of a panel discussion on programs for children, conducted by members of the NBC Social Science Research Department and some of NBC's outside consultants. The panel explained how its members work with the Children's Programming Department to assure that Saturday morning programs are socially responsible.

The panel used the development of the MR. T cartoon show as its chief—and perhaps most sensitive—example of this process.

As Phyllis Tucker-Vinson, head of Children's Programming, explained, when the Mr. T show was first proposed, it seemed to present a formidable challenge. While NBC had been careful to avoid stereotyping his character on THE A-TEAM, Mr. T's other roles and appearances had led some groups to perceive him as a negative stereotype.

To meet this challenge, NBC called on the expertise of consultants like Dr. Reynaldo Macias, USC Professor of Education; Dr. Aimee Dorr, UCLA Graduate School of Education Professor, and Dr. Karen Hill-Scott, Executive Director of the Crystal Stairs Research Corporation.

These experts helped the show's producers better understand negative stereotyping and how to avoid it. They also offered their explanation for the way children learn from television programs, and, more importantly, how producers and programmers can learn *from* children.

It seems that children themselves have much to teach adults about



seeing the world without stereotypes. And that lesson, as it turns out, was invaluable to NBC in dealing with the Mr. T cartoon show. We found out that children saw more in Mr. T than many adults did. They saw a multi-dimensional character who was a unique person, with positive beliefs and feelings and a deep concern for children.

NBC's children's programming executives knew that that was the character children should see on Saturday morning.

And, thanks to this cooperative effort, they do. One of the consultants pointed out how the successful avoidance of negative stereotyping worked together with other positive



aspects of the program: "What has resulted is a show which has real stories to tell on Saturday morning, which has a Mr. T who is both likable and regarded by children as an individual, which has a multi-ethnic cast, and which has turned out to be quite popular."

In the words of Dr. Hill-Scott, the Mr. T experience shows that programming can be "responsive and responsible, yet commercially effective."



## *A Sensitizing Process: Primetime and Stereotypes*

But Children's Programming is not all of television entertainment. The major part is found in "primetime": 8 to 11 p.m. Monday through Saturday and 7 to 11 p.m. Sunday.

How sensitive are television executives and television producers to the problem of negative stereotypes in primetime?

The first aspect of this question discussed at the New York-Los Angeles meetings was the important role of the Broadcast Standards Department, and how it helps producers and programmers to avoid undesirable stereotypes and to solve other problems of taste and social responsibility. Ralph Daniels, Vice President, Broadcast Standards, gave some practical examples of the kind of careful judgments his editors have to make.

Then Jeff Sagansky, Senior Vice President for Series Programming, NBC Entertainment, and Bruce Paltrow, Executive Producer of *ST. ELSEWHERE*, took up the question of negative stereotypes by examining the actual process of making primetime programs. Sagansky described the huge commitment of effort and resources involved in the process—and how that commitment works as an economic incentive to the programmer to stay closely attuned to the special sensitivities of the audience.

NBC makes very few of its own programs. Instead, it commissions programs from outside producers to fill the bulk of the 22 hours of primetime network television in a week.

To get to that 22 hours, NBC programmers consider each year more than 2,000 ideas for new shows. Of these, only about 125 will be



commissioned as scripts. And NBC will pick only about 30 of those scripts to be produced as pilot films. About 7 of those pilots will finally get on the air as new shows in the fall.

In other words, only about one-third of one percent of the ideas for shows ever get turned into series. Is there anything that can shorten those very long odds for success?

Yes, two things: first, the odds are better for proven, quality producers; second, the odds are better for ideas and scripts that will attract the kind of audience NBC is after.

That last point is relevant to NBC's policy of avoiding negative stereotypes. First and foremost, NBC follows this policy out of a



longstanding sense of corporate social responsibility—but it also has a sound business reason for doing so.

The audience NBC particularly wants to attract is the audience of the 80's—multi-racial, multi-ethnic, where the interests of both sexes are represented.

To be attracted to programs, that audience must be able to identify with those programs. That's why about two-thirds of NBC's primetime shows feature minority actresses and actors in leading roles.

But being sensitive to the interests of these audiences means more than using minority actresses and actors. It also means having people in the production business who are

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receptive to portraying those interests, and who, often, are themselves members of a minority group.

For that reason, producers and networks today are making special efforts to develop minority talent in writing, in producing, in directing.

The problem for rapid and visible progress throughout the system, of course, is those long odds for success.

Nonetheless, if television is to be responsive to the interests and concerns of its audiences, it needs to bring into its system people who are sensitive to those interests.

That was the view offered by NBC's Vice Chairman, Irwin Segelstein:

"The thing we have to do perhaps most of all is to feed into our product areas—news, sports, and entertainment—people who represent the points of view expressed here.

"As they grow into the system, those people will bring with them all their experiences and all their sensitivities."

That kind of infusion of diverse viewpoints was clearly a particular value of the meeting itself, judging by participants' reactions at its close.

As one representative put it, "... I think that it's a good opportunity for me to meet other people who are trying to do the same kinds of things on different issues. And I think that if we can build stronger coalitions and be more sensitive to each other's needs and desires, then... we've gone a long way towards all of us, collectively, improving television."

"You've educated me," said another participant, addressing the NBC executives present. "You've educated, I'm sure, many of the people in this room to your problems. I think that I can come away from this with better appreciation of what you're grappling with. And I like to think, as you have expressed, that you have gained from this."



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## **Conclusions: Not to Conclude**

From meetings like these we do, in fact, discover the uncommon interests we share. Does sharing them in such conferences do any good?

Voicing the feelings of NBC, one executive summed it up this way: "Out of these sessions, I become more sensitized to your concerns and then, I hope, do a better job as a programmer."

And one of the special interest group leaders responded: "We came together feeling that we had started out in an adversarial role; but throughout our sessions we've been



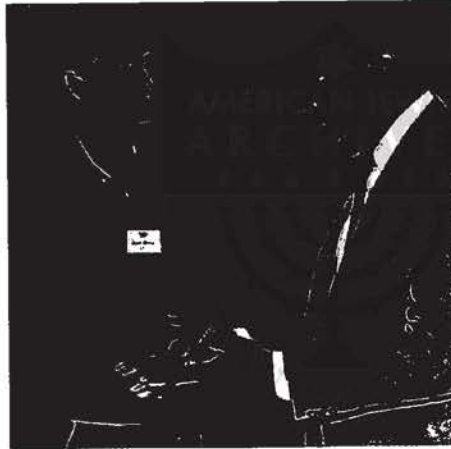
moving toward more collegial roles, talking and understanding each other."

From such understanding, we at NBC hope will come a better national television service, a better public service. And we will do that, in part, by making sure the dialogue continues.

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# **Participants at the Conferences**

*(Numbers after names indicate meetings  
attended.)*



***I. Values Conference  
Fort Lauderdale, Florida  
January, 1979***

***II. Scanticon Conference  
Princeton, New Jersey  
October, 1981***

***III. Third Conference  
New York and Los Angeles  
October/November 1983***

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**Ruth J. Abrams (I)**  
Women's Action Alliance

**Randi J. Abramowitz (III)**  
National Association of Social Workers

**David Adams (I)**  
Vice Chairman of the Board, NBC

**Gloria Allred (III)**  
Women's Equal Rights Legal Defense and Education Fund

**Ronald Andrade (II)**  
National Congress of American Indians

**John D. Aquilino (III)**  
The National Rifle Association of America

**Richard L. Batchelder (I)**  
National Board of YMCA's

**Jessie Mae Beavers (III)**  
Los Angeles Human Relations Commission

**Robert Bellah (II)**  
University of California

**Eric Bercovici (II)**  
MGM

**Ann Berk (II)**  
WRC-TV, Washington, D.C.

**Robert J. Blake (III)**  
General Mills

**Elaine Bloom (I)**  
National Council of Jewish Women

**J. Taber Bolden (III)**  
Station Affairs, NBC

**Tony Bonilla (II)**  
League of United Latin American Citizens

**Kathy Bonk (II, III)**  
NOW Legal Defense Fund

**I. Michael Borrero (III)**  
National Puerto Rican Forum

**Emma L. Bowen (III)**  
Black Citizens for a Fair Media

**Ruth R. Boyd (I)**  
Girl Scouts of the U.S.A.

**Lydia Bragger (II)**  
Gray Panthers

**John Bremner (I)**  
Assistant to the Chairman of the Board, NBC

**Cyril F. Brickfield (I, II)**  
American Association of Retired Persons

**Dolores Brown (III)**  
Parent Teachers Association

**Manuel Bustelo (II)**  
National Puerto Rican Forum

**Peggy Charren (III)**  
Action for Children's Television

**Laura Chin (III)**  
Organization of Chinese Americans

**Marie Cirillo (III)**  
Rural American Women

**William M. Claggett (III)**  
Ralston Purina Co.

**Jacob Clayman (III)**  
National Council of Senior Citizens

**Peter Clinco (III)**  
National Italian-American Foundation

**Stephen H. Coltrin (II)**  
American Communications

**Brian R. Connelly (I)**  
Civitan International

**Dr. Robert Cornet (II, III)**  
Editorial Services, NBC

**James F. Coughlin (I)**  
Catholic Youth Organization

**R. F. Creighton (III)**  
Beecham, Inc.

**Sallie A. Cuaresma (III)**  
Indian Centers, Inc. (West)

**Ralph Daniels (I, II, III)**  
Broadcast Standards, NBC

**Dara Gardner Demmings (III)**  
Interfaith Center on Corporate Responsibility

**Doris Dolan (III)**  
Laws At Work (LAW) and National Education Institute

**Dr. Aimee Dorr (III)**  
UCLA, Los Angeles

**Mrs. D. Chris Downey (II)**  
Congressional Wives Task Force

**Robert Dugan (I, II)**  
National Association of Evangelicals

**Corydon B. Dunham (II, III)**  
General Counsel, NBC

**Una Duvall (III)**  
National Black Media Coalition

**Mary Alice Dwyer (I)**  
Daytime & Children's Programs, NBC

**Andrew W. Ebona (I)**  
National Congress of American Indians

**Martha Edens (I)**  
Church Women United

**Willis Edwards (III)**  
NAACP

**James Espinoza (III)**  
Nosotros, Inc.

**Lawrence Finkel (III)**  
Association for Supervision  
and Curriculum Development

**Sandra L. Flemming (III)**  
Personnel, NBC

**William F. Fore (I, II)**  
National Council of Churches

**Jarobin Gilbert (II)**  
Television Network, NBC

**Richard R. Gilbert (I, II, III)**  
Consultant to NBC

**Robert Gnaizda (III)**  
League of United Latin  
American Citizens

**Natalie Gold (III)**  
National Council on the Aging

**Jack Golodner (III)**  
AFL-CIO

**Maurie Goodman (III)**  
Broadcast Standards, NBC

**Robert Harbrant (II)**  
AFL-CIO

**Mrs. Elizabeth D.  
Harrington (III)**  
The Quaker Oats Company

**Tari Susan Hartman (III)**  
California Foundation  
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International Association of  
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American-Arab Anti-  
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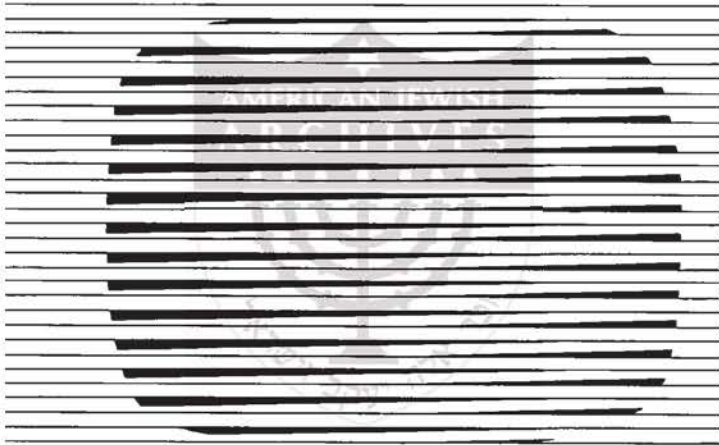
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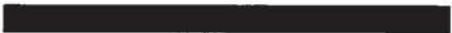






*Published by  
NBC Corporate Communications*

*NBC  
30 Rockefeller Plaza,  
New York, N.Y. 10112*



Registration for NBC Conference, February 6-7, 1986

Innisbrook Hotel, Tarpon Springs, Florida

Name: Rabbi Marc H. Tanenbaum  
First name (as you'd like it on your ID badge): Marc H. Tanenbaum  
Title, organization name and address: Director, International Relations Department  
AMERICAN JEWISH COMMITTEE, 165 East 56 Street  
New York, NY 10022 Phone # 212-751-4000  
Size of organization (membership, chapters): Leadership group: 50,000 member  
Chapters in every major city in U.S., offices in Paris, Mexico City Buenos Aires  
Organization goals: and Jerusalem  
Advocacy of civil, political and human rights; world refugee ,, relief and  
rehabilitation; combatting world hunger; building intergroup, interracial and  
Concerns relating to TV: and interreligious coalitions.  
Major programs in producing TV concepts with moral, social content.

Brief biographical sketch (100 words or less). Who you are, what you do in your work, college, home town, personal interests, hobbies (no multiple-page exposition, please):

*see attached Bio*

Glossy photo enclosed   
Smoker ( ): Non-smoker   
Special diet or other requirement: Low sodium, low cholesterol (fish and vegetables)