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# United Nations Association of the United States of America



300 East 42nd Street, New York, NY 10017  
212-697-3232 Cable: UNASAMER

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National Chairman, UN Day 1980  
(By appointment of  
the President of the U.S.A.)  
Charles L. Brown, Chairman  
American Telephone and Telegraph Company

October 31, 1980

TO: BOARD OF DIRECTORS  
NATIONAL COUNCIL

FROM: ROBERT M. RATNER, PRESIDENT

SUBJECT: MATERIAL FOR THE ANNUAL MEETING, MONDAY, NOVEMBER 17, 1980  
UNITED ENGINEERING CENTER, 345 East 47th STREET (off FIRST  
AVENUE), NEW YORK

At last year's Board of Directors Meeting, there was no "President's Report" on the Agenda as such. Instead, several leaders of the Association reported on the various aspects of UNA's program in which they were involved. Many Directors commented that the activities and the programs of the Association were more meaningfully conveyed by these volunteer leaders with whom they identified. In other words, the program "came alive."

BY POPULAR DEMAND THEN, WE WILL HAVE A REPEAT PERFORMANCE THIS YEAR-- although with different stars. However, in order to increase the depth of understanding of the programs on which we will be reporting and to allow for more discussion, we plan to allocate more time to each. Therefore, it will not be possible to deal with all of UNA's continuing activities.

To get the fullest possible understanding for what UNA has accomplished, as well as what we have still to accomplish, I urge you, in the strongest terms, to read all of the attached detailed program reports.

Let me call your attention first to the agenda for the meeting (Blue Attachment).

Agenda Item I. Ambassador Richardson will be chairing his first substantive meeting as Chairman of the Association. As you may know by now, on October 6th he resigned from the Government as head of the U.S. Delegation to the Law of the Sea negotiations. He is now in the private practice of law as the Washington partner of Milbank, Tweed, Hadley & McCloy. He has, in fact, been functioning informally as UNA's Chairman since May.

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# United Nations Association of the United States of America

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Headquartered in Geneva

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Chairman, WFUNA Executive Committee

\*Christopher H. Phillips  
Chairman, UNA-USA WFUNA Committee

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Department of State

Leonard Woodcock  
Ambassador to China

WASHINGTON OFFICE: 316 Pennsylvania Avenue, S.E., Washington, D.C. 20003 (202) 543-7900

In his opening remarks, Elliot Richardson will share with us his own philosophy about the need to strengthen existing, or perhaps build, new international institutions. His work over the past three years, with the Law of the Sea negotiations, epitomizes his commitment to the solving of important world problems through multilateral means.

\*\*\*

Agenda Item II calls for the Ratification of Actions of the Governors as embodied within the minutes of the three meetings (these are enclosed) *(the fourth meeting will take place from 8:30 to 10:00 AM on the morning of the Directors meeting, and will be reported on orally at the meeting)*. You will hear more from Orville Freeman, Chairman of the Board of Governors, at the conclusion of Agenda Item III.

\*\*\*

Agenda Item III, Program and Budget Discussion, is really the heart of the matter. We will relate the program to budget, assess accomplishments and failures and identify objectives for 1981.

Under III B - Publication Program, you will hear about the reinstatement of The Inter Dependent, and you will hear it from William Ruder, a veteran member of our Board of Governors, and Chairman of one of the foremost public relations firms in the world, Ruder & Finn. He was Chairman of UNA's ad hoc Governors' Committee which had the responsibility of assessing the viability of the efforts to reinstate The Inter Dependent.

You will also hear about it from a new member of the Board, Charles MacCormack, President of The Experiment in International Living, whose far-sighted vision was a catalyst in reviving The Inter Dependent, this time as a cooperative venture which will make it the most widely circulated publication in the foreign policy field. This exciting idea, has already attracted the support of the Overseas Development Council and two leading schools of international affairs, Columbia and Georgetown, as well as the interest of others who recognize the significance of building a broad new foreign affairs audience.

Under this agenda item we will also discuss the whole range of UNA publications from Issues Before the 35th General Assembly to policy panel reports, to fact sheets to flyers.

\*\*\*

Luncheon Program During lunch, we will have the privilege of meeting with Ambassador McHenry, Ambassador vanden Heuvel, and other members of the U.S. Delegation to the 35th General Assembly for a round-table discussion about the issues with which they have been dealing.

\*\*\*



After lunch, we go back to the Program and Budget Discussion under Agenda Item III.

Under III C, Soviet Parallel Studies Program and the National Policy Panel on US-Soviet Relations.

From November 12th through November 15th, a delegation of our Soviet Parallel Studies Program, headed by Governor Scranton, will be in the Soviet Union, meeting with our counterparts on the Soviet side. This will be the first such meeting with the Soviets since the invasion of Afghanistan--one which the Soviets were very anxious to have, and one which our Government strongly urged us to set up.

Helmut Sonnenfeldt, a member of our delegation, will discuss:

- a. The state of the political relationship;
- b. The future of strategic arms control;
- c. European security; and
- d. Soviet and American involvement in international conflicts.

"Hal" Sonnenfeldt, a new member of our Board of Governors, was a senior member of the National Security staff in charge of Soviet affairs, and then Counsel to the State Department under Henry Kissinger. He will have returned to this country from the Soviet meeting the night before our Board meeting, so his impressions will be quite fresh, and I am sure, fascinating. In essence, we will get the first debriefing of the Soviet meetings.

For Agenda Item III D, the UN At 35 Project, we have asked Harold K. Jacobson, Professor of Political Science and Program Director at the Institute for Social Research, University of Michigan to report. Professor Jacobson serves as a leading member of the Steering Committee of this project. In addition to his reputation as one of the leading scholars on international organizations, he served as a member of the State Department's Advisory Committee on Foreign Relations from 1976 to 1979, and in 1979 was a Consultant to the Department's Bureau of International Organization Affairs.

It was because of the UN At 35 Project that we commissioned the Roper Poll. During the discussions of this item, you will hear a good deal more about the results of the Poll, including media coverage and impact, all of which have been most gratifying.

Under Agenda Item III E, Field Program, we will be discussing Chapters, Divisions and membership--national organizations and their local branches-- and the report of the Committee to Study UNA-USA's Field Program (The "Robinson Committee").

Nicholas Robinson, Board member of UNA and several other international organizations, will present and lead the discussion on the final report which has been in preparation for the last 18 months.

We have asked Betty Little, a veteran UNA Board member, a Board member of the Institute for World Order and project coordinator for both Operation Turning Point and Americans Talk Peacekeeping, and Ed Winn, the new chairman of the Council of Chapter and Division Presidents, and member of the Board of Governors, to present their views of UNA's Field Program.

\*\*\*

Agenda Item III F, Washington Activities. We have asked Dr. Margaret Galey, Staff Assistant, House Foreign Affairs Committee, to discuss our Washington Office activities and to comment particularly on our impact on the Congress and other Governmental agencies in Washington.

\*\*\*

Unfortunately, the clock will just not allow us to deal with other aspects of our 1980 program or 1981 plans as separate agenda items. We do, however, plan to touch on some highlights as we weave the budget in and out of the discussions.

\*\*\*

We plan to conclude Agenda Item III with Orville Freeman assessing the program from his vantage point as the Chairman of the Board of Governors for six months, and then we will formally submit the 1981 budget for approval.

\*\*\*

Agenda Item IV. Other Business. In view of the financial constraints dictated by a troublesome 1980, and the 1981 budget, the Board of Governors has asked me to prepare a formula to reduce the cost to the Association of the reimbursement of expenses for some Directors who otherwise would not be able to attend Directors meetings. The Finance and Budget Committee has recommended the draft resolution, which is attached, for approval by the Board.

Inflation is even affecting our annual Directors meetings. As a matter of fact, we are holding the Meeting at the Engineering Center because it is the least expensive accommodation we could find in this area. Although even here, it will be more expensive than the last meeting which we held in the traditional International Center.

November 16, 1981 is the date that has been set for the Annual Meeting of the Board of Directors and National Council for 1981. Please note it on your calendar, if you have not already done so.

After any other business which may come up, the Board will adjourn and proceed by chartered buses to the Reception which the Secretary-General and Mrs. Waldheim are hosting at their official residence on Sutton Place.

\*\*\*

A special committee of our Board has been serving as a "Portrait Committee." They have secured designated funds and commissioned what will be the official portrait of the Secretary-General to be displayed in the United Nations. This Reception seems an ideal time for the Committee to present formally the painting to the Secretary-General.

All in all, we are planning a full and, I hope, interesting day for the Directors, members of the National Council, and guests from the Council of Chapter and Division Presidents Steering Committee who will be in attendance. If all comes off as planned, I hope the meeting will accomplish two purposes:

1. I hope we will all learn a little from the discussions as well as from each other; and
2. While learning, I hope we will all have some fun.

If we accomplish both purposes, we will all be able to do a better job for UNA in 1981.

TO AVOID UNNECESSARY DUPLICATING COSTS, PLEASE REMEMBER TO BRING THE ENCLOSED MATERIALS WITH YOU.

Elliot Richardson, Orville Freeman, Cy Vance and I look forward to seeing you all on Monday, November 17th at 10:00 AM at the United Engineering Center, 345 East 47th Street, (at First Avenue).

This material is being sent to you whether or not you are planning to attend. If you have already returned the enclosed form, please disregard it. If you have not yet notified us of your attendance, please send in the form as quickly as possible.

RMR:SLH

Enclosures



**United Nations Association of the United States of America**

300 East 42nd Street, New York, NY 10017 212 697 3232

UNA-USA BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

ELLIOT L. RICHARDSON -- PRESIDING

AGENDA

AT THE UNITED ENGINEERING CENTER, 345 East 47th Street (at First Avenue)

10:00 AM

I. CALL TO ORDER

A. CHAIRMAN'S OPENING REMARKS

B. MEMORIAL TRIBUTES TO JOSEPHINE POMERANCE,  
ARNOLD GOODMAN AND JAMES S. MCDONNELL  
( Moment of Silence )

C. MINUTES OF THE BOARD OF DIRECTORS' MEETING\*  
November 19, 1979  
April 1, 1980

II. RATIFICATION OF THE ACTIONS TAKEN BY THE GOVERNORS  
AT THEIR MEETINGS\*\*

March 3, 1980

June 11, 1980

September 15, 1980

III. PROGRAM AND BUDGET DISCUSSION

A. INTRODUCTORY REMARKS

B. PUBLICATIONS PROGRAM

12:15 PM

--- BREAK FOR BUFFET LUNCH ---

DISCUSSION BY AMBASSADORS DONALD F. MCHENRY AND  
WILLIAM J. VANDEN HEUVEL AND MEMBERS OF THE U.S.  
DELEGATION TO THE UNITED NATIONS ON THE CURRENT  
GENERAL ASSEMBLY

2:15 PM

--- BREAK BEFORE THE AFTERNOON SESSION ---

\* Draft Minutes of these meetings were mailed to the Governors' May 16th and to the Directors and Members of the National Council May 27th. Please refer to these mailings as necessary.

\*\* Enclosed are the minutes of these meetings. Please refer to them as necessary.

2:30 PM III. PROGRAM AND BUDGET DISCUSSION (Continued)

C. SOVIET PARALLEL STUDIES PROGRAM

D. UN AT 35 PROJECT

E. FIELD PROGRAM

F. WASHINGTON ACTIVITIES

G. CONCLUDING REMARKS

IV. OTHER BUSINESS

A. REIMBURSEMENT FOR EXPENSES TO MEETINGS

B. DATES OF THE NEXT MEETING

6:00 PM

--- FORMAL MEETING ADJOURNED ---

Busses will be available for those who wish transportation to the Secretary-General's Residence, Three Sutton Place (at 57th Street)

6:30 to 8:00 PM

RECEPTION AT THE SECRETARY-GENERAL'S RESIDENCE FOR THE PRESENTATION OF THE SECRETARY-GENERAL'S OFFICE PORTRAIT.



Chairman of the Association  
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Orville L. Freeman, President  
Business International Corp.

Chairman, National Council  
Cyrus R. Vance

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President, Southern New York State  
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Leo Nevas  
Vice President, International League  
for Human Rights

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John C. Bierwirth  
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Lisle Carter  
President, University of the  
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Patricia K. DiGiorgio  
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William D. Eberle  
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Secretary-Treasurer, Amalgamated Clothing  
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National Chairman, UN Day 1980  
(By appointment of  
the President of the U.S.A.)  
Charles L. Brown, Chairman  
American Telephone and Telegraph Company

## BUDGET MATERIAL FOR AGENDA ITEM III

October 31, 1980

### MEMORANDUM

FROM: HARRY W. KNIGHT, CHAIRMAN  
FINANCE AND BUDGET COMMITTEE

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\*unable to attend F&B COMM. MEETING, 10/22/80

There is something of great importance I would like to call to your attention. The Finance and Budget Committee is convinced that the momentum that has been built up in UNA's program over the last few years, must be continued. Jack Bierwirth, Chairman of Grumman Corporation, as Chairman of UNA's Special Funding Program, wrote the following to the members of his Committee, and to potential corporate contributors.

"...In the world that we face, with the problems that are going to demand solutions during the next few years, I feel a real sense of pressure to search for solutions to these problems...."

"UNA has developed its panels to a degree not matched elsewhere. The combination of experienced participants

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who come from the academic, labor and business communities blend well with those who have had government and diplomatic careers. These panels analyze the critical issues of our time, benefitting from the fact that they come from and are supported by the private sector. The impact of their opinion has grown with each report."

In addition, the results of the Roper poll certainly indicate that there is a greater understanding among the American people, of our country's stake in better international understanding, than has been the commonly accepted wisdom recently. Surely, the work UNA has been doing through its Field program, and its Outreach capability, has played some role in this, and obviously, must continue to do so. It is for this reason that Elliot Richardson, Orville Freeman and Cy Vance are devoting their time and efforts to UNA. And, it is for that reason that the Board of Governors agreed to reinstate The Inter Dependent in 1981 -- particularly because of the much greater outreach potential that results from the participation of The Experiment in International Living, The Overseas Development Council and several other foreign affairs organizations.

In the opinion of the F&B Committee, the attached budget provides for that continuing momentum on the assumption that the entire Association -- all its leaders and members -- will get behind this effort to broaden and deepen American understanding of its future interests.

In its present form, the 1981 Budget includes changes made by the Finance and Budget Committee at its meeting on October 22nd. Bob Ratner's Budget Notes are attached.

This draft budget will be reviewed by the Board of Governors at its meeting on Monday, November 17th, before the annual Board of Directors Meeting.

The only major change the Finance and Budget Committee made in the draft budget as originally presented, was to eliminate \$50,000 allocated for WFUNA dues. Bob's Budget Notes and the budget itself indicates the reason for that elimination.

The Finance and Budget Committee looked very seriously at the possibility of an additional deficit in 1980, mainly resulting from a shortfall in the projected income from the Washington Concert. However, we felt that with intensive effort in the last two months of the year, the projected deficit could be reduced to a relatively small amount.

On that basis, we agreed to recommend this budget, with the caveat that we would meet again in March, and in fact every three months, if necessary, to monitor financial performance. At those meetings, in the event that income projections do not seem to be holding up, we will work with Bob and the staff to reduce expenses.

It is our opinion that generally good controls were exercised in the year 1980.

The Finance and Budget Committee unanimously approved Bob's recommendation for a 10% across-the-board increase for the staff earning \$25,000 or less, which has been factored into this budget (see last three paragraphs, page 3, of Bob's introductory comments to the budget.)

While the budget will be discussed on November 17th at the Board of Governors Meeting and then at the Board of Directors Meeting, the Finance and Budget Committee and Bob Ratner would appreciate any comments you may have about this draft budget, beforehand. Please call him or me, or send us a note before the meeting, if you wish.

UNITED NATIONS ASSOCIATION OF THE USA

M E M O R A N D U M

TO: THE BOARD OF DIRECTORS  
THE NATIONAL COUNCIL

FROM: ROBERT M. RATNER, PRESIDENT

RE: NOTES TO THE 1981 BUDGET

DATE: OCTOBER 31, 1980

Financial Report for 1980

In 1980 inflation, once again, took its toll to a greater extent than anticipated. Therefore, in some cases, it was not possible to hold expenses to the 1980 budget projections. On the income side, although we have done well up to now, having met most income targets to date, I am not optimistic about year-end income projections.

The Association uses the calendar year for accounting purposes. Since our annual Board of Directors meeting takes place in mid-November, at which time the budget is reviewed and ratified, following is the chronology:

- (a) The staff must start the budgeting process in mid-September.
- (b) The budget must first be approved by the Budget Committee in mid-October.
- (c) It must be approved by the Board of Governors before,
- (d) it is presented to the Board of Directors in mid-November.

Thus, the budget for each forthcoming year must be prepared without the availability, as a guide, of more than one quarter of the year's activities. This timing situation presents some very serious difficulties.

The total income of our three major Special Events, including the three commemorative books, may end up on target, according to budget projections. However, such a result would be very disappointing. We had reason to hope that they would produce substantially more than the \$950,000 projected in the budget.

We do not at this point know the actual financial results of:

- (a) The year-end General Solicitation budgeted to produce income in November and December of \$134,000.
- (b) The year-end Special Funding Solicitation, budgeted to produce income in November and December of \$492,000. (To date we have firm pledges totalling \$262,000 of this amount.)



*(The Special Funding Campaign this year was launched with the Salomon Brothers Dinner on September 23rd. While no doubt this will result in increased and new contributions, it is difficult to assess how much will be applicable to 1980 and how much to 1981 and beyond.)*

Thus, at this time, we can only project the income for about one fifth of our projected near \$3 Million Dollar Budget for 1980.

We have had to deal with this awkward timing situation year after year, and we have tried both forms of reporting -- a calendar year and a fiscal year -- and decided to stay with the calendar year because most of our contributors -- corporations, foundations and individuals -- make their contributions on a calendar year basis.

Because of the above, it is very difficult to project how we will end the year 1980. It would take extraordinary good luck to end on a balanced basis. We could have a deficit of anywhere from \$100,000 to \$150,000 - not terribly large on a \$3,300,000 operation, except that we now carry an accumulated deficit from 1979 of \$162,000. Thus, any additional deficit is a very serious matter.

Our estimate is that we will have spent about \$3,300,000 in 1980, about \$375,000 more than budgeted.

The main non-budget and over-budget expenditures are in the following areas:

(a) Publications

The sum of \$50,000 budgeted for publications, was an arbitrary figure projected for a UNA Quarterly type newsletter, in place of The Inter Dependent. The concept was that it would be produced in-house, with perhaps one junior-type editor in place of the highly professional Inter Dependent staff. However, since the reaction to the discontinuation of The Inter Dependent was so great, and since from the beginning of the year there were all kinds of innovative ideas coming up to reinstate The Inter Dependent, we continued to pursue those ideas with Senior Editor, Fred Eckhard. We published four issues of The Inter Dependent Interim Report, two with additional supplements. Thus, the total expenditure for that category will be about \$85,000, \$35,000 above budget.

(b) Because of the success of the ICAO book in 1979, as a fund-raising as well as a substantive project, we published three such books in 1980 -- The World Food Book, the Book on International Banking, and the Book on International Telecommunications. The expenses for these publications of about \$161,000 were not in the 1980 budget. Overall, UNA has benefitted because they produced a gross income of about \$200,000, and a net of about \$40,000 - (plus savings for printed programs for the events -- in Washington alone of about \$15,000.)

(c) We will spend \$23,000 non-budgeted for the Soviet National Panel for which we have received designated funding.

- (d) We spent \$25,000 over budget in the Center for International Environment Information, because we had designated funding for that specific purpose.
- (e) We spent \$10,000 non-budgeted for the President's Commission on World Hunger, more than covered by designated income.
- (f) We had no budget figure for expenditures for WFUNA and have in fact spent approximately \$27,000, per the Board of Governors decision.
- (g) Other miscellaneous items include a higher increase in rent than anticipated, legal fees, temporary help, etc., etc.

The line-by-line budget for 1981 will explain the variations in greater detail.

#### Proposed Budget for 1981

Once again, inflation plagues us in our projection for 1981, and yet the world situation and our program opportunities demand that we project the most active and dynamic program year we have yet faced.

- This will be the first year of a new Administration, regardless of who wins the election.
- The 1981 projected budget includes the reinstatement of The Inter Dependent, at a net general fund subsidy of \$100,000.
- We project a more active Policy Studies program on a funded basis, because we project funding for Policy Studies at the highest level we have had in several years.
- The budget projects higher expenditures in our field program, responsive to the recommendations of the Committee to Study the UNA-USA Field Program (Robinson Committee) and responsive to our perceived needs in the field as a result of the Roper Poll and the UN At 35 Project.

UNA continues to be looked upon as a very successful organization because of our dynamic programs and effective publications. But, our main product is people -- the staff which produces these programs and publications and motivates our high level, prestigious lay leaders and volunteers -- on the national level and in the field.

Over the two year period, 1979 and 1980, by whatever measure, the cost of living has risen between 22 and 25%. While it is impossible for an organization like ours to keep its salaries up with that kind of inflation, nevertheless, we must recognize the hardship it places on our staff. Even on a minimal basis, it seems to me that for the staff earning \$25,000 or less, we must increase at least 10%. We would have to deal with higher level salaried staff on an individual basis, with much smaller percentages of increases.

That would at least be a token of recognition of the staff's value and their problems, and would result in an average increase of about 13% over the two years 1979 and 1980. The 10% increase for the lower level staff is already factored in the following budget.

Comments - 1981 Budget

SECTION "A" - EXPENSES

*(In all categories the 1980 figures which are labelled "actual" are in fact based on nine months actual figures, and three months estimated figures. It would be helpful if you would open up the attached budget spread sheet for reference purposes.)*

Line 1 - Chapters, Divisions and Membership

Line 1 (A) - Chapters and Divisions - General

<u>1980 Actual</u>	<u>1981 Budget</u>
\$181,300	\$223,330

In my introductory Memo, I indicated that we were spending more in this whole area as a result of the Robinson Committee recommendations. The projected increase covered here includes the following:

A Washington Leadership Conference for the Presidents of all of our Chapters, similar to the successful such Conference we conducted in 1979. The expense for that is projected at approximately \$21,000. However, we are projecting registration income to cover that expense.

An expansion of the Model UN Program and establishment of a Youth Advisory Committee.

Additional activities for follow-up to the "UN At 35" Project.

Line 1 (B) - Membership Records and List Rentals

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 75,500	\$ 84,745

The additional expenditures here include postage and printing costs. Line 1, Column D is the income projected from membership list rentals.

Line 1 (C) - Payments to Chapters and Divisions

<u>1980 Actual</u>	<u>1981 Budget</u>
\$155,100	\$157,885

This is the sum paid to Chapters and Divisions for their portion of the dues received from centralized billing at National Headquarters. It also includes the sum of \$7500 for funding of the Council of Chapter and Division Presidents (CCDP), and \$4500 for special project grants for Divisions.

On the basis of past experience and the continuing bad economic environment, we estimate a 10% fall-off in income from renewals. However, we anticipate making this up, because for the first time in years, we are projecting a national membership solicitation mailing, details of which are covered on Line 1 (D) below.

Line 1 (D) - Membership Mailings

1980 Actual

1981 Budget

- 0 -

\$ 26,680

Because local recruitment has not been doing well enough in securing new members, we have determined that we must do some national mailings. This is also responsive to the Robinson Committee recommendations. We are projecting the cost of these special mailings in the sum listed, and the income would be under Column D at \$18,000. However, contrary to past practice related to National membership mailings, the National office will not keep the total amount of income. The Chapters will receive their portion of the dues for each new member recruited in their area.

Line 1 (E) - The Inter Dependent

1980 Actual

1981 Budget

\$ 85,000

\$194,925

As explained in the introductory Memo, we will reinstate The Inter Dependent as of January 1st. With the contributions made to it by The Experiment for International Living, the Overseas Development Council and other sources, we anticipate the total income listed under 1 E, Column C & D of \$95,000 (\$60,000 of this sum is now firmly committed,) for a net subsidy from the General Fund of \$100,000.

Line 2 - Total Chapters, Divisions and Membership

1980 Actual

1981 Budget

\$496,900

\$687,565

This represents a total projected expenditure of \$185,000 more than actually spent in 1980. Even after discounting the \$100,000 additional expenses projected for The Inter Dependent, this still shows a near \$90,000 increase in the Chapter, Division and Membership areas. The net draw on General Funds for this area is \$240,590, Line 2, Column E. It is by far the largest subsidy allocated in this area in several years.

Line 3 - Council of Organizations

1980 Actual

1981 Budget

\$132,200

\$125,730



The 1980 actual figures include the \$10,000 in over budget expenses for the President's Commission on World Hunger mentioned in my introductory Memo. The income projected for Line 3, Column C and D is approximately the same as for 1980.

Line 4 - UN Day Program

<u>1980 Actual</u>	<u>1981 Budget</u>
\$132,800	\$156,000

This projected increase of \$24,000 in expenses is a reflection of the anticipated substantial increase in sales of publication and materials, shown in the projected income figure under Line 4, Column D.

The increased sales projection relate to the higher levels of activities generated by the increased budget in the whole field program.

Line 5 - Washington Office

<u>1980 Actual</u>	<u>1981 Budget</u>
\$149,600	\$150,375

We hope to keep the expenses of this service at the same level as last year, despite the fact that we anticipate increased activity, because the Washington Office relates to so many different National Office programs which would absorb some of those charges. In addition to Congress and Executive Branch liaison work, the office works with our Public Information Service, the Capital Area Division, the Council of Organizations, Policy Studies, etc. etc. and this office also supplies the main staff resources for the Washington Concert and Dinner each October.

Line 6 - World Environment Center (new name for Center for International Environment Information)

<u>1980 Actual</u>	<u>1981 Budget</u>
\$303,200	\$343,140

Since this is projected as a fully-funded program, allocating 15% over and above expenses for overhead to UNA's General Fund, increases in this budget benefit UNA's overall picture. Note the high level of program income projected, Line 6, Column D.

Line 7 - Public Information Service

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 85,600	\$ 89,490

It is anticipated that this budget will actually be higher than projected here. We expect to conduct one or two additional Special Editors' Seminars on a fully funded basis.



The name of this program is misleading, since its concentration is with the media and the Congress. As a result of the five years of the program's existence, it has come to be the central source to which more and more media representatives turn for objective information and analysis of UN activities.

Line 8 - World Federation of United Nations Associations (WFUNA)

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 26,800	- 0 -

Despite the fact that there was no projection for WFUNA dues in the 1980 budget, in view of the discussions at the Board of Directors meeting in November of 1979, the Board of Governors authorized the expenditure of \$26,800 reflected above, representing 50% of our assessed dues. All attempts so far to secure designated grants for WFUNA have produced no results, nor are there any designated grants anticipated for this purpose in 1981.

As indicated on the budget spread sheet, the Finance and Budget Committee at its meeting on October 22nd, decided not to project an expenditure for WFUNA dues for 1981. The Finance and Budget Committee made this decision because of its great concern for the viability of the 1981 budget. According to the budget as it now stands, we would have to raise approximately \$300,000 in new monies in 1981. The Finance and Budget Committee and I do not feel that we should project additional new income in excess of that amount.

Line 9 - Issues Before the 36th General Assembly

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 27,500	\$ 23,500

This projected reduction in expenses for Issues is based on an anticipated reduction in editorial fees because we expect The Inter Dependent staff to do most of the writing for the 1981 Issues. As indicated on the income side, we project this as a fully funded program. With the greater recognition in the international community of the usefulness of Issues, we anticipate that it will produce a net income surplus of approximately \$5,000.

Line 10 - Total Education, Information and Outreach Program

<u>1980 Actual</u>	<u>1981 Budget</u>
\$1,354,600	\$1,575,800

This near \$250,000 increase in this category is consistent with my introductory Memo and all of the notes above.

Line 11 (A) - General Administration for Policy Studies

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 92,300	\$ 90,180

This item covers salaries, fringe benefits and expenses for the overall administration of Policy Studies, including the Vice President for Policy Studies, his secretary, Policy Studies Committee meetings, travel, etc. It also covers a small portion of the cost of the Deputy to the Vice President of Policy Studies and his secretary, most of whose expenses are spread over our individual panels.

Line 11 (B) - Economic Policy Council

<u>1980 Actual</u>	<u>1981 Budget</u>
\$171,300	\$181,085

Since this is an increasingly effective program, which generates greater and greater interest in the corporate and labor community, as well as in the Congress, the Executive Branch and the international community, we are once again projecting it as self-funded.

Line 11 (C) - Soviet-American Parallel Studies Program

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 83,300	\$ 91,105

This is the first time in a long time we are projecting the Soviet Parallel Studies Program not only as fully funded, but indeed producing a small surplus for the General Fund. The income projections are sound. In fact, 50% is already firmly committed, and we have indications that the other 50% will be committed before the end of this year.

Expenditures for 1980 were \$23,000 over budget projections, because we received a grant of \$35,000 from the Rockefeller Foundation for the establishment of the National Panel, the report of which will be printed and distributed in January of 1981.

This budget projects more meetings of the Soviet Parallel Studies Program in 1981, including two joint meetings with the Soviets, one in the Soviet Union, and one in this country. It seems both from our ability to get funding, and from the general interest that this program seems to have attracted, that it is considered more relevant now than for many years past.

Line 11 (D) - Chinese-American Project

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 12,300	\$ 33,800

When this project was presented in the 1980 budget, we anticipated spending relatively little, if there was no return visit from a PRC Foreign Affairs group, and no special funding for it. This was in fact the case.

The \$12,300 expenditure for 1980 is even less than we originally projected. The current projection of expenditure is still based on a visit from a Chinese group and special funding for it.

Line 11 (E) - The Japanese-American Project

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 14,700	\$ 25,455

The sum spent in 1980 is almost exactly according to the budget projections for that year. However, we think that the modest 1980 program has established the basis for the higher level of activity projected in 1981 and the basis for securing some of the funds for it. Although, of course, we hope to secure the total amount.

Line 11 (F) - UN At 35

<u>1980 Actual</u>	<u>1981 Budget</u>
\$ 52,300	\$ 29,195

The expenditure for this project was \$13,000 higher than projected in the 1980 budget. My notes to the 1980 Budget indicated that I could not accurately project the expenses for the project since it was a new experiment. In our view, the project has worked well, particularly in integrating our field constituency with our Policy Studies Program. The Roper poll was not originally projected, and yet provided the project, and indeed UNA over all, with invaluable information and visibility for the relatively modest sum of \$3,500.

The \$29,000 projected in expenditures for the year 1981 includes the printing of the report and some modest follow-up from the Policy Studies area. A good deal of follow-up will be covered by the Field area as well.

Line 12 - Total Policy Studies

<u>1980 Actual</u>	<u>1981 Budget</u>
\$426,200	\$450,820

As I mentioned in my introductory Memo, an unusual situation has developed in Policy Studies. While over all we are only projecting approximately a \$25,000 increase over actual expenditures for 1980, we are projecting almost full funding for all Policy Studies projects, based on commitments or information, not just hopes. The only part of the Policy Studies program not projected as funded is the General Administration area.

Once again I remind the Board in evaluating Policy Studies, that nearly 2/3 of our General Income which includes Special Funding Grants, is Policy Studies related. Our experience further indicates that the Policy Studies Program is the primary stimulus to involve top corporate leaders in our Special Events. What's particularly gratifying is how closely Policy Studies now relates to our Education, Information and Outreach program, as a result primarily of the UN At 35 Project.

Also, there is generally a better recognition and understanding in the Field of the use of Policy Studies Panel Reports and a better recognition and understanding among Policy Studies participants, of the importance of the Outreach capability of our Field Program.

It follows, that the total amount of General Support required for Policy Studies in this budget is \$100,000 less than in the past budget.

Line 13 - Total Program Activities

<u>1980 Actual</u>	<u>1981 Budget</u>
\$1,780,800	\$2,026,620

I am gratified that, while our overall budget for 1981 will be about the same as spent in 1980, we are projecting within that total, spending almost \$250,000 more on program.

Line 15 - Executive Office and Board

<u>1980 Actual</u>	<u>1981 Budget</u>
\$196,500	\$174,725

This \$22,000 reduction reflects the elimination of one person previously charged to the Executive Office, and a projected reduction in the costs of travel expenses to reimburse some Governors and Directors for attendance at meetings.

Line 16 - Administrative Services

<u>1980 Actual</u>	<u>1981 Budget</u>
\$229,700	\$224,225

This \$5,000 reduction projects a general tightening of administrative controls on a series of miscellaneous items.

Line 17 - Rent, Light and Other Overhead

<u>1980 Actual</u>	<u>1981 Budget</u>
\$289,600	\$266,745

This reduction of about \$23,000 is a hoped for savings in several contract services and a reduction in interest rates.

Line 18 - Total General Administrative Expenses

<u>1980 Actual</u>	<u>1981 Budget</u>
\$715,800	\$665,695

This saving of approximately \$50,000 is explained in Lines 15, 16 and 17.

In this budget, General Administrative costs are projected at 20% of our overall budget of \$3,313,000, by any measure, a low percentage overhead figure.

SECTION "B" - INCOME

Line 7 - Net Income - Special Events

<u>1980 Actual</u>	<u>1981 Budget</u>
\$651,545	\$572,400

We are projecting \$79,000 less net income from Special Events than actual in 1980 for the following reasons:

- (a) While we may produce one or more Commemorative Books in 1981, we do not now have specific plans to do so, and the 1980 actual figures show a net for the Commemorative Books of approximately \$40,000.
- (b) Since we do not project the Commemorative Books, we must include in the cost of the Special Events, the printing of programs which in 1980 were covered by the Commemorative Books.
- (c) We are projecting generally higher costs for the Special Events due to continuing inflation.

Line 8 - Income from J.S. McDonnell Permanent Reserve Fund

<u>1980 Actual</u>	<u>1981 Budget</u>
\$200,000	\$200,000

Under the terms of the McDonnell Fund, up to \$200,000 in interest and principal is available for operating expenses each year through 1987. In view of the Association's current financial situation, we anticipate that the full \$200,000 will be required in 1981 to meet the basic operating budget.



Line 9 - General Contributions

<u>1980 Actual</u>	<u>1981 Budget</u>
\$189,800	\$ 77,600

The reason for the great disparity between actual 1980 and projected 1981 budget, is the inclusion in the 1980 actual of \$114,000 of Bequest income. While such Bequests have come in each year for the last several years, and indeed we know of some Estates pending, we cannot, of course, project that income.

Line 10 - Committed and Projected Special Funding

<u>1980 Actual</u>	<u>1981 Budget</u>
\$557,000	\$476,000

In the 1980 Budget, we projected less income in this category than we hope to realize in the year 1980. Similarly, we hope to realize more than the \$476,000 projected on Line 10.

Line 11 - New Income Required and Anticipated

<u>1980 Actual</u>	<u>1981 Budget</u>
\$278,000	\$296,200

Since this figure represents the "gap" between projected income and projected expenses, it is the sum we must make up in completely new or surplus funds, assuming we are able to hold to all budget projections, both income and expenses. It is a slightly larger sum than projected in the last two years, and one I am not comfortable with -- particularly since I do not have the actual full results of 1980 and don't know if we will meet 1980 projections.

I am not saying that we cannot secure this figure. With a vigorous Special Funding campaign, with an improvement in the economy, with better luck than we have had this year with our Special Events, with greater responsiveness to designated funding grants, both Federal and non-governmental, we could raise this sum and more.

Line 13 - Financial Development Expenses

<u>1980 Actual</u>	<u>1981 Budget</u>
\$204,400	\$193,085

This reduction of \$11,000 reflects a general reduction in miscellaneous fund-raising expenses.

### SUMMATION

The above budget represents, in my view, a commitment in faith. We exist for a purpose. Our purpose is to educate and involve Americans in greater understanding of the kind of role our country plays in the world. Despite the indications from the media and from the political campaigns that Americans generally are becoming more "isolationist," the result of the Roper poll, shows that the majority of the American public seems to recognize more readily than our political leaders, the need to cooperate with other countries in the solution of world problems. In fact, the Poll indicates that the majority of Americans believe that we should increase our involvement in the UN System.

There was never a time when we were more needed. As has been said of the United Nations, if we did not exist, we would have to be created.

But, we do exist! We have a terrific track record - and we must build on that track record. We have new top leadership. We have 50% new leadership on our Board of Governors and more than 50% new leadership on our Board of Directors. The entire new leadership team, working with our veterans, has just begun to function.

In 1980 we conducted one of our most effective and extensive programs, equal to our greatest program year in 1979. This budget commits us to the same or greater level of effectiveness for 1981.

Our Board's acceptance of this budget is a commitment to continue this effectiveness and a commitment to secure the additional funds required to do so.

CALENDAR YEAR 1980

BUDGET

UNA - USA, INC.

For the Twelve Months Ending December 31, 1981

SECTION "A"

SECTION "B"

Column "A"	Column "B"	Column "C"	Column "D"	Column "E"	Column "F"	Column "G"	Column "H"	Column "I"
Program/Activities	Expenses	Program Related or Restricted Fund Con- tributions	Self Generated Income	General Support Required	General Income			
1 Chapters, Divisions & Membership					1 Net Expenses to be Covered by General Contributions		1,379,115	
A Chapters & Divisions	223,330	10,000	20,000	193,330	2 Contingency		50,000	1,429,115
B Membership Records & List Rentals	84,745	- o -	21,800	62,945	3 Income General			
C Payments to Chapters & Divisions	157,885	- o -	281,800	< 123,915 >	4 Special Events			
D Membership Mailings	26,680	- o -	18,000	8,680	5 Income	950,000		
E The Inter Dependent	194,925	80,000	15,375	99,550	6 Expenses - Direct Costs	377,600		
2 Total Chapters, Divisions & Membership	687,565	90,000	356,975	240,590	7 Net		572,400	
3 Council of Organizations	125,730	6,000	22,200	97,530	8 Income from J.S. McDonnell Permanent Reserve Fund		200,000	
4 UN Day Program	156,000	- o -	56,640	99,360	9 General Contributions		77,600	
5 Washington Office	150,375	- o -	1,500	148,875	10 Committed & Projected Special Funding Program Contributions Applicable to 1981		476,000	
6 World Environment Center	343,140	141,600	253,000	< 51,460 >	11 New Income Required and Anticipated from new contri- butions, including the Special Funding Program appli- cable to 1981, or higher income than projected in Special Events, or Designated Grants, or other "wind- fall" income.		296,200	
7 Public Information Service	89,490	- o -	- o -	89,490	12 Net General Funds Available		1,622,200	
8 World Federation of UN Associations*	- o -	- o -	- o -	- o -	13 Less Financial Development Expenses		193,085	1,429,115
9 Issues Before the 36th General Assembly	23,500	- o -	28,500	< 5,000 >	14 Not Projected Surplus/Deficit		- o -	
10 Total Education, Information & Outreach Programs	1,575,800	237,600	718,815	619,385	15 Summary			
11 Policy Studies					16 Grand Total Income			3,313,000
A General	90,180	- o -	600	89,580	17 Grand Total Expenses			3,313,000
B Economic Policy Council	181,085	197,585	- o -	< 16,500 >	18 Net			- o -
C Soviet-American Parallel Studies	91,105	95,000	- o -	3,895				
D Chinese-American Project	33,800	35,000	- o -	< 1,200 >				
E Japanese-American Project	25,455	15,000	- o -	10,455				
F UN at 35	29,195	10,000	- o -	19,195				
12 Total Policy Studies	450,820	352,585	600	97,635				
13 Total Program/Activities	2,026,620	590,185	719,415	717,020				
14 General & Administrative Expenses								
15 Executive Office & Board	174,725	- o -	- o -	174,725				
16 Administrative Services	224,225	- o -	- o -	224,225				
17 Rent, Light & Other Overhead	266,745	- o -	3,600	263,145				
18 Total General & Administrative Expenses	665,695	- o -	3,600	662,095				
19 Sub-Total	2,692,315	590,185	723,015					
20 NET EXPENSES TO BE COVERED BY GENERAL CONTRIBUTIONS				1,379,115				

\*While the Finance and Budget Committee recognizes the importance of our participation in WFUNA, in view of the constraints presented by this budget;

a. Increased expenditure in the field program.

b. Reinstatement of the Inter Dependent

c. The need to raise almost \$300,000 of new funds in 1981 to balance this budget (Section B Line 11)

it could not recommend the expenditure of \$50,000 Dues, which would be mandated if UNA-USA continued its WFUNA participation. Therefore, the F and B Committee omitted any sum to be allocated to WFUNA until some arrangement could be negotiated, or some designated funds secured, for this purpose.

RECAP SUMMARY			
INCOME -	Section "A" Line 19, Column C		590,185
	Section "A" Line 19, Column D		723,015
	General Income		
	Section "B" Line 5, Column G		950,000
	Section "B" Line 8, Column H		200,000
	Section "B" Line 9, Column H		77,600
	Section "B" Line 10, Column H		476,000
	Section "B" Line 11, Column H		296,200
TOTAL INCOME -	Section "B" Line 16, Column I		3,313,000
EXPENSES -	Section "A" Line 19, Column B		2,692,315
	Section "B" Line 2, Column H		50,000
	Section "B" Line 6, Column G		377,600
	Section "B" Line 13, Column H		193,085
TOTAL EXPENSES -	Section "B" Line 17, Column I		3,313,000

Chairman of the Association  
Elliot L. Richardson

Chairman, Board of Governors  
Orville L. Freeman, President  
Business International Corp.

Chairman, National Council  
Cyrus R. Vance

Chairmen Emeriti

James S. McDonnell  
William W. Scranton

Vice Chairmen

John E. Leslie  
Chairman Emeritus, Bache Group, Inc.

Estelle Linzer  
President, Southern New York State  
Division, UNA

Leo Nevas  
Vice President, International League  
for Human Rights

Jean Picker  
US Representative, UN Social  
Development Committee (1969-1977)

Robert V. Roosa  
Partner, Brown Brothers Harriman & Co.

Secretary  
Kenneth R. Burroughs  
President, Burroughs and Tischler Corp.

Treasurer  
Harry W. Knight  
Chairman, Hillaboro Associates, Inc.

Chairman, Special Funding Committee  
John C. Bierwirth  
Chairman, Grumman Corporation

Chairman, James S. McDonnell Permanent  
Reserve Fund Management Committee  
R. Manning Brown, Jr.  
Chairman, NY Life Insurance Company

Chairman, WFUNA Committee  
Christopher H. Phillips  
President, The National Council for  
US-China Trade

Governors

Mrs. Robert S. Benjamin

Marjorie Craig Benton  
US Representative to UNICEF

C.W. Carson, Jr.  
Vice Chairman, Chemical Bank

Lisle Carter  
President, University of the  
District of Columbia

Patricia K. DiGiorgio  
President, San Francisco Chapter, UNA

William D. Eberle  
Senior Partner, Robert Weaver Associates

Thomas L. Farmer  
Partner, Prather, Seeger, Doolittle  
& Farmer

Dr. Armand Hammer  
Chairman  
Occidental Petroleum Corporation

Walter E. Hanson  
Chairman  
Peat Marwick International

Ruth J. Hinerfeld  
President  
League of Women Voters, USA

Arthur Ross  
Vice Chairman and Managing Director  
Central National Corporation

William Ruder  
President, Ruder & Finn, Inc.

Stanley H. Ruttenberg  
President, Ruttenberg, Friedman, Kilgallon,  
Gutches & Associates

Richard J. Schmeelk  
Partner and Member of the Executive  
Committee, Salomon Brothers

Ivan Selin  
Chairman  
American Management Systems, Inc.

Jacob Sheinkman  
Secretary-Treasurer, Amalgamated Clothing  
& Textile Workers Union, AFL-CIO

Helmut Sonnenfeldt  
Guest Scholar, The Brookings Institution

O. Pendleton Thomas  
Chairman, InvestAmerica Corp.

Leonard Vernon  
President, Pacific Chapter, UNA

Edward B. Winn  
Chairman, Council of Chapter and  
Division Presidents, UNA

William S. Woodside  
President, American Can Company

Margaret B. Young  
Chairman, Whitney M. Young, Jr.  
Memorial Foundation, Inc.

# United Nations Association of the United States of America



President  
Robert M. Ratner

Founding Chairman  
Robert S. Benjamin  
1909-1979

Honorary Chairmen  
Arthur J. Goldberg  
Henry Cabot Lodge  
Charles W. Yost

National Chairman, UN Day 1980  
(By appointment of  
the President of the U.S.A.)  
Charles L. Brown, Chairman  
American Telephone and Telegraph Company

300 East 42nd Street, New York, NY 10017

212-697-3232

Cable: UNASAMER

October 31, 1980

TO: BOARD OF DIRECTORS  
NATIONAL COUNCIL

FROM: Robert M. Ratner

SUBJECT: Draft Resolution for Reimbursement for Attending Meetings

The Budget and Finance Committee meeting of October 22nd reviewed this draft resolution and approved it. The resolution now must be discussed by the Board of Governors since it requested clarification of UNA's policy on this matter. The resolution is on the Governors' agenda at its meeting directly preceeding the Directors' meeting. The draft resolution approved by the Governors will then be presented to the Directors for discussion and vote.

## DRAFT RESOLUTION FOR REIMBURSEMENT FOR ATTENDING MEETINGS

Whereas, each Nominating Committee, in presenting a slate for UNA's Board of Governors and Board of Directors as well as nominees to the National Council, takes into consideration appropriate representation from all constituencies, geographic representation and service to UNA, the cost of reimbursement to these members for attending meetings has been rising significantly over the past few years;

Whereas, the Board of Governors, at its meeting on June 11, 1980 asked the President to present a plan to them for approval, in order to reduce these costs even in light of the rising travel and lodging charges;

Be it resolved that the Board of Directors wishes to control these expenditures in the following manner:

1. Since all expenses -- surface and air travel,

Vice Presidents

Program Planning  
and National Organizations  
Peggy Sanford Carlin

Research and  
Policy Studies  
Arthur R. Day

Chapter, Division  
and Field Activities  
Joe Byrns Sills

Financial Development  
and Administration  
Richard B. Wiener

Assistant Treasurer and Controller, Louis J. Provenziale



room and board -- related to attending UNA meetings are deductible from Federal income tax, the Board urges all members to take advantage of these deductions rather than ask the Association for reimbursement;

2. In full recognition that in some few cases the financial obligation beyond the tax exempt benefit may be so great as to prevent a member from attending meetings, the Board requests those who fall into this category first to seek payment of their expenses by their chapter, division or organization and barring success in that effort to accept reimbursement from UNA on the following basis:

- a. UNA would pay the cost over \$100 of round-trip inter-city transportation to New York. Any additional cost of stop-overs or first-class accommodations would not be eligible for reimbursement.
- b. UNA would pay a total of \$50 toward room and board regardless of the number of nights a member remains in New York.
- c. Any exceptions to these rules would be acted upon by the Budget and Finance Committee.



DRAFT

MINUTES  
UNA-USA BOARD OF GOVERNORS MEETING  
Monday, September 15, 1980  
3:00 to 6:00 PM

International Center Exhibition Hall - 345 East 46th Street, New York

ORVILLE L. FREEMAN, PRESIDING

Attending: A.J. Ashe, Jean Benjamin, John C. Bierwirth, Kenneth R. Burroughs, C.W. Carson, Jr., Lisle Carter, Thomas Farmer, Orville Freeman, Ruth Hinerfeld, Harry W. Knight, John E. Leslie, Estelle Linzer, Leo Nevas, Jean Picker, Robert M. Ratner, Elliot L. Richardson, Robert V. Roosa, William Ruder, Stanley H. Ruttenberg, Ivan Selin, Helmut Sonnenfeldt, Edward B. Winn, Charles W. Yost, Margaret B. Young

Staff Officers: Peggy Sanford Carlin, Arthur R. Day, Louis J. Provenzale, Joe Byrns Sills, Richard Wiener

Other Staff: Toby Gati, Edward C. Luck, Margot Nussbaum, Richard Seifman, Elizabeth Wheeler

The meeting was opened in executive session.

AGENDA ITEM I: CHAIRMAN'S OPENING REMARKS AND CALL TO ORDER

Orville Freeman chaired the meeting and expressed his thanks to Elliot Richardson for having chaired the previous Board of Governors meeting. He pointed out that this is a challenging period of world history and that the industrial world is in a state of stagflation which could lead into a staggering depression. Therefore, he said that managerial ability is an asset that must be used. The developing world is exploding. We can contribute a great deal.

Memorial resolutions were presented for Josephine Pomerance, Arnold Goodman and James S. McDonnell. These were adopted unanimously.

Chairman Freeman then called on Bob Ratner to discuss the upcoming General Assembly and the Seminar for Newspaper Editors.

AGENDA ITEM II: MINUTES OF THE BOARD OF GOVERNORS MEETING OF JUNE 11, 1980

Secretary Kenneth Burroughs submitted the minutes of the June 11th Board of Governors meeting. These were adopted as presented.

AGENDA ITEMS III AND IV: FINANCIAL SITUATION AND SPECIAL EVENTS

Treasurer Harry Knight was called upon to present the current financial picture. He advised an improvement of about \$100,000 over the report at the last meeting of the Board of Governors. He stated that two upcoming events were moving along very well. He indicated that we still owe a substantial sum to Chemical Bank and that we are still behind on payables, but that the staff was working on a reduction of

the \$162,000 deficit before the end of December.

There was a discussion of compensation of employees and the fact that it is necessary to keep up with inflation, particularly in respect to 1981.

Mr. Ratner was called upon. He discussed requests for grants. He stated that he was optimistic about an Arco grant request and one from Exxon; he indicated that he may be able to generate a surplus if these efforts are productive. Margaret Young suggested that it might be advisable to raise membership awareness for funds rather than depending entirely on big donors. Bob Ratner replied that there is still reluctance in the field about raising the dues any further. He pointed out that the large donors do not try to influence our policies; we would not have a viable organization without them.

Jean Picker discussed membership and education aspects and referred to the editor's seminar. She pointed out that more and more people are writing about the United Nations and this contributes to this general awareness.

Elliot Richardson pointed out that the relationship of the Chapters and Divisions is being studied and this will be covered in the Robinson report. Bob Ratner noted that this report will be considered at the in-depth review of the field program at the March meeting of the Board of Governors. Ed Winn stated that the members of the Board of Governors will have an opportunity to discuss aspects of Chapters and Divisions and membership at the November meeting.

Jack Bierwirth reported on the dinner for September 23rd at Salomon Brothers for the purpose of increasing corporate support. He stated that more than 80 prominent executives were registered.

It was pointed out that the Board of Governors will have an opportunity to review the projected 1981 budget after the Budget Committee meeting on October 22nd and before the Board of Directors meeting in November.

#### AGENDA ITEM V: THE INTER DEPENDENT COMMITTEE REPORT

Bill Ruder reported that after a thorough review of all options he, Estelle Linzer and Bob Ratner, unanimously recommended the reinstatement of The Inter Dependent as of January 1981 with a frequency of 8 times a year. He commented on the unusual nature of the cooperative effort involving several foreign affairs organizations headed by The Experiment for International Living which would contribute \$35,000, the Overseas Development Council which would contribute \$20,000 and several others with smaller contributions. The Committee recommended that UNA's commitment be a subsidy of \$100,000 from general funds. The Governors commended the Committee report and unanimously voted to reinstate The Inter Dependent on the terms recommended.

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The Executive Session ended and the participating staff were called in to the meeting.

AGENDA ITEM VI: POLICY STUDIES

Under the leadership of Chairman Roosa and Pete Day the staff reported to the Board of Governors in depth on our Policy Studies program. At the end of the report there was a general discussion.

Chairman Freeman suggested that UNA undertake an objective study of how the UN system functions and how it could be improved. Ken Burroughs urged that such a study should be as critical as necessary with a major objective of improving the United Nations. He stated that this would certainly have to be a long term goal, but that if we could help achieve the United Nations becoming an effective international organization in every aspect of its endeavors, it would have made a major accomplishment. Elliot Richardson, Charles Yost, and Helmut Sonnenfeldt all spoke to this. There was a consensus that this should be pursued.

AGENDA ITEM VII: AGENDA FOR DIRECTORS MEETING ON NOVEMBER 17

The Board of Directors agenda was discussed. It was pointed out that there will be a reception at the Secretary-General's residence after the Board of Directors meeting at which time the portrait painted of the Secretary-General will be presented to him by the UNA.

AGENDA ITEM VIII: OTHER BUSINESS

It was pointed out by Chairman Freeman that the Board of Governors will meet from 8:30 to 10:00 AM on November 17, just prior to the Board of Directors meeting.

The meeting was adjourned at 6:00 PM.

UNA-USA BOARD OF GOVERNORS MEETING  
Monday, June 11th, 1980  
3:00 to 6:00 PM

UNA CONFERENCE ROOM - 300 East 42nd Street, New York

ELLIOT L. RICHARDSON, PRESIDING

Attending: Mrs. Jean Benjamin, John C. Bierwirth, Kenneth R. Burroughs, Lisle Carter, Arnold Goodman, Harry W. Knight, John E. Leslie, Estelle Linzer, Leo Nevas, Jean Picker, Robert M. Ratner, Elliot L. Richardson, Arthur Ross, Helmut Sonnenfeldt, O. Pendleton Thomas, Leonard Vernon, Edward B. Winn, William S. Woodside and Margaret B. Young

Staff Officers: Peggy Sanford Carlin, Arthur R. Day, Louis J. Provenzale, Joe Byrns Sills, Richard B. Wiener

Administrative Assistants: Stacey Halio, Margot Nussbaum

For Agenda Item VI Only: Fred Eckhard

Agenda Item I - Chairman's Opening Remarks

Elliot Richardson chaired the meeting in Orville Freeman's absence. He made a brief introductory statement, emphasizing his high regard for UNA and his gratification at having been elected Chairman.

Ambassador Richardson then introduced a discussion of how the new Board of Governors could help increase UNA's effectiveness. Perhaps the Board would consider organizing itself into committees that would relate to the various aspects of UNA's work.

This lead to a discussion about the purposes and goals of the UNA, and there was a consensus of view that the various activities of the organization should be studied by the Board, including their costs, their effectiveness, and their priority as against other work carried on by the organization. It was decided that the Governors should study each phase of activity in some depth, devoting a portion of each of a number of meetings to this purpose. The staff was asked to prepare an in-depth presentation on one UNA program for each Governors meeting. In addition, Mr. Ratner was asked to review the suggestions made by the Governors during this wide-ranging discussion and to put before the Governors at the September meeting the recommendations as to how they should be dealt with.

Agenda Item II - Minutes of the Board of Governors Meeting of March 3, 1980

Secretary Kenneth Burroughs submitted the minutes of the March 3rd Board of Governors meeting which were adopted.

#### Agenda Items III & IV - Financial Situation and Special Events

Treasurer Harry Knight led a discussion on the financial situation of the organization against the background of the increasingly difficult economic conditions in the country. It was noted that on our 1980 Budget of about \$3,000,000, there was a \$60,000 net improvement at this point, vis-a-vis budget projections.

Mr. Ratner pointed out that estimates for income from the major fund-raising events this year had been projected very conservatively because of the worsening economic conditions in the country and that, judging from the one event so far conducted, which had grossed \$420,000, \$20,000 more than anticipated, the organization should exceed these conservative estimates in actual returns.

Nevertheless, we are burdened by the carry over accumulated deficit of \$162,000. Concern was expressed by the Governors particularly for the cost (1% above prime) of the line of credit loan of \$450,000 taken out by UNA to assist in handling its cash flow situation. The suggestion was made that we should concentrate on a special corporate campaign to secure working capital so we wouldn't need to borrow.

It was ultimately agreed that, in order to clarify UNA's financial situation for Governors, a mid-year balance sheet should be drawn up and distributed.

In response to a question, Mr. Ratner indicated that a worse-case situation for 1980 could be an additional \$100,000 deficit, a most likely situation would be that we would meet budget projections, and an optimistic projection -- with a few good breaks, we could end the year with \$100,000 surplus, thus reducing the accumulated deficit by that amount.

Mr. Knight suggested, and the Governors agreed, that it might be necessary to change the timing of the budget process so that we have a better estimate of the results of the October events before we prepare the 1981 budget. Under those circumstances, it would be necessary to have an extra meeting of the Governors for an hour or hour-and-a-half in the morning before the Directors meeting scheduled for Monday, November 17th at 10:00 AM. Therefore, Governors should enter into their calendars now, an 8:30 AM breakfast meeting on that day, to be confirmed at the next Governors meeting on Monday, September 15th.

#### Agenda Item V - Soviet Parallel Studies Program

In the course of a discussion of the US-Soviet Parallel Studies Program, Governors raised the question whether it was appropriate in current circumstances, following the Soviet invasion of Afghanistan, for a UNA panel group to travel to the Soviet Union for a meeting with their Soviet counterparts as was tentatively planned for November of this year. It was pointed out that the State Department had encouraged UNA to proceed with its contact through this program but Governors, nonetheless, expressed uneasiness about the possibility of publicity resulting from a UNA delegation appearing in Moscow at that time.



Other Governors, however, felt that it was important to continue with the joint discussions particularly at a time of strained inter-governmental relations. It was left that the situation could be reviewed later in the year closer to the time of the planned meetings, and that UNA staff should meanwhile plan for the meeting to be held.

It was also brought to the attention of the Governors that a panel composed largely of American members of the Parallel Studies Program was undertaking an urgent study of US-Soviet relations with a view to making recommendations by the end of the year for US policies in the years ahead.

#### Agenda Item VI - UNA Publication

The Governors considered at some length the question of a future UNA publication. After hearing about efforts to reinstate The Inter Dependent jointly with other organizations, which would make possible the publication of a more expensive product more frequently, the Governors decided to establish a small ad-hoc committee to work with Editor Fred Eckhard and other staff members as necessary, with a view to recommending a course of action. This committee would report to the September 15th Board of Governors meeting. Ambassador Richardson undertook to appoint a committee in consultation with Mr. Freeman and Mr. Ratner.

#### Agenda Items VII & VIII - Convention Wrap Up and UN at 35

The Governors agreed that the written reports on these two agenda items were so comprehensive that there was no need for further discussion at this meeting. With compliments about the Convention to Estelle Linzer as Chairman of the Convention Advisory Committee, and Peggy Carlin as Convention Coordinator, and with the expectation that there would be more detailed reports on the progress of UN at 35 at the September meeting, the Chairman moved on to Agenda Item IX.

#### Agenda Item IX - UNA and National Policy

The staff was queried about any efforts being made to have an impact on the positions and platforms of the political parties this election year. Mr. Goodman proposed that the Council of Chapter and Division Presidents meeting in July consider the preparation of a position paper and other possible UNA materials for presentation to the Presidential candidates and to Congress.

Mr. Ratner pointed out that the material circulated for this agenda item was just to give the Governors a feeling for the kinds of matters which UNA is asked to become involved in or sometimes initiates during the year.

Agenda Item X - "Law of the Sea" Educational Program

The Governors decided that UNA should accept responsibility for management of a \$35,000 Rockefeller grant that was being provided to finance activities to follow-up the Law of the Sea Treaty. What was involved was primarily a public education and information program to build support for the treaty throughout the country. It was agreed that this was a most appropriate issue for UNA Chapters.

*(The Robinson Committee to Study UNA's Field Activity at their meeting on Monday, June 16th, by coincidence, urged that the Law of the Sea issue be a primary one for UNA for the next couple of years.)*

Agenda Item XI - World Federation of United Nations Associations (WFUNA)

Because the meeting was running late, it was agreed to defer this item.

Agenda Item XII - Other Business

A) Reimbursement for attendance at meetings

After a brief discussion on the question of whether UNA should in principle reimburse those Directors who could not otherwise afford attendance at the Board meeting, Mr. Ratner was asked to prepare guidelines for such a policy to be considered by the Governors and presented to the next Board of Directors meeting.

B) Date of next Convention

With respect to the timing of the next UNA Convention, for which the By-laws now provide only that two should be held each five years, the Board felt that a period of two-and-one-half to three years would be appropriate, particularly in view of the organization's financial situation.

C) Dates of Future Meetings

Future meetings dates were reviewed and set as follows:

<u>In 1980 -</u>	<u>for the Board of Governors</u>	<u>for the Board of Directors</u>
	Monday, September 15th 2:00 to 5:00 PM	
	Monday, November 17th (breakfast meeting) 8:30 to 10:00 AM	* Monday, November 17th 10:00 AM to 7:30 PM

In 1981 -      for the Board of Governors      for the Board of Directors

Monday, March 9th  
2:00 to 5:00 PM

\*\* Monday, June 15th  
2:00 to 5:00 PM

Monday, September 14th  
2:00 to 5:00 PM

Monday, November 16th  
10:00 AM to 8:00 PM

\* *After the Directors Meeting, the Secretary-General of the United Nations and Mrs. Waldheim have invited our entire Board of Directors to a cocktail reception at the official residence on Sutton Place, from 6:00 to 7:30 PM, at which time we will present to the Secretary-General the portrait of him which we have commissioned. This will be the official portrait to be hung at the United Nations. A special committee has raised special funds for this endeavor.*

\*\* *Date is tentative, depending on the date of the Spring Dinner.*

Ambassador Richardson thanked all for attending the meeting and again expressed his pleasure and anticipation of working with UNA's Board members on behalf of the Association.



UNITED NATIONS ASSOCIATION of the UNITED STATES of AMERICA

300 EAST 42nd STREET, NEW YORK, NEW YORK 10017

(212) OXford 7-3232

ROBERT M. RATNER

*President*

September 7, 1977

Dear Alex:

I greatly appreciate your words of congratulations, good wishes and support. It is gratifying to me to know that I will have the assistance of so many wonderful people as we continue our efforts to give UNA the best possible leadership.

With deep thanks and warm regards,

Sincerely,

RMR:mw

Rabbi Alexander M. Schindler  
President  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, N.Y. 10021

August 31, 1977

Mr. Robert M. Ratner, President  
United Nations Association of  
the United States of America  
300 East 42nd Street  
New York, New York 10017

Dear Bob:

Mazal tov! I was delighted to learn that the Board of Governors of the UNA-USA have unanimously confirmed you as President of the Association. This is a richly-merited tribute to your leadership and devotion to the great cause of the UNA-USA and bespeaks the admiration, affection and esteem in which you are held by your colleagues.

It is my fond hope that you will derive a full measure of fulfillment and personal satisfaction from your important responsibilities in behalf of the Association. I know you will lead with distinction and I look forward to working with you in the days and years ahead.

With warmest regards and every good wish for the New Year, I am

Sincerely,

Alexander M. Schindler



Chairman of the Association  
William W. Scranton

Chairman, Board of Governors  
Robert S. Benjamin  
Chairman, Fin. Comm., United Artists Corp.

Chairman Emeritus  
James S. McDonnell  
Chairman, McDonnell Douglas Corp.

Vice Chairmen  
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San Francisco Chapter, UNA  
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Leo Nevas  
Partner--Nevas, Nevas & Rubin  
Jean Picker  
Interchange Foundation  
Robert V. Roosa  
Partner--Brown Brothers Harriman & Co

Secretary  
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1st V.P.--League of Women Voters

Treasurer  
Harry W. Knight  
Chairman, Hillsboro Associates, Inc.  
Chairman, UNA Special Funding Program  
Robert F. Wright  
Partner--Arthur Andersen & Co.

Governors  
Martha M. Aasen  
Chairman, Conference of  
UN Representatives  
Morris B. Abram  
Partner--Paul, Weiss, Ritzkind,  
Wharton & Garrison  
Andrew F. Brimmer  
President, Brimmer & Co., Inc.  
R. Manning Brown, Jr.  
Chairman, N. Y. Life Insurance Co.  
Kenneth R. Burroughs  
President, Texas Division, UNA  
Jacob Clayman  
Secretary-Treasurer  
Industrial Union Department, AFL-CIO  
William T. Coleman, Jr.  
Partner--O'Melveny & Myers  
Gaylord Freeman  
Hon. Chrm., First National Bank of Chicago  
Arnold Goodman  
Chairman, Council of Chapter and  
Division Presidents, UNA  
Dr. Armand Hammer  
Chairman, Occidental Petroleum Corp.  
Walter E. Hanson  
Senior Partner  
Peat, Marwick, Mitchell & Co.  
Clarice Kaufman  
Attorney--V.P., Pacific Chapter, UNA  
Philip Klutznick  
Klutznick Investments  
Edward Lamb  
President, Lamb Enterprises, Inc.  
Estelle Linzer  
V. P., Southern N.Y. State Div., UNA  
L. F. McCollum  
Chairman, Mercantile Texas Corp.  
Porter McKeever  
Associate, John D. Rockefeller, 3rd  
Carmel Carrington Marr  
Commissioner, N.Y. State Public  
Service Commission  
William S. Renchard  
Chairman, Exec. Comm., Chemical Bank  
William Ruder  
President, Ruder & Finn, Inc.  
Richard J. Schmeelk  
General Partner, Salomon Brothers  
Joseph M. Segel  
Chairman, Presidential Airways

Joe Byrns Sills  
Vice President, Chapter, Division  
and Field Activities

Peggy Sanford Carlin  
Vice President, Program Planning  
and National Organizations

Louis J. Provenzale  
Assistant Treasurer  
and Controller

Richard B. Wiener  
Director, Financial Development  
and Administration



Acting President  
Robert M. Ratner

Honorary Co-Chairmen  
Arthur J. Goldberg  
Henry Cabot Lodge  
Anna Lord Strauss  
Charles W. Yost

National Chairman, UN Day 1977  
(By appointment of  
The President of the U.S.A.)  
Henry Ford II  
Chairman, Ford Motor Company

**UNITED NATIONS ASSOCIATION  
of the UNITED STATES of AMERICA**  
300 EAST 42nd STREET, NEW YORK, N.Y. 10017  
Cable Address UNASAMER • (212) 697-3232

August 29, 1977

To: THE BOARD OF DIRECTORS, THE NATIONAL COUNCIL,  
CHAPTER AND DIVISION PRESIDENTS, AND THE COUNCIL  
OF ORGANIZATIONS

From: William W. Scranton and Robert S. Benjamin

Subject: Presidency of UNA-USA

We are pleased to inform you that on August 22nd, in Executive Session, the Board of Governors voted unanimously to confirm Robert M. Ratner as President of UNA-USA.

The decision to formalize Bob's position was based on the executive ability he has demonstrated over the years and the outstanding way he has headed UNA-USA since Jim Leonard left.

We know you join with us in wishing Bob well as he continues to give our Association the highest quality leadership.

WWS/RSB/mw

cc: The Board of Governors - for information only.

May 18, 1977

The Honorable William W. Scranton  
Chairman of the Association  
United Nations Association of the U.S.A.  
300 East 42nd Street  
New York, N.Y. 10017

Dear Ambassador Scranton:

It was thoughtful of you to write on the occasion of my election as a Director of the United Nations Association. I am grateful for your kind words and your warm good wishes. It is with great pride and pleasure that I have accepted this position and I am looking forward to working with you in behalf of the Association and the United Nations.

Bob Ratner has shared with me descriptive material on the UNA and its programs and I thank you for the items which you have sent for my perusal. These will be most helpful to me.

In accordance with your request, a photo and my biography have been sent to your office. I trust they are received in good time and order.

The November 14th meeting has been noted on my calendar and I do look forward to participating. I must be in San Francisco a few days thereafter for the Biennial Convention of our Union of American Hebrew Congregations but barring any unforeseen circumstances I shall be at the session on November 14.

With repeated thanks and warmest regards, I am

Sincerely,

Alexander M. Schindler

Chairman of the Association  
William W. Scranton  
Chairman, Board of Governors  
Robert S. Benjamin  
Chairman, Fin. Comm., United Artists Corp.  
Chairman Emeritus  
James S. McDonnell  
Chairman, McDonnell Douglas Corp.

Vice Chairman  
Patricia K. Di Giorgio  
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John E. Leslie  
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Leo Nevas  
Partner, Nevas, Nevas & Rubin  
Jean Picker  
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Robert V. Roosa  
Partner, Brown Brothers Harriman & Co.  
Secretary  
Ruth J. Hinerfeld  
1st V.P., League of Women Voters of the U.S.

Treasurer  
Harry W. Knight  
Chairman, Hillsboro Associates, Inc.  
Chairman, UNA Special Funding Program  
Robert F. Wright  
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UN Representatives  
Morris B. Abram  
Partner—Paul, Weiss, Rittkind,  
Wharton & Garrison  
Andrew F. Brimmer  
President, Brimmer & Co., Inc.  
R. Manning Brown, Jr.  
Chairman, N. Y. Life Insurance Co.  
Kenneth R. Burroughs  
President, Texas Division, UNA  
Jacob Clayman  
Secretary-Treasurer  
Industrial Union Department, AFL-CIO  
William T. Coleman  
Fellow  
Woodrow Wilson Int'l Center for Scholars  
Gaylord Freeman  
Hon. Chrm., First National Bank of Chicago  
Arnold Goodman  
President, Wisconsin Division, UNA  
Dr. Armand Hammer  
Chairman, Occidental Petroleum Corp.  
Walter E. Hanson  
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Clarice Kaufman  
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Philip Klutznick  
Klutznick Investments  
Edward Lamb  
President, Lamb Enterprises, Inc.  
Estelle Linzer  
V. P., Southern N.Y. State Div., UNA  
L. F. McCollum  
Chairman, Mercantile Texas Corp.  
Porter McKeever  
Associate, John D. Rockefeller, 3rd  
Carmel Carrington Marr  
Commissioner, N.Y. State Public  
Service Commission  
William S. Renchard  
Chairman, Exec. Comm., Chemical Bank  
William Ruder  
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Richard J. Schmeelk  
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Joe Byrns Sills  
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Richard B. Wiener  
Director, Financial Development  
and Administration



Acting President  
Robert M. Ratner

Honorary Co-Chairmen  
Arthur J. Goldberg  
Henry Cabot Lodge  
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National Chairman, UN Day 1977  
(By appointment of  
The President of the U.S.A.)  
Henry Ford II  
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**UNITED NATIONS ASSOCIATION  
of the UNITED STATES of AMERICA**  
300 EAST 42th STREET, NEW YORK, N.Y. 10017  
Cable Address UNASAMER • (212) 697-3232

May 10, 1977

Rabbi Alexander M. Schindler  
President  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, New York 10021

Dear Rabbi Schindler:

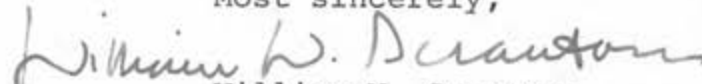
Congratulations on your election to a four-year term as Director of the United Nations Association. I am looking forward to working with you and the other Directors in behalf of our fine organization and for the UN itself.

I know that you are already familiar with many of the Association's varied activities. However, I have asked Bob Ratner, UNA's Acting President, to send you additional descriptive material about UNA and its programs. Enclosed with this letter, for your immediate attention, is a copy of the 1976 audit of the Association, as well as a list of the new Officers and Board.

We have set the next meeting of UNA's Board of Directors for Monday, November 14th, at 10:00AM, in New York City. At that meeting, we will have a thorough review of the Association's work during 1977, and make plans for 1978. I hope you will make every effort to be there.

Let me again thank you for your support of the United Nations Association, and your dedication to the principles of the United Nations.

Most sincerely,

  
William W. Scranton

P.S. It would be helpful, for UNA's files, if you would send us a recent picture and an up-to-date biography.

Sent 5-17-77

UNITED NATIONS ASSOCIATION OF THE UNITED STATES OF AMERICA, INC.

OFFICERS

Chairman of the Association and the Board of Directors	William W. Scranton
Chairman of the Board of Governors	Robert S. Benjamin
Chairman Emeritus	James S. McDonnell
Vice Chairmen of the Association	Patricia K. Di Giorgio John E. Leslie Leo Nevas Jean Picker Robert V. Roosa
Secretary	Ruth J. Hinerfeld
Treasurer	Harry W. Knight
Chairman, UNA Special Funding Program	Robert F. Wright
Acting President	Robert M. Ratner
Honorary Co-Chairmen:	Arthur J. Goldberg Henry Cabot Lodge Anna Lord Strauss Charles W. Yost

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 Mr. Donald A. Schmechel  
 Mr. Richard J. Schmeelk  
 Ms. Dorothy Schramm  
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 Mrs. Page H. Wilson  
 Mr. Edward B. Winn  
 Mr. Michael Witunski  
 Mr. Leonard Woodcock  
 Mr. Robert F. Wright  
 Ms. Harriette Yeckel  
 Mrs. Whitney M. Young, Jr.

Directors on Leave for Gov't.  
Service

Ambassador Richard N. Gardner  
 Mr. Joseph S. Nye  
 Mr. Cyrus R. Vance



UNITED NATIONS ASSOCIATION OF THE  
UNITED STATES OF AMERICA, INCORPORATED

FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 1976

with

REPORT OF CERTIFIED PUBLIC ACCOUNTANTS

ARTHUR YOUNG & COMPANY

ARTHUR YOUNG & COMPANY

277 PARK AVENUE  
NEW YORK, N. Y. 10017

The Board of Directors  
United Nations Association of the  
United States of America, Incorporated

We have examined the accompanying balance sheet of the United Nations Association of the United States of America, Incorporated at December 31, 1976 and the related statements of support, revenue and expenses and changes in fund balances and of functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the statements mentioned above present fairly the financial position of the United Nations Association of the United States of America, Incorporated at December 31, 1976 and the results of operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Arthur Young & Company*

March 8, 1977

UNITED NATIONS  
UNITED STATES OF

BALANCE

December 31

<u>ASSETS</u>	<u>1976</u>	<u>1975</u>
Current assets:		
Cash and marketable securities at cost (approximates market) (Note 2)	\$ 119,259	\$ 71,261
Accounts receivable due within one year	19,432	15,141
Pledges receivable (UNA's Five Year Funding Program)	245,250	161,250
Pledges receivable due within one year (UNA's Five Year Funding Program)	5,000	105,250
Books and merchandise for sale		
Prepaid expenses and deferred charges and		
Total current assets	<u>388,941</u>	<u>352,902</u>
Pledges receivable due after one year (UNA's Five Year Funding Program)	632,500	371,906
Restricted security (Note 3)	162,094	-
Furniture and fixtures, at cost, accumulated depreciation of \$54,000 and \$132 in 1975	-	112,094
Total noncurrent assets	<u>794,594</u>	<u>484,000</u>
Total unrestricted assets	<u>178,751</u>	<u>56,158</u>
Total unrestricted assets	<u>1,362,286</u>	<u>893,060</u>
Cash and marketable securities at (approximates market) (Note 2)	558,764	192,325
Pledges receivable due within one year	-	24,700
Total restricted assets	<u>558,764</u>	<u>217,025</u>
	<u>\$1,921,050</u>	<u>\$1,110,085</u>
Restricted security	\$ 630,087	\$ -

See accompanying notes

UNITED  
UNITED STATES  
STATEMENT OF  
AND

Year  
with

General support and revenue  
General support:  
Contributions  
Annual special events  
Total

Revenue:  
Membership dues, program  
Dividends and interest  
Total  
Total

Expenses:  
Program services:  
Special events  
National programs and organizations  
Other national programs  
Membership records  
Total

Supporting services:  
Management and general  
Fund raising  
Total  
Total

Excess of general support  
Fund balances, beginning  
Fund balances, end of year

UNITED NATION  
UNITED STATES OF

STATEMENT OF

Year ended :  
with comparat

	<u>ces</u>	<u>Total expenses</u>	
	<u>nd ising</u>	<u>1976</u>	<u>1975</u>
Salaries	9,178	\$ 861,471	\$ 821,803
Payroll taxes, etc.	<u>2,772</u>	<u>197,443</u>	<u>147,318</u>
Total salaries and expenses	1,950	1,058,914	969,121
Professional fees and contrac service payments	4,499	273,443	183,771
Supplies	2,371	70,029	62,908
Telephone and telegraph	3,969	59,336	60,470
Postage and shipping	1,598	84,515	78,014
Occupancy	6,826	89,607	84,917
Conferences, conventions, mee	3,613	368,148	360,677
Printing and publications	2,816	327,619	600,196
Grants and support payments	-	6,000	28,572
Payments to chapters and divi	-	137,132	114,353
Miscellaneous	<u>789</u>	<u>20,050</u>	<u>57,029</u>
Total expenses befo depreciation	8,431	2,494,793	2,600,028
Depreciation of furniture and	-	410	4,718
Total expenses	<u>8,431</u>	<u>\$2,495,203</u>	<u>\$2,604,746</u>

See acco



UNITED NATIONS ASSOCIATION OF THE  
UNITED STATES OF AMERICA, INCORPORATED

NOTES TO FINANCIAL STATEMENTS

December 31, 1976

1. Organization and accounting policies

Pledges receivable

It is the Association's policy to record all firm pledges for future years' contributions; these are included in pledges receivable and related deferred contributions. The Association recognizes unrestricted pledges and contributions in income in the years covered by the pledge, and restricted pledges and contributions in income in the year in which designated expenditures are made.

UNA's Five Year Funding Program is a fund raising campaign initiated in 1971 to provide a financial base to expand the Association's program and increase the scope of its charitable activities. Prior to 1976, this campaign was called the Development Fund.

Tax status

As a publicly funded nonprofit research and educational organization, the Association is exempt from federal income tax pursuant to Section 501(c)(3) of the Internal Revenue Code; accordingly, no income tax has been provided in the financial statements.

2. Cash and marketable securities

Cash and marketable securities included in the unrestricted and restricted funds consists of the following:

	<u>1976</u>	<u>1975</u>
Cash	\$ 15,804	\$ 27,607
Passbook account	425,497	243,415
U.S. Treasury Notes	<u>305,750</u>	<u>-</u>
Total cash	<u>\$747,051</u>	<u>\$271,022</u>

The portion of total cash designated as restricted is equal to the balance in the account - Contributions received for future years. All interest income earned on the passbook account and the U.S. Treasury Notes is credited to unrestricted fund income.

UNITED NATIONS ASSOCIATION OF THE  
UNITED STATES OF AMERICA, INCORPORATED

NOTES TO FINANCIAL STATEMENTS

December 31, 1976

3. Restricted securities and Endowment Fund

On December 22, 1976, a donor, subject to the following conditions, transferred to the Association 26,600 "restricted" shares of common stock of a publicly held company:

1. These shares be placed in a permanent endowment fund.
2. By December 31, 1977, full matching gift or gifts are received by the Association with fair market value at the date or dates of receipt equal to \$630,087, the market value of the 26,600 unrestricted shares on December 22, 1976, and such gift or gifts be placed in the permanent endowment fund.

If the above shares are sold prior to the above conditions being satisfied, the principal proceeds are to be segregated by the Association and separately accounted for. All capital gains are to be added to principal. If conditions 1 and 2 are not met by December 31, 1977, the Association is required to transfer the original balance of the above fund to a recipient designated by the donor.

The restricted shares have been recorded at the market value for unrestricted shares on the date of transfer, together with an offsetting liability to reflect the uncertainty inherent in the above conditions. If the above conditions are met, the liability will be removed and an equal amount will be credited to the fund balance.

A similar gift, without conditions, of 10,500 "restricted" shares recorded at \$162,094 was made by the same donor in December 1975 as a prepayment of a pledge. During 1976, the donor paid that portion of the pledge due in 1976 and specified that these 10,500 restricted shares are to be transferred to the endowment fund upon its establishment at the market value on December 15, 1976. Such transfer will take place upon meeting the two conditions cited above.

The 26,600 and 10,500 shares are "restricted" under Rule 144 of the Securities Act of 1933 and cannot be sold for two years from date of receipt unless certain conditions are

UNITED NATIONS ASSOCIATION OF THE  
UNITED STATES OF AMERICA, INCORPORATED

NOTES TO FINANCIAL STATEMENTS

December 31, 1976

3. Restricted securities and Endowment Fund (Cont'd)

met. The shares have been recorded at the market price on the date of receipt that would be attributable to a like number of registered shares.

Any dividend income earned from these shares is available for use in the unrestricted fund.

4. Sutton Place Fund - building, furnishing and related assets

On July 27, 1972, the Board of Governors accepted the gift of a townhouse at 3 Sutton Place, New York City, and authorized lease of the property to the United Nations ("UN") as a residence for the Secretary General. The property had an appraised value of \$1,100,000 allocated as follows: land - \$530,000, building - \$410,000 and capital stock in Sutton Square, Inc. which owns a garden adjoining Sutton Square - \$160,000. The Association secured a contribution of \$100,000 which it applied to the furnishing of the townhouse. The Association had established the Sutton Place Fund to account for the contribution of the townhouse and related furnishings. No provision for depreciation had been made on this property.

On December 26, 1973, the Association sold the land, building, furnishings and related assets to the UN for \$1,200,000 and eliminated the Sutton Place Fund. In accordance with the terms of the agreement, the Association had the option of waiving its right to receipt of payment; in lieu thereof, the UN would contribute the amount of sales price to charitable and educational activities of the UN as determined by the Board of Governors to be in support of the Association's objectives. In 1974 and 1975, the Association waived its right to receipt of the first two cash installments totaling \$800,000 plus appropriate interest from the UN. With the approval of the Association's Board of Governors, the UN donated a like amount to the Programme of United Nations' High Commissioner for Refugees.

On August 23, 1976, the Association waived its right to receipt of the third and final cash payment of principal and interest.

UNITED NATIONS ASSOCIATION OF THE  
UNITED STATES OF AMERICA, INCORPORATED

NOTES TO FINANCIAL STATEMENTS

December 31, 1976

5. Lease Commitments

Rent expense for the years ended December 31, 1976 and 1975 was \$80,550 and \$69,412, respectively. As of December 31, 1976, the approximate minimum annual rentals on lease obligations, are as follows: 1977 - \$134,000; 1978 - \$105,000; 1979 through 1986 - \$99,000. Lease obligations for the rental of office space are subject to escalation charges for increases in real estate taxes and the cost of electricity. The Association has the right to cancel the lease for the rental of office space at the end of five years providing that all the terms of the lease have been complied with and that at least one year's advance written notice of cancellation is given. Should the Association exercise its option under this provision, the amounts shown as commitments for the period 1982-1986 would not become payable.

6. Employee retirement plan

In compliance with the Employees Retirement Income Security Act of 1974, the Association amended its plan during 1976 to cover all salaried employees following their third anniversary and attaining age 25.

The Association's policy is to fund pension costs accrued by depositing funds in individual annuity contracts with an insurance company. There is no unfunded past service cost under the plan. Total pension expense for years ended December 31, 1976 and 1975 was \$94,037 and \$72,042, respectively.

MINUTES  
UNA-USA BOARD OF GOVERNORS MEETING  
Monday, March 3rd, 1980  
3:00 to 6:00 PM  
UNA CONFERENCE ROOM - 300 East 42nd Street, New York

JEAN PICKER - PRESIDING

Attending: John C. Bierwirth, R. Manning Brown, Kenneth R. Burroughs, Arnold Goodman, Ruth J. Hinerfeld, Harry W. Knight, Edward Lamb, Estelle Linzer, Carmel Carrington Marr, Leo Nevas, Jean Picker, Robert M. Ratner, Richard J. Schmeelk, O. Pendleton Thomas, Margaret B. Young, Nicholas Robinson, Porter McKeever, Guests.

Staff

Attending: Peggy Carlin, Arthur Day, Fred Eckhard, John Lange, Margot Nussbaum, Stanley Raisen, Joe Sills, Elizabeth Wheeler, Richard Wiener.

In Governor Scranton's absence, Vice Chairman, Jean Picker, chaired the meeting, which was called to order at 3:05 PM. Before beginning with the formal agenda, the Board paused for a moment of silence in memory of Clark Eichelberger. The Board passed a unanimous resolution, that UNA's tribute to Clark Eichelberger in The New York Times be conveyed to his widow.

Mrs. Picker commented on the fact that Porter McKeever had agreed to serve as a part-time consultant to UNA. But to accept this assignment he had to resign as a Governor and Director. Mr. McKeever's initial responsibilities will include helping to develop the new publication, working on the more effective use of all publications as well as helping with fund-raising activities, particularly with foundations. Mrs. Picker also welcomed Nicholas Robinson, who was invited to the meeting to brief the Governors on the work of the committee to study the field.

Mrs. Picker noted some changes in the Agenda: Item IX would deal with WFUNA and Item V, the Nominating Committee report would become Agenda Item III to accommodate its chairman, Richard Schmeelk, who had to leave early.

AGENDA ITEM I. MINUTES OF THE BOARD OF GOVERNORS MEETING, SEPTEMBER 17, 1979.

Estelle Linzer asked if there were any additions or corrections to the minutes of September 17, 1979. There being no additions or corrections, Miss Linzer moved that the minutes be accepted. The motion, as seconded, was adopted unanimously.

AGENDA ITEM II. DATES FOR THE 1980 GOVERNORS' MEETING

Mrs. Picker asked the Governors to note that the next meeting would be June 11th



from 3:00 to 6:00 PM for the convenience of out-of-town Governors who wished to attend the Spring Dinner.

AGENDA ITEM III. NOMINATING COMMITTEE REPORT (FORMERLY AGENDA ITEM V)

Mr. Schmeelk pointed out that the Nominating Committee submitted an Interim Report because it had not completed its work. With the need to fill the two top positions of Chairman of the Board of Governors due to Bob Benjamin's tragic and untimely death, and that of Chairman of the Association to succeed Governor Scranton, the Committee needed more time to build the best possible leadership combination for the Association. The Committee felt that a measured study and careful selection of candidates for these posts was of greater importance than the need to meet the technical pre-Convention deadline for issuing a final report.

Mr. Ratner reported on his conversations with Elliot Richardson, who had been invited to serve as Chairman of the Association. Ambassador Richardson is now heading the US Delegation to the Law of the Sea Conference. Previously he served as Under Secretary of State; Secretary of the Department of Health, Education, and Welfare; Secretary of Defense; Secretary of Commerce and Attorney General of the United States. He was also Ambassador to the United Kingdom.

In his conversations with Mr. Ratner and Governor Scranton, Ambassador Richardson said he was favorably inclined toward the assignment but that there was a technical problem should he have to continue his work with The Law of the Sea Conference on a full-time basis after April. He would be able to serve UNA if he cut back his government responsibility to part-time basis and then he would go on leave of absence when he was involved with the Law of the Sea negotiations. Ambassador Richardson's final decision was to come this week.

Mr. Ratner said that the Nominating Committee had an outstanding candidate for Chairman of the Board of Governors in the person of Orville Freeman, former Governor of Minnesota, former Secretary of Agriculture, and presently President of Business International Corporation. Orville Freeman has not yet been approached but Mr. Ratner expressed the hope that he would accept because he has had a close and longtime relationship with UNA in several of our programs.

Mr. Schmeelk reported the Committee's selections for the other officers:

Vice Chairmen: John Leslie, Leo Nevas, Jean Picker, Robert Roosa,  
and Estelle Linzer

Secretary: Kenneth Burroughs

Treasurer: Harry Knight (who was to be elected by the Board  
of Directors)

He stressed that these officers would give the Association a continuity of leadership to support the two new chairmen.

Ordinarily half of the directors would be up for reelection at each Convention, that is 67 or 68 people. This year, however, due to resignations, deaths and several interim terms, the committee had 84 positions

to fill. Mr Schmeelk believed the committee, after three lengthy meetings, recommended a highly qualified, representative slate.

Mr. Ratner reiterated Mr. Schmeelk's satisfaction with the slate. He pointed out that many of these excellent candidates were first attracted to UNA through their work in Policy Studies, EPC, the Council of Organizations, etc. The experiences they had in these activities stimulated their interest in helping UNA's overall program. Mr. Ratner also called attention to the extraordinarily high quality of the Chapter and Division leadership being proposed for the Board of Directors.

Mrs. Picker thanked Mr. Schmeelk and the Committee for the report and then turned to Harry Knight for the financial reports.

#### AGENDA ITEM IV: FINANCIAL REPORTS (FORMERLY AGENDA ITEM III)

Mr. Knight presented the Audited Financial Statements for 1979. He said that, as Bob Ratner predicted in November, the potential deficit of about \$450,000 to \$600,000 had been reduced to \$190,625 for 1979.

Mr. Ratner said that the deficit would have been \$54,000 less had the Center for Environmental Information, which is supposed to be self-funded, received the National Science Foundation grant for its work from November, 1979 through February and that although there is always a cash flow problem at that time of year, UNA has received several timely gifts. The Ivy Fund made a final distribution of its assets which included a gift of \$50,000 to UNA; an estate is now being settled that could bring UNA a minimum of \$25,000 and a maximum of \$80,000. And as previously mentioned, The Center for International Environment Information has received its grant from the National Science Foundation.

#### Better Business Bureau Review

Mr. Knight then reported that the Better Business Bureau, one of the two regulatory agencies that act as "watch dogs" over charitable institutions, did not include UNA on its approved list of December 1, 1979. On the other hand, UNA is on the approved list of the National Information Bureau. Although the Better Business Bureau accepted UNA's 1977 Financial Statements, it did not accept the 1978 Statements which were prepared according to the same accounting principles. In this later review, the Better Business Bureau did not think it was appropriate to report some of the Special Events expenses under Program Services.

Mr. Knight said the Audit Committee discussed the problem thoroughly. Although the members believed the present reporting practices were clearer and more explanatory, they agreed to the changes requested by the Better Business Bureau. The accountants have conveyed this decision to the Better Business Bureau which agreed to tell any callers that UNA is changing its way of reporting to meet the Better Business Bureau standards and to list UNA as "approved" on the next quarterly printing of organizations that do meet their standards.

Mrs. Picker thanked Mr. Knight and Mr. Ratner for their reports but warned the Governors that they should not get in the habit of expecting Bob Ratner to pull a rabbit from the hat every time UNA got into a financial crunch. She emphasized

that it was the Governors' responsibility to continue their concern and help in these matters.

#### McDonnell Fund Committee Report

Mrs. Picker then asked R. Manning Brown, Chairman of the McDonnell Permanent Reserve Fund Management Committee for his report.

Mr. Brown reminded the Governors that the terms of the McDonnell Fund require \$1 million left in principal at the end of the ten-year life of the Fund on January, 1988. The Committee was also charged with providing \$200,000 a year from the Fund for the operating budget. The Committee has a projection that will accomplish this goal through 1983 with the annual drawdown after that date reduced to \$150,000. He said that with rapidly changing events, however, the Committee would review the Fund's performance periodically.

#### AGENDA ITEM V: CONVENTION REPORT (FORMERLY AGENDA ITEM IV)

Estelle Linzer, Chairman of the Convention Advisory Committee, opened the report on the Convention by asking the Governors to refer to the blue flier announcing the preliminary Convention program. It represented, she said, a lot of work by the staff and the Advisory Committee. She asked the Governors to participate actively in the Convention especially at the point where voting depends upon the guidance only the Governors can bring.

Peggy Carlin continued with details about the Convention. At the opening Convocation in the UN General Assembly on April 17, Governor Scranton will be in the chair. Jimmy Lin and Clamma Dale will be the performers. Mayor Koch, Senator Javits, Governor Carey (very likely), and the Secretary-General will be among the principal speakers. A tribute to Robert S. Benjamin by Arthur J. Goldberg will be part of the Convocation. The afternoon program will have Ambassadors Sir Anthony Parsons of the United Kingdom, Imre Hollai of Hungary and T. T. B. Koh of Singapore speaking on their views of the UN's future. The evening session will include the Robinson Committee report on UNA-USA's field program, the caucus of organization delegates and open hearings of the Substantive Issues and Resolutions Committees.

On Friday, Governor Scranton will chair the first business plenary which will consider reports of the Credentials, Rules and Nominating Committees. Bob Ratner will deliver the President's Report and Secretary Klutznick will be the keynote speaker. The Secretary-General will be the main speaker at the lunch honoring the Presidents of national organizations. The afternoon will be devoted to the UN System at 35 Project with a caucus for young people late in the afternoon. The evening program is a continuation of the substantive issues work.

Saturday morning will offer a number of workshops. Ambassador McHenry will be the main speaker at the lunch honoring the chapter and division presidents, a tribute to Clark Eichelberger will occur then, too. Leo Nevas will chair the afternoon plenary session at which the election of officers will be announced. A board meeting of the new directors will follow and the day will end with a reception and buffet at the US Mission.

Sunday is an open day with sightseeing events planned by the Southern New York State Division and the New York Chapters.

Mr. Goodman noted that the Council of Chapter and Division Presidents will meet on April 16th.

Mrs. Young asked about the expected attendance and was told that about 500 persons are expected to attend.

Mrs. Picker thanked Estelle Linzer and Peggy Carlin for their report and again urged the governors to attend. It is a good crash course on UNA program for everyone who is not familiar with them, she said.

#### AGENDA ITEM VI: FIELD REPORTS

##### Robinson Committee Report

Nicholas Robinson, chairman of this Committee to study the field, said that Governor Scranton had established the Committee to study the Field Program because he was concerned about UNA's declining membership and wanted suggestions about how to solve that problem. He called the Governors attention to John Lange's memo prepared for the Board of Director's meeting in November, 1979. It outlined the questions under discussion such as:

Should UNA ration its limited resources by picking geographic targets for field development;

Should such targeted field development concentrate on several metropolitan areas over a period of a few years to make them self-sustaining;

Should UNA set as a high priority the establishment of special programs for university students.

The Committee will select two or three of its major recommendations for discussion at the Convention and seek a debate on the draft report. It will meet once more in May to prepare the final report for presentation to the Board of Governors.

Mrs. Picker asked what the response had been to the Committee's papers.

Mr. Robinson said the committee has worked hard and received input from the field through the staff. But there has been relatively little response from other sources.

Mrs. Young asked how many professional staff now served the field. Mr. Ratner responded that UNA is moving to a greater integration of the field programs so that simply to say that the three professionals listed as serving the chapters would not be accurate. The professionals in the national program and the UN Day Program also serve the field as do the Policy Studies staff for the UN 35 Project and the Washington Office through its monitoring of issues of interest to the field.

Mrs. Picker also noted that many chapters have their own staff so that the national office is not the only source of professional support.

Commissioner Marr asked why the Committee was making only two or three recommendations to the Convention when the delegates might have something to contribute on all the questions under discussion. Mr. Robinson responded that the committee welcomed comments of all kinds but that due to the limited time available, only two or three recommendations could be properly discussed.



John Lange wanted the Governors to know that efforts are underway now to encourage membership recruitment by capitalizing on the UN's role in the Iranian and Afghan situations. The staff is preparing a recruitment flier for a small direct mail campaign to special lists. There is also a \$5,000 fund for chapter projects which should be a recruitment incentive.

#### The UN 35 Project

Mrs. Picker asked Mr. Day to report on the progress of the UN System at 35 Project. She said this program is a good example of better program integration and she urged the Governors to read the excellent background papers.

Mr. Day said that the idea behind the project was to combine rigorous analysis with wide public debate. Former Congressman Donald Fraser, now Mayor of Minneapolis, heads the national Steering Committee which commissioned the background papers. Eight papers have been delivered and five more will be ready this spring. Some of the paperwriters will participate in the Convention sessions.

Mr. Bierwirth asked how big the project budget was. Mr. Ratner replied that the 1980 budget allocated \$39,000 for the project and projected \$5,000 in designated contributions. This sum was now in hand.

John Lange described the field participation. He said the recommended procedure for chapters was for them to have one meeting on an overview of the UN system and one meeting on a particular issue. The discussions during these meetings should result in some opinions and/or recommendations which the chapters would forward to the national office. These responses would be analyzed and published by the end of the year.

Mrs. Young asked if the papers were right for field use. Mr. Day replied that they were meant to stimulate discussion but that they did need some "translation." Mr. Sills said that the project will be good for chapters that are strong but probably less successful in weaker chapters. Mrs. Carlin said five or six organizations are also engaged in aspects of the project.

Mr. Goodman concluded the discussion by saying that if the process is generally successful, it can be used again and again on many issues. It may need refining, he said, but it will be in place.

#### New Publication

Mrs. Picker said that even though the Clayman Committee may have underestimated the reaction to the discontinuation of The Inter Dependent, there was no alternative. UNA was fortunate, however, in that it was able to retain on the staff The Inter Dependent's editor, Fred Eckhard, who as senior editor was working toward the establishment of a new regular publication. She asked him to bring the Governors up-to-date.

Mr. Eckhard said the original plan for 1980 was to publish a reduced version of The Inter Dependent starting in the spring as a bimonthly. It now appeared there may be a possibility of reviving The Inter Dependent through one of the following courses:



A consortium made up of organizations like the Foreign Policy Association and the Overseas Development Council who, with UNA, would help to subsidize the paper. At the moment, this option did not look promising but he would pursue it to its logical conclusion.

The development of a commercial base through a paid circulation. The approach here, he said, was to gain access to new, large lists such as those of the Experiment in International Living alumni, League of Women Voters, American Field Service, etc.

And the development of corporate and foundation underwriting. The corporations, he said would be invited to support the paper as they do public television programs,

Mr. Eckhard said that while these options were being pursued, the membership would receive the ID Interim Report. The February, 1980 Interim Report contained an article by former ID reporter Michael Gordon about the impact of the Afghanistan invasion on Soviet prestige in the UN, a background report on Secretary-General Waldheim's efforts in the hostage situation and Washington notes. These are the sorts of articles that the Interim Report will supply readers who look to UNA for analysis and updating on selected global issues.

Mr. Goodman asked if advertising were a possibility. Mr. Eckhard replied that public service advertising was cleaner and simpler. Mr. Nevas asked if corporate ads wouldn't take funds away from the other UNA programs. Mr. Ratner replied that the solicitations could be carefully controlled and constitute another choice for the corporation.

Mr. Burroughs said he liked the idea of cooperation but he also liked the ID Interim Report because it was meaty and short. Mrs. Hinerfeld said that the ID did something no other publication had accomplished.

Mrs. Young asked how much the ID cost. Mr. Ratner said it would have cost \$200,000 in 1980.

Mrs. Picker wanted to know if subscribers were a possibility. Mr. Eckhard replied that a direct mail campaign might produce more revenue now than in the past because the subscription price could be increased to around \$12 and the lists would be better.

Mr. McKeever said another way to broaden the constituency was through schools of international affairs who wanted the paper for their students. He said, too, that public service advertising appealed to corporations who wanted to reach a special constituency.

Mr. Ratner asked if the Governors thought the publication of the ID Interim Report was an acceptable way of keeping the constituency informed during this transition period, in place of the reduced version of The Inter Dependent as originally promised.

Mr. Bierwirth commented and the Governors agreed that it was an acceptable alternative for six to nine months but that it would not be an acceptable alternative for two or three years.

Mrs. Hinerfeld asked what the new publication was to be. Mr. Ratner replied that it might be a combination ID and house-organ with Foggy Bottom and Turtle Bay notes. It would be published six times a year. Mr. McKeever pointed out that The Inter Dependent's strength was its professionalism which was achieved at a modest budget for such a high-quality publication but that was a large chunk of UNA's budget. He urged the Governors to avoid an in-house, cut-and-paste product.

Mr. Sills reminded the Governors that the Board of Directors in November 1979 passed a resolution asking that the dues to WFUNA be included as a budgetary item and that efforts be made to obtain outside funding for the dues. As a first step the WFUNA Committee chaired by Christopher Phillips, recommended that UNA add to the budget and pay one half the 1980 dues but none of the 1979 arrears. The Committee also recommended that UNA consider approaching the International Communications Agency for assistance, requesting a voluntary contribution of \$1.00 from members and approaching several of the more well-off chapters for special gifts.

Mrs. Hinerfeld asked what the sanctions were for remaining in arrears and who else was in the same position. Mr. Sills replied that Canada and several other UNAs are in arrears, too, and that being in arrears for three years means expulsion.

Mr. Bierwirth said he did not think membership in WFUNA was of much benefit to UNA. Mrs. Picker said she thought if UNA did not pay its dues it would be perceived as forcing WFUNA to close its doors. In the present world situation, she thought this was contrary to U.S. interests. Miss Linzer supported that concept.

Mrs. Hinerfeld moved that UNA pay one half of the 1980 dues, that it not pay the amount in arrears from 1979 and that every effort be made to seek outside funding for the WFUNA dues. Mr. Goodman seconded the motion which was approved.

Mr. Nevas moved and Mr. Goodman seconded a motion to seek special contributions so that UNA could support the work of the UN's High Commissioner for Refugees. This work falls within UNA's tax exempt status. The motion was approved.

Mrs. Picker adjourned the meeting at 6:00 p.m.

1980 Activities of the

Policy Studies Program and Economic Policy Council

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

A. Reorganization of Policy Studies Committee

The membership of the Policy Studies Committee (a committee of the Board of Directors responsible for overseeing the Policy Studies Program) had been relatively static for a number of years, and it appeared that its work might take on more vigor by the addition of new members. With the full agreement of the membership, therefore, a system was put into effect by which members would normally serve for a definite period--two terms of three years each--after which they would retire to an alumni status. A number of members volunteered for retirement at that point and in eight cases the offer was accepted and an effort was begun to find eight new members. As of now, four new members have been added and the Committee, with this new membership, met for the first time on September 17.

B. National Policy Panel on US-Soviet Relations  
Chairman: William W. Scranton

Following the Soviet invasion of Afghanistan at the end of 1979, US-Soviet relations entered a crisis phase. The experience of the past few years, culminating in this invasion, threw into serious doubt the whole relationship between the two countries and raised the most profound questions about an appropriate American strategy for dealing with the Soviet Union in the years ahead. Particularly since the 12-year old Soviet Parallel Studies Program had produced a body of knowledge and experience on the American side that were very relevant to this issue, UNA organized a national panel to study and make recommendations concerning US policy toward the Soviet Union. The majority of members of the panel are drawn from the US side of the Parallel Studies Program. A number of other members have been added to achieve the kind of balance we seek in a national panel that will be making recommendations to the US Government. The Panel aims to complete its report by December, 1980 so that it can be released and presented to the political leadership during the stock-taking period between the election and the inauguration of the next administration.

Following initial meetings in May and June, a draft of the report was prepared during the summer by UNA staff. Two meetings have been held in the fall to discuss and refine the draft, with particular attention to the recommendations that the panel will wish to make. Two more meetings are scheduled, one in November and one in December, after which it is planned to release a completed report. UNA will make a particular effort to get the report to the attention of whichever candidate should win the election, and will seek to achieve as broad a distribution as possible both

among leadership groups and throughout the public generally. The report will have a strong analytical element that will be of value in helping to build a consensus throughout the country for a balanced and durable policy that can be maintained by the US, with the support of the American public, over the long haul. A number of panel members, who are also members of the Parallel Studies Program, will be meeting with the Soviets in Moscow in mid-November to discuss arms control and security issues, and we will take into account any insights gained in that meeting when we prepare the final draft.

C. Soviet-American Parallel Studies Program

General Chairman: William W. Scranton

Chairman, Arms Control Panel: William W. Scranton

Chairman, Economic Panel: Alexander B. Trowbridge

The American side cancelled a meeting of economic subpanels that was to have been held in Moscow in December, 1979 when the Soviets denied a visa to one of the American panel members. Governor Scranton and the UNA staff directed a letter to the Soviet counterparts protesting the cancellation. By that time, however, the invasion of Afghanistan had occurred and the letters emphasized the unacceptability of this move. During the course of the late winter and spring, the US side received through a number of channels assurances that the Soviet counterparts were anxious to keep the program going and to deal constructively with the visa problem. As a result, a meeting of an Arms Control Subpanel was scheduled for November 12-14 to be held in Moscow. The meeting will explore the course ahead in strategic arms control negotiations as well as in negotiations about European security, and will also deal with US-Soviet relationships in the Third World. If the meeting, including particularly the visa situation, goes well enough to make it feasible, the plan is to hold an Economic Subpanel meeting and a large plenary during the course of 1980.

D. The UN at 35

Chairman: Donald Fraser

In November of 1979 and during the first six months of 1980, five meetings were held by the Steering Committee under the Chairmanship of Donald Fraser to discuss papers that had been written by academic experts on various aspects of the UN. By the end of June, 14 such papers had been dealt with and their authors had (in all but one case) prepared final drafts on the basis of their discussions with the Steering Committee. UNA staff then drafted a summary and a discussion guide for each paper for the use of UNA chapters and affiliated organizations that wish to conduct programs on the respective subjects. By the end of the summer, therefore, the preparatory phase of the project had come to an end, and the public discussion phase had begun.

The Steering Committee, meanwhile, decided to commission a public opinion poll on US public attitudes toward American relations with the outside world and toward the UN. The questions were prepared by the UNA staff working with members of the Steering Committee and with representatives of the Roper Organization, which conducted the poll. There had not been a major poll on US attitudes toward the UN since the League of Women Voters-commissioned Roper poll in 1977, and given the changes in the foreign environment that have occurred since that time, it seemed important to have a current reading.



The poll was conducted in August, and UNA released the results on October 16 at a press briefing in New York held by Ambassador Richardson and Burns Roper. A briefing was given on the same day for the press in Washington by Donald Fraser, Chairman of the Steering Committee, and William Maynes, a member of the Committee. An Op Ed piece by Ambassador Richardson was printed in The New York Times on the following day and brought the poll to the attention of a great many people including the news media. We had almost at once four requests for reprints or interviews based on that article and have every reason to expect a continuing interest. The Washington Post and the Washington Star both carried short articles about the poll, and we assumed that similar attention was given to it in the press elsewhere.

The results of the poll were significant. A large majority of the respondents preferred cooperation with other countries as a means of pursuing American interests rather than a policy of going it alone. Though a majority of 53 percent stated that the UN was doing a poor job (the highest such vote in the history of polling on the subject), a large majority nevertheless advocated increasing US participation in the UN or maintaining current levels. It was particularly interesting that the 18- to 29-year old generation was consistently more internationalist in its answers to the poll questions than were older generations.

E. US-Japanese Joint Study Program  
Chairman: Richard Sneider

After a year and a half of preparation, UNA organized during the spring and summer an American panel to conduct the program jointly with the Asia-Pacific Association of Japan. Ambassador Richard Sneider, retired Foreign Service officer who had been most recently Ambassador to Korea, accepted the Chairmanship of the panel, and we have begun building a balanced membership. The panel met for the first time on October 13 to discuss two papers concerning US and Japanese relationships with the South Pacific Islands, a topic that had been suggested by the Japanese as the first theme. The panel also discussed how to deal with the subject which will be the next theme of the program--namely, the US and Japanese relationships with China and the Soviet Union in Asia. How the project proceeds will depend to a large extent on funding. At a minimum, we anticipate commissioning papers for the American panel that will be reviewed and will lead to a panel paper on the Asian strategic situation. Papers will then be exchanged with the Japanese. We would hope, if funding becomes available, that the American and Japanese panels will be able to hold formal, joint meetings eventually. Meanwhile, members of either panel travelling to the other country will maintain a form of direction.

F. Policy Panel on Multilateral Arms Control

UNA is seeking funding for a joint governmental-private study of the most effective use of multilateral arms control forums. It has become particularly important to examine this subject since the UN Special Session on Disarmament in 1978 insured that such multilateral forums would play an increasingly important role in the future. Moreover, the US has no well-developed concept for how best to utilize these fora. This study will revolve around meetings of a joint governmental-private study group, the preparation of a series of analytical papers,



which will be published as a book, and the convening of an international conference to review the results of the study. The project will be on a smaller scale and will be less expensive than the traditional panel and will produce its conclusion well in advance of the next Special Session on Disarmament, which will be held in 1982. The Ford Foundation has informally agreed to provide partial funding and the Arms Control and Disarmament Agency has given preliminary approval to funding the remainder of the cost.

G. Economic Policy Council

Chairman: Robert O. Anderson

1980 has been a very productive year for the Economic Policy Council (EPC). Growing national attention to the need to improve coordination between labor, business, and government in the area of economic policy has given increased importance to the efforts of EPC. We have had good access in presenting our reports to Cabinet officials and Congress, as well as the international community, and good coverage in the media. Demand for our materials has been brisk to the point where we are now in the process of having reprints made of each of the reports in our most recent cycle.

In March, 1980 we released the Trade Policy Panel Report. Panel members met with Secretary of Commerce Klutznick, US Trade Representative Askew, and Congressman Gillis Long in his capacity as Chairman of the House side of the Joint Economic Committee. The emphasis on the EPC presentations to these officials and their staffs was on the value of the report in identifying key issues for policymakers in relating global structural changes and the US economy. We stressed that this agenda could serve as the basis for broad-range discussions in international fora for the 1980s. At their request, this report has been supplied in quantity to the European Economic Community, the US Council International Chamber of Commerce, and several embassies. It was the subject of a seminar, chaired by an International Trade Commissioner, at the Tenth Annual Conference of the Society of Government Economists.

In September, 1980 the Technology Transfer Report was formally released at the UNA Editors' Seminar before editors from across the country, and members of the UN community. Previously, panel members made a presentation of the report to the Department of State's Advisory Committee on International Investment, Technology and Development as well as high US government officials. As one editorial described it, "A study just completed by the Economic Policy Council of the United Nations Association of the USA breaks new ground by seeking to integrate, what, until now, have often been conflicting labor, business, and academic views on the subject."

EPC's Grains Policy panel report is scheduled for release in November, 1980. Panelists met informally with Secretary of Agriculture Bergland to discuss the proposed approach to world food security. EPC recommends that the US Government institute discussions with other governments based on the concept of countries making national commitments to establish grain reserves under national procedures and programs. Given the serious damage to the 1980 grain crop, this should be a particularly timely report.

The North American Economic Area panel has completed its draft of a report addressing Mexican, Canadian and US relationships. This paper will be considered

by the Council at its plenary session, scheduled for November 21st. Also at the plenary new possible subjects for EPC study will be discussed. These include: the role of the International Monetary Fund in the 1980s; US migration policy; the advantages and possible disadvantages of agricultural crop conversion to fuel as an alternate energy source; the international economic decision-making process; the changing nature of developing country attitudes toward the private sector; and global inflation.

Finally, EPC is considering putting together a summary of all of EPC's recommendations, so far. A document which set forth the Council's main conclusions could be useful for a variety of audiences, including high-level officials newly appointed to the Federal Government.

1980 Activities of the  
Council of Organizations, UN Day Program,  
Program Department, UNA National Convention  
A REPORT PREPARED FOR THE ANNUAL BOARD MEETING  
Monday, November 17, 1980

I. Council of Organizations

During this, the 35th year of the UN's existence, UNA's work with affiliated organizations has seen a re-awakening, or in some cases, awakening, of interest in global affairs. The following paragraphs give examples, but by no means a full accounting, of our cooperative activities with organizations.

1. Working with Organizations on the National Level

Into this category fall various activities:

a. Cooperative publications

Together with the National Education Association, we published the brochure "ABC's of the UN." To date, more than 140,000 of the original 200,000 print order have been sold or distributed. Sixteen affiliated organizations signed on as co-sponsors of the publication.

In cooperation with the League of Women Voters, we published the leaflet "The UN at 35" which was co-sponsored by 10 other organizations. 100,000 copies were printed; 93,000 have been sold or distributed to date.

As a supplement to the Foreign Policy Association's "Great Decisions" program, we are again publishing a United Nations Supplement.

b. Programming Guidance

Several organizations have responded to our suggestion that they make our "UN System at 35" project part of their organizational program. Among these organizations are: United Presbyterian Church, USA; National Council of Catholic Women; National Council of Women of the US; Women's League for Conservative Judaism; United Steel Workers of America; American Jewish Committee; YMCA. Each of these organizations is distributing background and study materials on this project

to their local groups with the request that they convene meetings or conferences for study and discussion of the UN's role in U.S. foreign policy and how the U.S. might help make the UN more effective. The conclusions of the study groups will be incorporated into a final report. The report would also include conclusions from UNA's chapter and division study groups and thus constitute a significant statement of informed citizen opinion.

We have also been asked to suggest a year-long organization-wide program to be carried out by Lions International during their 1981-1982 program year. One program suggestion was designed to increase the awareness of Lions all over the world to the problem of world hunger and to encourage each member to fight hunger in his own way. The other suggestion invited Lions to develop programs to train gifted children. Both these proposals are under consideration.

c. Articles in Organization Magazines

For the first time this year, we offered to supply organizations with articles on the UN for publication in their magazines or newsletters. The following organizations, with the size of each publications' readership in parentheses, took advantage of this offer:

Allied Industrial Workers (100,000); National Ladies Auxiliary of Jewish War Veterans (18,000); United Presbyterian Church (33,500); United Steel Workers of America (1,647,200); National Federation of Temple Brotherhoods (75,000); United Universalist Women's Federation (9,000); Esperanto League (750); United Methodist Women (10,000, with a pass-along readership of 1,000,000); National Federation of Business and Professional Women's Clubs (170,000); Soroptimist International (37,000).

d. Description of UNA Materials and Events in Magazines

Many organizations list and annotate UNA materials in their publications, together with recommendations for their use. Among these are: League of Women Voters (Committee Guide, leadership of 14,000 local Leagues); American Association of University Women (The Graduate Woman, 190,800); Church Women United (UN Notebook, 3,000 local leaders); Zonta International (The Zontian, 12,000); National Council of Women of the US (News Bulletin, leaders of 40 affiliated organizations).

UNA Events, such as the UN Seminar for Lions International, Annual Symposium for the Leadership of National Organizations and National Convention were also described in organizations' magazines.

e. Participation in National Conventions, Executive Committee and Leadership Group Meetings

During the past year, we have been asked to participate in:

--Triennial Assembly of Church Women United, Los Angeles (3,000 organization leaders from all over the US in attendance). At this large Convention, we conducted a Workshop on "The UN and Human Rights"; set up distribution of our materials; met with State groups to discuss UN issues; put the California leadership in touch with the UNA California Division; met with the newly-elected leadership of the organization.

--Annual Convention, National Education Association, Los Angeles (12,000 teachers in attendance). For the 5th year in a row, the NEA put a Convention booth at our disposal free of charge. The President of UNA's Southern California Division and a crew of devoted volunteers staffed the booth and distributed UNA materials they had prepared in kits.

Several state leaders of the NEA have since been in touch with us and requested guidance and materials for their State Conventions.

At the Convention, we met with State leaders from every part of the country and discussed cooperative measures to promote global education.

(UNA's teachers' program guide and six Country Case Studies is going forward under a grant from NEA.)

At the next meeting of the NEA Foreign Relations Committee we will put forward plans for a repeat of the successful day at the UN for NEA State Presidents.

--Lions International has extended an invitation to participate in the next meeting of the organization's Executive Committee in January, 1981 in Oakbrook, Illinois. The last such participation produced a commitment for an annual "Lions Day at the UN" (the third one to be held on March 16, 1981), and an increase in Lions annual participation fee in the Council of Organizations.

--Women's League for Conservative Judaism convened a meeting of its "Public Concern and International Relations Chairmen" (35) to hear reasons for the organization's support of the United Nations and of UNA-USA. Our presentation lasted for more than an hour and elicited assurances of continued support.

--Church Women United arranged a meeting with us and its new General Secretary to discuss ways of making our cooperative work more effective.

We are continually meeting with staff and volunteer leaders of affiliated organizations to improve our working tactics and our services.

f. United Nations Seminars

In March, 1980 we arranged the second annual "Lions Day at the UN" for District Governors and International Directors of Lions Clubs. On that occasion, the Secretary-General of the United Nations was given a check for \$14,000 collected by Lions Clubs for the International Year of the Child. Over 120 persons attended. We are in the process of drafting invitations to speakers and participants of the next "Lions Day". The President of Lions International and the Secretary-General head the list of prominent speakers.

2. New York and Washington NGO Coordinating Bodies

a. The Conference of UN Representatives

During the past year, the Conference, consisting of UN Observers of the organizations affiliated with the Council of Organizations, has held monthly substantive programs. These reached not only the members of the Conference but also other NGOs for whom the programs' topics were of interest. The number of participants at these program meetings ranged from 35 to 100, each one representing a non-governmental organization. The Conference program year culminated in an Annual Meeting which focused on "The World Energy Crisis: Challenge to the United Nations." Carol Leimas, UN Representative of the American Association of University Women and UNA Board Member, was succeeded as Chairman of the conference by Robert Smylie, UN Representative of the United Presbyterian Church, USA.

b. The Council of Washington Representatives on the UN

This organization, consisting of Washington-based representatives of the organizations affiliated with the Council of Organizations, met monthly over luncheon to hear a UN or US official discuss a United Nations issue of current interest. Attendance varied, but kept an average of 45 people, representing NGO's as well as Congressional staff. At its June meeting, the Council elected Frances Neely, Friends Committee on National Legislation to succeed Jacob Clayman as Chairman.



## II. UNA-USA National Convention

The highlight of UNA's 1979-1980 program year was the National Convention, held April 17 to 20 in New York City at the United Nations and the Hotel Roosevelt. To commemorate the 35th anniversary of the UN, the opening of the Convention took place in the General Assembly Hall of the UN in a session that combined both ceremony and substance. Luminaries of the world of music, of international and national politics, gave the Convention the kind of send-off few who participated will forget. Five hundred people--delegates of Chapters and Divisions, of affiliated organizations, the Board of Directors, the National Council, prominent speakers and panelists--spent four days in April in sessions of substance and UNA business that perceptibly moved UNA's work forward. A report on the Convention was sent to all elements of UNA's constituency.

## III. United Nations Day

### 1. National Activities

Charles L. Brown, Chairman of American Telephone and Telegraph Company accepted the appointment of the President of the United States to be Chairman of the 1980 United Nations Day. The National UN Day Committee of 575 business and labor leaders met on June 10th at the United Nations for the year's inaugural ceremonies and seminar. The seminar was a preview of the UN special session on economic issues and the inaugural ceremonies at the New York Hilton saluted international and domestic agencies concerned with world food problems. The food industry chairman was James W. McKee, Jr., Chairman of CPC International Inc., and the dinner chairman was William M. Agee, Chairman, The Bendix Corporation. Ambassador Donald F. McHenry, acting on behalf of President Carter, addressed the Committee at the dinner and Kurt Waldheim, Secretary-General of the United Nations, delivered the keynote address. The commemorative book "Toward a World Without Hunger" tied together the national and local UN Day program.

The 22nd Annual United Nations Ball was held this year on October 10 in the Grand Ballroom of the Waldorf Astoria. In addition to continuing the tradition of honoring the Secretary-General and the Permanent Representatives of the UN member nations, the occasion also honored Robert S. McNamara and the World Bank as well as the international banking community.

The 1980 Chairman of the Ball was John F. McGillicuddy, Chairman of Manufacturers Hanover Trust Company. Robert O. Anderson, Chairman of Atlantic Richfield, served as Chairman of a Commemorative book honoring the contributions of international banking to world progress. The book was distributed at the Ball and to leaders in international banking, business and government throughout the world.

The 20th Annual UN Concert and Dinner was held October 25th in Washington under the chairmanship of Ruben F. Mettler, Chairman of TRW, Inc. The event was co-hosted by Mr. Mettler and Secretary of State Edmund Muskie. It saluted the International Telecommunications Union and the contributions of the communications industry in making possible the remarkable technological advances which are taken for granted in today's world of instant communication.

Paul Henson, Chairman of United Telecommunications, Inc., was Vice Chairman of the Dinner Concert and Chairman of the commemorative book, "World Progress Through Telecommunications." It, too, will have worldwide distribution.

The Concert at the Kennedy Center featured the American Symphony Orchestra under the direction of Morton Gould. Soloist Antonio Bujanda Octavio, the young Venezuelan pianist, received excellent reviews and an enthusiastic response from the audience.

b. Local Activities

Locally, more communities participated in UN Day than ever before. Over 1,200 cities and towns in all 50 states commemorated the 35th anniversary of the founding of the United Nations. Their wide range of activities focused on the central theme, Toward a World Without Hunger. Following are some samples of local UN Day events:

MISSISSIPPI observed UN Day for the first time with Martha Aasen, the UN's Information Officer for non-governmental affairs and a native Mississippian, as the featured speaker at a press conference and at several assemblies with schools and civic clubs. . .

BALTIMORE, MD geared its UN Day program toward its children with a specially designed curriculum on the UN used during UN Week and the UN Day Proclamation given by one of the city's students. . .

UNA's CHICAGO DIVISION hosted U.S. Secretary of Commerce Philip M. Klutznick at a UN Day Dinner. . .

UNA MINNESOTA sponsored the 35th anniversary United Nations Rally on October 23rd. . .

In keeping with this year's theme, HAWAII had a "non-banquet" where no food was served; proceeds from ticket sales were used to aid hunger relief programs. . .

FLORIDA's observance included widespread media coverage of events and several appearances on TV talk shows by State Chairman Robert J. Ryan. . .

CALIFORNIA's UN Day activities were led by State Chairman Armand Hammer, with the assistance of actor Henry Fonda, Senator Alan Cranston, Judy Carter and UNA's chapter and division leaders.

In an effort to integrate more fully the interests of the National UN Day Committee and the local UN Day Committees, UNA sent a questionnaire to all committee members in September. About 10 percent responded with all but two expressing an interest in more local involvement. They were willing to use their company display facilities and letterhead to publicize and promote UN Day and half were willing to participate in UNA's Editorial Response Program or in placing UN editorials and articles in the company house organs. These results suggest that there is a large, untapped potential within the National UN Day Committee.

#### IV. Program Publications

##### 1. Fact Sheets

Two types of fact sheets were produced and distributed for chapters and divisions, affiliated organizations, UN Day Committees, Model UN's, educators and interested public: new topics of international concern and revisions and updates of previously published ones. Generally, the distribution for each fact sheet is about 7,200.

- Southern Africa and the UN
- Organization Chart of the General Assembly
- Organization Chart of ECOSOC
- Listing of Specialized Agencies and Programs
- Where Can I Go? The World Refugee Crisis
- The Women's Decade: Mid-Decade Overview
- US Contributions to the UN
- Presidential Party Platforms
- A new title heading "Issues of the 80's" series for fact sheets has been initiated for the 1980-1981 program year. This series will have a new heading which will be used on all new fact sheets. Periodically, an "Ideas" flyer will be produced highlighting an activity or program suggestion.

##### 2. Brochures

- The UN AT 35. This brochure assesses UN achievements since its formation and looks at the UN's role in the '80s. It was co-published by the League of Women Voters and UNA, and co-sponsored by 10 other organizations who made it possible to distribute 93,000 of the 100,000 printing.

### 3. Other Publications

- UNITED NATIONS SUPPLEMENT TO THE GREAT DECISIONS PROGRAM OF THE FOREIGN POLICY ASSOCIATION (in preparation). To be available in early January.
- SUMMARY AND DISCUSSION GUIDE TO UN SYSTEM AT 35 PROJECT (81 pages summarizing 15 papers).
- SUMMARY AND DISCUSSION GUIDE TO EPC'S PANEL REPORT ON "INDUSTRIAL TECHNOLOGY AND ITS INTERNATIONAL TRANSFER." (5 pages)
- PUBLICATIONS LIST: an updated catalogue of UNA's and UN publications (in preparation).
- FILM SHEET. Listing of films selected on the basis of their relevance to current UN issues (9 pages).
- PROGRAM GUIDE FOR TEACHERS. Produced under a grant from the National Education Association. It will be available in December. The GUIDE will outline the perspective and techniques for integrating the UN into existing curriculums. Resources and bibliographies are included. (In preparation)
- A series of six COUNTRY CASE STUDIES, also funded by NEA, will be available in December. (In preparation)
- 1980 SUPPLEMENT TO ANNUAL PROGRAM MANUAL. This includes a new UN Day Section and updated catalogue of UNA's and some UN Publications. (72 pages)

## 1980 Activities of the

### Chapter, Division and Membership Department

#### A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

#### (1) Overview of Activities

The basic function of the Chapter, Division and Membership Department is to plan and coordinate the nationwide field activities of the Association. Working closely with the UN and the U.S. Government, the national staff keeps leaders of UNA's 175 chapters and divisions informed about major UN-related issues, and designs programs and assists in their implementation. Relevant publications and materials are collected or produced and distributed to the chapter and division leadership. Staff members also visit the field to help local units organize and conduct programs on global issues.

For a complete list of department activities, see separate chart. In all of its efforts, the department works closely with the Association's volunteer leadership, particularly the Council of Chapter and Division Presidents and its Steering Committee.

One of the major projects of the department over the last year and a half has been the work of the Committee to Study the UNA-USA Field Program (the "Robinson Committee"). It is anticipated that the recommendations of this committee, which have been distributed separately, will have a significant impact on the direction of UNA's outreach efforts in the years to come.

Since the Board of Directors meeting in November 1979, there has been considerable progress and accomplishment in substantive programming on the part of UNA's chapters and divisions.

Local programs -- as well as the local units that sponsor them -- are remarkably diverse, both in scope and caliber. In some cities, the UNA chapter is recognized as the leading international affairs organization, and it engages in an extensive array of activities. The chapter may bring UN and U.S. State Department speakers to the city for public meetings, support a Model UN conference for high school students, produce occasional local public television shows on UN issues, meet periodically with members of Congress through its Congressional liaison committee, and operate an office or UNA center as a year-round form of outreach to the community.

In other cities, many of the functions described above are performed by other nongovernmental organizations. The UNA chapter may cosponsor UN-related programs, organize UN Day activities, and hold some additional programs during the course of a year which complement those of other organizations. Such programs might involve running a speakers' bureau as a service to the region; holding an event in observance of Human Rights Day on December 10; conducting a "Great Decision" Program; or organizing a large public conference to focus on an issue to be discussed at an upcoming UN conference.



(2) A Sampling of Chapter and Division Programs

In order to provide a picture of local programs, but also keep this section of the report a reasonable length, we have selected a few local programs to highlight. This is only a small sampling and thus does not reflect the full scope of local UNA activity.

- The national office, with the help of its Washington Office staff, secured a grant from the Presidential Commission on World Hunger to conduct three leadership seminars based on the Commission's report and recommendations. Los Angeles (the Pacific Chapter), Kansas City, and Nashville were selected as the locations for the seminars. The national staff helped the chapters in these cities plan and organize the day-long events which were attended by over 200 community leaders.

- The Iowa Division published an innovative policy panel report, "Feeding the World . . . FAO and the United States." After studying the FAO and the world food problem for a year, a distinguished panel of Iowans recommended various ways to improve the effectiveness of the Food and Agriculture Organization and U.S. participation in it. The report has received many compliments from both UN and U.S. officials.

- The UNA of Greater Boston and Massachusetts has embarked on a major program designed to attract youth members. The division has organized an extensive Resource Center on International Careers to provide career guidance to students in the Boston area. A series of seminars and activities aimed at youth began this October with an Octoberfest celebration, complete with a Bavarian Band. On the following day, U.S. Ambassador to the UN Donald McHenry kicked off a series of lectures that will rotate among Boston campuses by speaking to 700 students at Harvard University.

- The Chapter and Division Department, joined by other national staff members, played a large role in the development of a series of regional conferences on the changing world economic order. This was done in conjunction with appropriate officials at the UN--especially those in the Non-Governmental Liaison Service--and with UNA chapters and divisions in the cities and areas involved. These conferences, held in Los Angeles, Seattle, Minneapolis and, most recently Atlanta, have each drawn about 1000 participants.

- The UNA of Minnesota produced a film, "Space Ship Earth," which will be used for elementary school global education in Minnesota and throughout the country. Fourteen grade school students, who look at complex world problems in simple creative terms, are featured in the 15-minute film.

- A contingent of 24 people from the UNA of San Diego went to Copenhagen in July to observe the World Conference of the United Nations Decade for Women and to participate in the NGO parallel conference. The UNA of San Francisco sent five women to Copenhagen so they could conduct a seminar entitled "Migrants and Refugees - the Female Experience." National staff is working closely with these and other chapters to plan followup activities based on the Copenhagen Conference.

- The Rochester Association for the UN, in cooperation with the Xerox Corporation and the University of Rochester, presented the annual Joseph C. Wilson Award to Morton I. Abramowitz, U.S. Ambassador to Thailand. The Award, with its \$10,000 honorarium, is presented each year to an outstanding person in recognition of achievement and promise in the peaceful resolution of international problems. Ambassador Abramowitz was recognized for his work on behalf of Indochinese refugees. UNA Chairman Elliot Richardson spoke at the Award luncheon on October 22.

- The Greater St. Louis Chapter has expanded its global education program this year with the help of two grants from the Federal Department of Education. The chapter provides in-service training for teachers in St. Louis and 11 Southeastern Missouri school districts on how to incorporate global awareness into a school's curriculum. In addition, it has produced a directory on global education resources in the St. Louis area.

- The Illinois and Greater Chicago Division awarded Secretary of Commerce Philip Klutznick the Adlai Stevenson Peace medallion at a gala United Nations Day dinner this October. Secretary Klutznick, a long-time UNA leader, was a member of the Association's Board of Governors prior to his cabinet appointment.

- The Michigan Division sponsored two conferences focusing on global education. The first was held in East Lansing in conjunction with the division's annual meeting and was attended by 250 people. The second, which was co-sponsored by the Grand Rapids Institute for Global Education, was for Michigan teachers, who received graduate credit for their work.

(3) Chapter Involvement in "The UN System at 35" Project

The unique feature of "The UN System at 35" project is the involvement of all parts of UNA in the enterprise. The role of the Policy Studies Department--convening and working with the Steering Committee, commissioning and supervising the compilation of background papers, and preparing the final document--is described in more detail in the report on Policy Studies. Linked to that is a part of the program under the direction of the Chapter, Division and Membership Department. Through chapter and division local programs, the views of the interested public will be added to those of the professional specialists and UNA staff who are working with the project's Steering Committee. Other UNA staff are working with the local units of some national organizations to plan their participation in the project.

"The UN System at 35" project is, thus, a pilot project which we feel will point the way to future efforts to link more closely the research and outreach capabilities of UNA.

"Summary and Discussion Guides" for the project's 14 papers, as well as copies of the papers themselves, have been sent to the fifty-three chapters and divisions that have become involved. Local programs are being held using these materials as the basis for discussions. As an example, the Greater St. Louis Chapter has arranged for four fall meetings on Tuesday evenings which will culminate in preparation of a position paper focusing on global management.

The chapters and divisions are expected to submit their written statements emanating from the discussions and programs by November 30, 1980. These will be in one of three forms:

- (1) A set of recommendations for U.S. policy action on the subject areas studied;
- (2) A narrative statement of the group's analysis and opinion on the subject areas studied; or
- (3) A rapporteur's report describing the consensus that was reached at one or more meetings on subject areas covered by the project.

These written statements will be analyzed and summarized and submitted to the National Steering Committee for inclusion in its own final report.

(4) Council of Chapter and Division Presidents

The Council of Chapter and Division Presidents (CCDP) is the primary advisory body to the Board of Directors and National Office on matters related to chapter, division, membership and field activities. It consists of all sitting chapter and division presidents. Between the annual meetings of the CCDP, the CCDP Steering Committee meets periodically to conduct business.

Since its creation in 1973, the CCDP has played an extremely important role within UNA. Working closely with the national staff, the Council has contributed greatly to improved relations between the national office and the field. Numerous creative program ideas have emanated from the CCDP and its Steering Committee. The smoother and more efficient functioning of UNA's overall field program owes much to the Council's role as liaison between the field and the national office.

The 1980 annual meeting was held on April 16, the day before the National Convention. It was chaired by Arnold Goodman, who had served as CCDP Chairperson since 1977. Mr. Goodman's untimely death in July deprived the CCDP, and UNA in general, of one of its strongest and most capable volunteer leaders.

At the April meeting, the CCDP elected a full slate of officers and a new Steering Committee. Chairperson is Edward Winn of the Dallas Chapter, who will serve until the next National Convention.

The newly elected Steering Committee held its first meeting in July in the beautiful Wingspread Conference Center, Racine, Wisconsin, as a guest of the Johnson Foundation. The three-day meeting included a presentation by Dr. Carol Edler Baumann, a member of the National Steering Committee of the project on "The UN System at 35." Among its various duties, the Steering Committee approved special project grants to chapters, for membership recruitment programs, and to divisions.

The Steering Committee will meet again on November 14-16, prior to the meeting of the Board of Directors.

(5) Membership

UNA's membership recruitment efforts over the last several years have been undertaken primarily by the chapters and divisions with assistance from the National Office. Since about 75% of the members renew their membership each year, it is essential that at least enough new members be recruited to make up for the inevitable attrition.

Membership in the Association, which has declined significantly over the last several years, is now close to the point of stabilizing at around 25,000 members. The figure in June 1980 was 25,095. During the last year, the membership actually increased slightly, but this was due to the addition of 1000 subscribers to The Inter Dependent, who were offered free memberships for a one-year period when the periodical ceased publication at the end of 1979.

Membership recruitment requires a continual effort. During the last year, a six-month recruitment campaign took place among the chapters and divisions, culminating in awards that were announced at the National Convention by U.S. Ambassador Donald McHenry. Those chapters and divisions with the greatest net increases in membership and those individuals who recruited seven or more new members received incentive awards. As an additional effort, the "Model UN Survival Kit" was offered to Model UN delegates in combination with student membership; consequently, 375 joined UNA. A new membership recruitment flyer, "Keep Your Grip on World Affairs," was prepared for fall 1980 local recruitment.

In a major effort to increase UNA membership, the department is currently making plans to use national direct mail recruitment for the first time since 1975. The direct mail campaign will be undertaken in early 1981 to selected lists of individuals with strong potential for membership in UNA. The potential for the success of a renewed direct mail campaign is enhanced by the reinstatement of The Inter Dependent. With the resumption of publication in January now assured, we will have a very attractive benefits package for potential members. A totally new membership recruitment brochure will be used in the campaign. As with any member of UNA, the dues for these new members will be shared among the National Office, chapters and divisions.

October 24, 1980

1980 Activities of the  
Model UN and Youth Department

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

(1) Overview of Activities

The Model United Nations and Youth Department is UNA's prime vehicle for outreach to over 40,000 students who participate in simulations of the United Nations each year. Each conference operates independently and can vary from a 15-student Model Security Council to a 1500-student conference in a convention hotel. Through role-playing, students "represent" the various member states of the General Assembly, Security Council and committees, usually over a one to five-day period.

UNA's Model UN and Youth Department is now staffed by one part-time coordinator assisted by high school and college interns. A major emphasis of the department is to increase the number and educational value of Model UN conferences by providing various services to delegates, secretariats and faculty advisors. The department activities have grown considerably since they began in late 1976 and UNA is now recognized as the leading organization in the US dealing with Model UNs.

(2) Recent Publications

Publications of the Model UN and Youth Department released during 1980 include:

"How to Run a Model UN." A guide for teachers and students giving the basics of simulating the General Assembly and Security Council. (6 pp.)

"Voting Records on Selected Resolutions of the 34th General Assembly." A booklet for students preparing for a Model UN conference that includes excerpts and analyses of selected resolutions and a chart listing the votes of each nation in the General Assembly. (30 pp.)

"Selected Bibliography for Model UN Research." A guide listing basic sources that are valuable in preparing for Model UN conferences. (10 pp.)

"Delegate Preparation Guide." A manual for both novices and experienced students, explaining the basics of a Model UN conference and suggesting ways to prepare for one. (7 pp.)



"Calendar of Model UN Conferences." The only listing of its kind, this provides basic information on 75 conferences held in the U.S. and other nations. (5 pp.)

The above publications, along with such other UNA publications as "Issues Before the General Assembly" and "Fact Sheets," are part of the UNA Model UN Survival Kit. Sales of the kit have increased by 50% to 100% every year since its inception, to the point where 2100 kits were sold during the 1979-80 school year.

(3) Student Membership

One of the purposes of the department is to involve more young people in UNA-USA. Through sales of the Model UN Survival Kit and other department activities, 375 high school and college students became members of UNA in the last school year and an estimated ten thousand were exposed to UNA publications.

(4) Annual Model UN Secretariat Seminar

On November 8-10, 1979 the department in cooperation with the Presidential Commission on World Hunger sponsored a three-day seminar for the leaders of Model United Nations conferences. The seminar brought together both faculty and student secretariat leaders from around the country. For three days, 44 participants discussed food and development issues, the functioning of Model UNs and the interrelationship of the two. Speakers at the seminar included experts from the UN Development Programme and the Food and Agriculture Organization as well as US Deputy Permanent Representative Ambassador William vanden Heuvel.

(5) Intern Luncheons in the National Office

During the course of a year, and particularly during the summer months, the National Office of UNA takes on a number of student interns from high schools, colleges and graduate schools. These interns work for many of the departments and provide considerable research and administrative assistance for UNA's staff.

Over the summer, a series of weekly luncheons was held for these interns. Organized by the Coordinator of the Model UN and Youth Department. These sessions afforded the interns the opportunity to speak with individual members of the UNA staff on their particular area of expertise: international economics, Law of the Sea, US-Soviet relations, international law and other UN issues. Eleven interns participated.

(6) Future Plans

Building on the success of the last seminar, the department plans to hold a second annual Model UN Secretariat Seminar. It is tentatively scheduled for May 1981 in Washington, D.C.

Preparations are now underway for the publication of a quarterly newsletter to be sent to Model UN conference secretariats. This will increase communication between UNA and the secretariats and will facilitate exchanges among conferences themselves.

## 1980 ACTIVITIES OF THE

### Public Information Service

#### A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

During the past twelve months the Public Information Service has worked with the media in a variety of ways to improve coverage of and editorial support for the various agencies and programs of the United Nations system. The Service has also assisted the UNA Washington Office in its programs for Congressional staff.

#### Editors' Seminars

Four media Seminars have been held during the period under review -- three in the field and one at the United Nations.

Under a contract with the Presidential Commission on World Hunger, the Public Information Service with the cooperation and assistance of UNA Chapters organized three Seminars to publicize the work of the Commission and its findings. The first was held in San Francisco, March 26. The speakers and responders included Daniel E. Shaughnessy, the Executive Director of the Commission; Dr. Irma Adelman, Professor of Agriculture and Resource Economics at the University of California; and Ms. Anna Hackenbracht, Food Policy Advocate of the California Church Council. At the Seminar in St. Louis on April 8, the panel included Donald C. Kimmel, North American Representative of the FAO, and James McGinnis Director of the Institute for Peace and Justice. The final Seminar was held in Boston on April 30 with Dr. Jean Mayer, President of Tufts University; Dr. Adele Smith Simmons, President of Hampshire College; Dr. Gustav Papanek, Professor of Economics at Boston University; and Mr. Joseph Short, Executive Director of OXFAM America. Attendance at each of the Seminars was between 70 and 100. The resulting publicity was not as great as had originally been anticipated, but this was due to the fact that the Presidential Commission staff was seriously delayed in the preparation of the final Report.

The Sixth Annual Editors' Seminar which was held at the United Nations on September 15 and 16 was the largest thus far. About 135 acceptances were received, but inevitably there were a few last-minute cancellations. The participants were editors, publishers, editorial writers, and radio and T.V. news directors from all parts of the country. The Associated Press, the MacNeil-Lehrer Report, the Christian Science Monitor, the New York Times, the Miami Herald, NBC News, the Journal of Commerce, the Cleveland Plain Dealer, and "Meet the Press" were among the media representatives attending the Seminar.

A program of the Seminar is attached. A compilation of articles and editorials resulting from the Seminar, as well as comments by the participants, will be circulated at the end of the year. The number of articles and editorials

will probably be fewer than last year since a considerable number of the participants were radio and television news directors who filed their stories by telephone directly from the UN.

Discussions are now going on with a publishing conglomerate in Iowa regarding the possibility of conducting a regional seminar for Mid-West editors and editorial writers in the Spring of 1981.

A seminar for editors of religious publications, similar to that conducted at the United Nations in November 1978, has been proposed by the American Jewish, Catholic, and Evangelical Press Associations. A tentative program has been drawn up for such a seminar sometime in 1981.

The Under-Secretary-General for Public Information at the United Nations has been in touch with the Public Information Service seeking its advice and assistance in connection with a series of regional seminars which UNDPPI proposed to organize in the United States in 1981 and 1982 for leading public opinion makers. These discussions, while in a very preliminary stage, would involve the Public Information Service of UNA quite extensively in the course of the next two years.

The Public Affairs Office of Newsweek has approached UNA regarding the possibility of our assistance in organizing and providing local support for a series of community fora which Newsweek, using its editorial and reportorial staff, wishes to organize in various parts of the country.

#### Other Public Information Projects

The Public Information Service has been active in helping to publicize the policy reports of UNA. These have included the report of the United States Foreign Policy and Human Rights as well as the EPC Panel Reports on Trade Policy and on Economic Growth and Technology. Copies of the Reports with a press summary were sent to lists of specially selected papers and periodicals.

Several press releases were issued in connection with the UNA National Convention and Convocation in New York in April 1980. At the Convention itself, the Public Information Service with the invaluable help of Grace Kraut, Executive Director of the Rochester Association for the United Nations, and Pauline Frederick Robbins, conducted two workshops for the delegates on techniques for media relations in their own communities. Subsequently in July, the Director of the Public Information Service attended the annual meeting of the Michigan Division of UNA to conduct a similar workshop.

Considerable efforts have been devoted to publicizing the nationwide poll on US attitudes toward international cooperation and in particular toward the United Nations, which was released on October 16. Copies of the press release and the background note on the polling methodology were sent to participants in previous Editors' Seminars, to some 300 other city and foreign editors across the United States, as well as to correspondents accredited to the United Nations. Additionally, a breakfast discussion on the poll and its findings was held for selected correspondents at the Harvard Club on October 16. Ambassador Elliot Richardson and Burns Roper, the President of the Roper Organization (which had been commissioned by UNA to conduct the poll), made presentations.

### United Nations Day Observance Support

The Public Information Service prepared sample editorials as well as "letters to the editor" for use in connection with UN Day. These were included in the kits which were sent to UN Day Chairpersons across the country. Also included were a number of 15-second, 30-second, and 1-minute spot announcements suitable for radio or television.

### Editorial Reponse Program

Through cuttings received from our press clipping service and with the active cooperation of our Chapters and Divisions, we are able to monitor editorials, op-ed page pieces, and letters to the editor appearing in daily papers and magazines across the United States and which deal with the United Nations and its agencies. When inaccurate information or biased comment appears, we attempt to respond with a quick and factual reply. The volume of editorial comment and of letters to the editor increases considerably around United Nations Day and in connection with the UNICEF "Tricks or Treats" and Greeting Card Program.

### Feature-Filler Service

UNA, in cooperation with the Associated Press News Features, provides short features and fillers on the lesser known activities of the United Nations and its agencies to more than 4,000 newspapers across the country. The Public Information Service regularly receives press releases, bulletins, and feature stories from all of the agencies and programs of the United Nations system. These are rewritten to AP specifications and sent to AP Newsfeatures, which of course retains the final decision on what is sent out. An average of 12 feature-fillers are sent to AP each month. The only cost to UNA is staff time. The features go out with an AP dateline which perhaps gives them a greater "credibility" for editors and readers than if they had been supplied directly from UNA/USA. It is difficult to measure usage since it is not possible to subscribe to a clipping service which would provide cuttings of every story on the UN and its agencies appearing in every paper in the United States. However, a number of delegates to the UNA National Convention in New York last April reported that in recent months there had been an appreciable increase in the number of UN stories appearing in their local papers.

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# EDITORS' SEMINAR '80

## AT THE UNITED NATIONS

*sponsored by*

**The United Nations Association of the United States of America**

*for*

American Society of Newspaper Editors  
Associated Press Managing Editors Association  
National Conference of Editorial Writers  
Radio-Television News Directors Association

SEPTEMBER 15-16, 1980

MONDAY, September 15

- |            |   |  |
|------------|---|--|
| 8:30 a.m.  | <b>Registration</b>   | Delegates Entrance, United Nations<br>45th St. and U.N. Plaza (1st Ave.) |
| 9:00 a.m.  | <b>Opening Breakfast—<br/>"THE ROLE OF A U.N. AMBASSADOR"</b>   | Delegates Dining Room, 4th Floor,  |
|            | <i>Moderator:</i> Ambassador Elliot L. Richardson, Chairman, UNA-USA  |  |
|            | <i>Speaker:</i> Ambassador Thomas Klestil, Permanent<br>Representative of Austria to the United Nations                         |  |
|            | <i>Questions and Answers</i>  |  |
| 10:30 a.m. | <b>"THE UNITED NATIONS AND THE WORLD ENERGY CRISIS"</b>   |  |
|            | <i>Panelists:</i> Vladimir Baum, Director, U.N. Center for Natural Resources,<br>Energy and Transport                           |  |
|            | Makoto Taniguchi, Chairman, Preparatory Committee<br>for the U.N. Conference on New and Renewable<br>Sources of Energy          |  |
|            | <i>Questions and Answers</i>  |  |
| 11:30 a.m. | <b>"ECONOMIC DEVELOPMENT IN THE 1980s:<br/>OPPORTUNITIES AND OBSTACLES"</b>   |  |
|            | <i>Panelists:</i> Bradford Morse, Administrator,<br>U.N. Development Program  |  |
|            | James P. Grant, Executive Director, UNICEF  |  |
|            | Harvey Picker, Dean, Columbia University School<br>of International Affairs   |  |
| 1:00 p.m.  | <b>Reception and Luncheon.</b> Informal discussion with U.N. Ambassadors and<br>senior members of the U.N. Secretariat          |  |
|            | <i>Chairman:</i> Robert M. Ratner, President, UNA-USA   |  |
| 3:00 p.m.  | <b>"WHAT TO EXPECT AT THE 35TH SESSION OF THE<br/>GENERAL ASSEMBLY"</b>   |  |
|            | <i>Speaker:</i> Ambassador Rudiger von Wechmar (Federal Republic of<br>Germany), the incoming President of the General Assembly |  |
|            | <i>Questions and Answers</i>  |  |

(Over)



4:00 p.m. **"HOW WE VIEW THE UNITED NATIONS"**

*Panelists:* Ambassador Ole Algard, Permanent Representative of Norway  
to the United Nations

Ambassador Miguel Albornoz, Permanent Representative of  
Ecuador to the United Nations

**AT THE U.S. MISSION TO THE U.N.**

799 U.N. Plaza, at 45th Street

5:30 p.m. **Roundtable Discussion**

Ambassador Donald F. McHenry, Permanent Representative of  
the United States to the United Nations.

Ambassador William vanden Heuvel, Deputy Permanent  
Representative of the United States to the United Nations

6:30 p.m. **Reception**

Twelfth Floor of the U.S. Mission.

TUESDAY, September 16

**AT THE UNITED NATIONS**

Delegates Entrance

9:30 a.m. **"THE WORLD REFUGEE CRISIS: CAN WE SOLVE IT?"**

*Panelists:* John R. Kelly, Regional Representative,  
U.N. High Commissioner for Refugees

Victor Palmieri, Ambassador at Large, and  
U.S. Refugee Affairs Coordinator

11:00 a.m. **MEETING WITH THE SECRETARY-GENERAL OF THE UNITED NATIONS,  
KURT WALDHEIM**

1:30 p.m. *(Optional)* VIP tour of the United Nations. Assemble in press area, 3rd  
floor.

3:00 p.m. *(Optional)* Attend the opening of the 35th Session of the General  
Assembly.



300 East 42nd Street, New York, New York 10017

1980 Activities of the  
World Environment Center

(formerly the Center for International Environment Information)

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

In 1980, the Center continued all its major programs, launched two new ones and undertook several special projects.

World Environment Report, its biweekly publication, was awarded first prize in the Newsletter Association of America's competition "for overall editorial excellence -- best non-profit organization newsletter." WER now has more than 60 correspondents covering nearly 100 countries, and it is read by policy makers in 52 nations. WER has 500 subscribers and a pass-along readership of 2500.

Because WER is not yet self-supporting, the Center submitted a proposal to the New York University School of Business Administration for a Management Advisory Project team to undertake a market and management analysis of the newsletter. The team worked eight months on the project and in October presented a comprehensive marketing study with recommendations as to target markets, production, pricing, promotion, financial goals and long-term strategy. Their suggestions will be implemented over the next several months.

International Environment Forum offers its 24 corporate members 4 seminars every year on environmental issues and developments in other countries. Speakers in 1980 were: Dr. Paulo Nogueira-Neto, Minister of Environment of Brazil; James MacNeill, Director of the Environment Directorate of the OECD; Dr. Emil Salim, Minister of Development Supervision and Environment of Indonesia; Thomas R. Pickering, Assistant Secretary, Oceans and International Environmental and Scientific Affairs, U.S. Department of State.

Media Guide Series: The second in the series, A Guide to Specialists in Toxic Substances, listing nearly 1,000 sources for journalists, will be published in December 1980. Major funding came from the National Science Foundation with a grant of \$90,381. The Guide to Energy Specialists, published last year and now used in 2,200 newsrooms nationwide, is being expanded and updated, and a new edition will be published in the Spring of 1981. A third guide, to resource management specialists, is under consideration and, as of 1982, the tentative plan is to produce new editions of all three guides annually.

### Special Projects and Events

A second NYU Management Advisory Project team has agreed to undertake a feasibility and marketing study for the Center on a new program, an Energy/Environment Media Service. EEMS would be not only an expansion and re-packaging of the Center's existing information programs but also a new thrust toward a comprehensive media service, which should be close to self-supporting after four years. It would provide, in addition to the Center's regular programs, a hot-line telephone for journalists who need access to sources, distribution of energy and environment news items to the media, and a series of seminars to increase journalists' knowledge of these fields.

Because researchers often ask the Center for environmental information by region, a new project was begun: compiling five-plus years of WER geographically. With a start-off grant of \$1,500, research and writing has been completed on the first booklet, Environment Latin America: Facing the Realities of Rapid Growth. It is now out for review by six top Latin American environmental specialists and should be published by the end of the year. Environment Europe is being written and booklets on Africa and the Middle East and on Asia will be produced next year, assuming the Center can get further funding for their production.

The Ford Foundation asked the Center to undertake a study of Environmental Training in Developing Countries. International, multilateral, bilateral and non-governmental organizations in North America and overseas were surveyed for the report which was published by the Center in September.

World Environment Day is celebrated around the world on June 5th, and for the past two years the Center has celebrated the occasion at the Capitol in Washington with a series of events. This year there was a briefing by leading environmental specialists for legislative aides, a reception attended by about 200 environmental policy makers, and a dinner in honor of Sen. Claiborne Pell, D-R.I., for his pioneering work in the international environment field.

A seminar on media coverage of energy issues was held in cooperation with the Deadline Club of New York in February. It was attended by 40 members of this professional association of journalists. Speakers included officials from the U.S. Department of Energy, Texaco Inc., and leading newsmen and women.

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1980 Activities Relating to  
Publications and The Inter Dependent

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

1980 may be remembered as the year The Inter Dependent was re-organized as a cooperative venture, linking UNA in a close working relationship with the Experiment in International Living, the Overseas Development Council and a number of leading schools of international affairs, including Columbia and Georgetown.

These developments open up to UNA vast new fields of activity and opportunity, offering the organization access to the exchange community with its 500,000 volunteers nationwide, giving it a special relationship with ODC's resident scholars and experts on global issues and plugging it into the academic community in a unique way.

THE INTER DEPENDENT

The beginnings of revival. The announcement that The Inter Dependent would have to suspend publication produced a reaction which surprised us all. Cries of protest and offers of help streamed in to UNA headquarters throughout last fall. Here is a sample of what we heard and read:

From the press:

"We are going to miss The Inter Dependent... Few could match its clear, concise and thoughtful approach to the complexities of international affairs."

--Editorial, St. Louis Post-Dispatch

"...made many...contributions to public understanding....The Inter Dependent will be missed."

--Editorial, Minneapolis Tribune

"A valuable monthly."

--UN Notes, The New York Times

"You and your young and vigorous bunch of writers managed to break new ground more often than any such "establishment" publication had a right to! I hope the revival does indeed take place."

--Letter, Overseas News Editor  
Christian Science Monitor

From the universities:

"If there is a problem, perhaps the School of Foreign Service

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might help in some way."

--Dean, Georgetown School of For. Serv.

"An indispensable means of keeping up with UN events.... I would hope to see it preserved."

--Law Professor, Washington & Lee Univ.

"I hope you reconsider and resume publication shortly."

--Librarian, Fletcher School of Law and Diplomacy, Tufts Univ.

From officialdom:

"I sincerely hope that a way will be found to keep The Inter Dependent operating and inter-dependent."

--Counselor, US Mission to the UN

"I was disappointed and astonished to learn that you were discontinuing publication. It was one of the most interesting publications I received...."

--FSO, Department of State

"Out of the literally hundreds of documents I receive regularly, yours is one that gets read faithfully. Hope you resume...."

--Staff, House Foreign Affairs Cttee.

From UNA Chapters and Divisions:

"Most dismayed, perplexed and distressed at your decision to suspend publication..." (New York)

And so on.

On the assumption it would take about \$200,000 to do The Inter Dependent in 1981, we began to look for financial support from some of the authors of these letters and from like-minded organizations. John Sewell of the Overseas Development Council, a nonprofit research organization in Washington, was the first with a concrete offer: if ten organizations could put up \$20,000 each, ODC would be good for that amount.

With this encouragement, and with a support grant from the Kettering Foundation, we spoke with organizations and foundations in various parts of the country. There were many leads but no offers as concrete as that of ODC. Still, that so many groups were willing to consider "adopting" The Inter Dependent as their own made us want to pursue the idea even more actively. There were signs that an Inter Dependent Cooperative--a loose affiliation of organizations subsidizing, distributing and communicating through The Inter Dependent--was a viable idea and something that might even have the potential of becoming a national force.

In second gear: The arrival of the Experiment. Two circumstantial

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events at UNA combined in a fortuitous way to bring in a crucial third party--The Experiment in International Living. One was the nomination to the UNA Board of Directors of the Experiment's President Charles F. MacCormack. The other was the arrival of former UNA President Porter McKeever on a short-term consultancy with UNA.

MacCormack, a subscriber to The Inter Dependent, learned about the efforts to revive the paper while visiting UNA shortly after being nominated to the board. He said he wanted to help promote the paper among the Experiment's 60,000 alumni. McKeever seized that opportunity to propose an ambitious cooperative scheme to MacCormack, then pursued it over six months of complicated negotiation which ended in the Experiment board approving a \$35,000 investment in The Inter Dependent in October.

Final approval: The UNA formula. Realizing the potential significance of this core consortium of three major groups, UNA shaped a final proposal to get The Inter Dependent relaunched in January 1981. The proposed budget was reduced by limiting frequency of the paper to eight times in 1981 and reducing staff accordingly. This formula was acceptable to all parties on the assumption that frequency would increase and the project would expand as new supporters were found.

A special subcommittee of the UNA Board of Governors, headed by Bill Ruder, studied the plan, recommended it to the Board, and the Governors approved it in mid-September. The proposal showed a UNA subsidy of \$100,000, making UNA the principal publisher, with a funding gap of \$25,000 to be filled in the course of 1981.

Prospects for expansion of the Cooperative. With the revival of The Inter Dependent assured for 1981, it is possible to go back to many of the organizations and institutions which expressed interest in the cooperative idea earlier this year to resume discussion of their possible involvement.

#### Universities.

Georgetown School of Foreign Service: Dean Peter Krogh was among the first with an offer of help to revive The Inter Dependent. This summer, he proposed investing \$2,000 in the Cooperative in the hope that a total of ten schools investing at that level could collectively function as a major partner in the effort. In addition, he offered to buy 1,500 subscriptions in bulk, for distribution to graduate and undergraduate students at his school as well as faculty.

He suggested that an appeal be made through a recently-formed Association of Professional Schools of International Affairs. APSIA brings together twice a year the deans of eight schools: Georgetown, Columbia School of International Affairs, Fletcher School of Law and Diplomacy (Tufts), Woodrow Wilson School (Princeton), School of Advanced International Studies (Johns Hopkins), School of International Service (American U.), Graduate School of Public and International Affairs (U. of Pittsburgh) and the Graduate School of International Studies (U. of Denver).

It is unlikely that these schools can come up with \$2,000 each, but it is possible that they might agree to purchase subscriptions in bulk, at a reduced rate, and be affiliated with the cooperative. A presentation along these lines to the deans

at the September APSIA meeting was well received. APSIA itself is not a strong enough association to act in the name of the eight schools, and so negotiations will continue bilaterally.

Columbia School of International Affairs: Dean Harvey Picker has encouraged the cooperative effort from the start, and has recently agreed to purchase about 500 subscriptions at a reduced bulk rate for students and faculty at his school and in related programs. It is not clear whether the school will be able to formally affiliate itself with the Cooperative without the approval of the university's trustees, but the bulk purchase is assured.

Others: Harlan Cleveland, long an admirer of The Inter Dependent, is the first Director of the new Hubert Humphrey Institute of Public Affairs at the University of Minnesota. He has expressed interest in being supportive of the paper in a major way, and we are exploring with him the possibility of involving the Humphrey Institute in some way.

The Harvard International Review is an international affairs publication which is student-run on the proceeds of the very profitable Harvard Model United Nations program. The head of that operation contacted us about a cooperative scheme whereby they would use some of our editorial material in exchange for some publicity for their publication. Talks are under way.

The University of Pittsburgh GSPIA is interested in using The Inter Dependent as a recruiting tool. Dean John Funari has expressed interest in giving the paper as a service to about 20 colleges in the Ohio-western Pennsylvania region to help "raise the literacy level" on international affairs and to attract the better students at those colleges to the GSPIA.

#### Peace Corps.

There are two proposals on The Inter Dependent presently under review by the Peace Corps:

The Peace Corps itself is considering buying the paper in bulk for distribution to the 6,000 active volunteers abroad. The agency currently sends these volunteers Newsweek as a means of allowing them to keep in touch with home. By receiving The Inter Dependent regularly, they will be able to stay current on US policy toward the third world.

#### World affairs councils.

Some 65 local world affairs councils are linked rather loosely through the National Council of Community World Affairs Organizations. Their combined membership is estimated at between 60,000 and 70,000, although over 90% of that total is concentrated in less than 10 major groups in cities such as Chicago

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(16,000), Los Angeles (8,000), San Francisco (7,000), Philadelphia, Boston, Cleveland, Cincinnati, Riverside (Calif.), and Pittsburgh. A presentation was made at the NCCWAO meeting in New York in May, and a number of councils were personally visited prior to that meeting. Some results:

San Francisco is a member of a local consortium of world affairs groups. Following a presentation to the consortium in May, the body voted to endorse the idea of cooperating to circulate the paper in the Bay Area if a foundation subsidy could be found to help launch the project.

There was also interest in making The Inter Dependent the vehicle for leadership information of interest to private voluntary organizations. Richard Heggie, the head of the San Francisco council, is also head of the Society for Citizen Education on World Affairs which publishes a newsletter which attempts to do this same thing. The SCEWA newsletter is foundering, and Heggie says if he can't revive it he would like to see The Inter Dependent take over.

Stanley Spangler of the Boston council recently inquired about the possibility of developing a custom edition of The Inter Dependent for NCCWAO. As this year's NCCWAO President, he asked us to make a presentation on that idea at next month's meeting of the group, which happens to be hosted by UNA in Washington.

Having a quality publication with a page of their own house news seems to have great appeal to the smaller councils who can't afford it. About eight smaller members of NCCWAO have expressed interest in writing in a pilot project involving the paper if foundation support could carry it for an initial period.

#### Foreign Policy Association.

Conversations with FPA have been going on from the very beginning of the talk of joint sponsorship of The Inter Dependent. Chairman Carter Burgess has said in a letter that he would welcome a serious discussion of a joint venture once the paper was going again. Now that FPA has filled the long-vacant post of President of the organization, those talks may have to start from scratch.

The proposal we have put before them is that the FPA Great Decisions program be done in conjunction with The Inter Dependent. A custom edition of the paper could carry a Great Decisions discussion topic each month so that the program could function year round instead of just two months of the year. The advantage to FPA is that they could have direct access to the thousands of individuals who participate in the program and whom they now reach only through regional coordinators who distribute, they claim, some 80,000 books.

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### Newspaper in Education Program.

Some 200-300 newspapers in the US participate in this program which is designed to raise students' awareness of community, national and international affairs. The hope is that this will also get young people into a lifelong habit of reading newspapers.

Local newspapers are made available at a discount to students and teachers, and the newspaper people provide teacher training on how to use the paper as a classroom tool, develop curricula based on the newspaper and even work with parents to encourage learning from newspapers at home. (Each newspaper has its own individual program; there is no nationwide orchestration.)

The American Newspaper Publishers' Association in Washington produces a newsletter which monitors developments among these various local programs.

Recently, the program director for a major Memphis daily heard about The Inter Dependent from someone at the Experiment in International Living. He feels it fills a gap in what is available to teachers and would like to incorporate it in his local program, which reaches portions of five states. He proposes printing a facsimile from veloxes and distributing about 30,000 copies each month. We may work on this as a pilot project and hope to get it written up in the ANPA newsletter before making a proposal to the 200 or so other programs.

The prospects for The Inter Dependent Cooperative are exciting, and the remainder of 1980 will be hectic as we break in new staff, prepare editorial material for the first issue in January, explore these many opportunities to expand circulation through cooperative arrangements and look to close the funding gap of \$25,000 and even to raise the additional money needed to allow this extraordinary program to grow.

### THE INTERIM REPORT AND "PUBLICATIONS"

The Interim Report. Although the original idea a year ago for a replacement for The Inter Dependent was a six-times-a-year publication to be as much like the ID as possible, the fast-growing prospects for revival of the ID encouraged us to shelve this plan. Instead, we went into a holding pattern with a newsletter called The UNA-USA Interim Report. Its very title expressed the hope that The Inter Dependent would be revived. It served to report on progress of the efforts to that end, and, with the help of former ID staff writers and current UNA staff, managed to provide its readers with analytical coverage of some of the year's major UN-related news events.

The Interim Report appeared four times--in February, April, August (dated "Summer") and October (dated "Fall"). The first two issues were four pages each; the third carried a four-page supplement summarizing the substantive issues statement passed by the UNA Convention and the fourth carried a four-page supplement summarizing Issues Before the 35th UN General Assembly.

"Publications." This program, under the UNA Editor, produced Issues and the Interim Report. Although it does not have responsibility for

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all UNA publications, it gets involved in most of them by coordinating the production process through a production manager reporting to the Editor.

In 1980, this team produced five books while handling production on a hundred smaller projects. In addition to Issues Before the General Assembly, these books were: the four-color book on the World Bank produced in connection with the UN Ball; a second four-color book on the ITU and international telecommunications released at the Washington Concert and Dinner; a third four-color book on the world food problem released in conjunction with UN Day; and a special volume on the life of Robert S. Benjamin to be released in December. These books ranged from 96 to 160 pages, had complicated production schedules (the three four-color books had near-identical deadlines) and explain why the production manager hasn't managed to take any vacation this year.

# # #

1980 Activities Relating to  
Issues Before the 35th General Assembly of the UN

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

Issues Before the 35th General Assembly of the United Nations expanded in breadth and scope over previous editions of the book and is being regarded as the best volume produced in the 33-year series.

The physical product. The book, at 160 pages, is eight pages larger than last year. This marks the third year Issues is in 6" x 9" book format designed by Samuel N. Antupit, designer of The Inter Dependent.

The paperback edition, published exclusively by UNA, had a press run of 9,500 copies. It sports a sandstone brown cover. (The color of the cover stock changes each year.)

The hardcover edition, published jointly by UNA and New York University Press, had a press run of 500 copies. It carries a dark blue hard cover with gold lettering, and will be marketed and distributed by Columbia University Press under a new arrangement worked out with NYU.

The editorial content. When Issues was first done by UNA in 1973 (it had originally been a Carnegie Endowment project), it was essentially the work of a single editor/writer. The 1980 volume boasts 19 contributors and a 12-person editorial board. Each contribution, from the two-page section on the environment to the 28-page section on economic issues, represents weeks of in-depth research by highly trained scholars and experts. The challenge, which we feel was successfully met this year, was to maintain reasonably uniform tone and style in the writing of the book while benefitting from the higher density of research and expertise brought to it by involving such a large number of contributors.

The editorial board. This is the second year the project has used an editorial board of prominent scholars and journalists--a unique mix which ideally suits the unusual nature of the editorial material which is both news reporting and in-depth analysis. The members of this year's board were:

Michael J. Berlin  
The New York Post

John P. deGara  
Princeton University

Larry L. Fabian  
Carnegie Endowment for  
International Peace

Eugene Ewudzi Forson  
Ghana News Agency

Roger D. Hansen  
Johns Hopkins University

Harold K. Jacobson  
University of Michigan

Thomas W. Lippman  
The Washington Post

James H. Mittelman  
The City College of New York

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The editorial board (cont.)

John Gerard Ruggie  
Columbia University

Anne Tuckerman  
Agence France-Presse

Ellen Seidensticker  
UN Centre on  
Transnational Corporations

Jennifer Seymour Whitaker  
Foreign Affairs

The board met at UNA headquarters in May for a full four hours of discussion of the shape the 1980 volume should take. The lively exchanges between scholars and journalists produced the general guidelines of the book. Some board members were contributors; most critiqued manuscripts in their area of expertise. Overseeing all of this was Professor Donald J. Puchala, Associate Dean of the Columbia School of International Affairs. It was Professor Puchala's second year as Editor of the volume.

Distribution and sales. The book was made available in photocopy form August 15 for use by journalists and missions; several dozen were sold at \$5 each.

All UN Ambassadors received one copy of the book with an order form. Over 70 governments use Issues; many order the book in bulk. Canada, for example, took 100 copies; but smaller third world countries find it compensates for small staffs--Trinidad and Tobago ordered 20 copies; the Philippines ordered 40.

Courtesy copies of the book were given on request to the UN press corps. About 100 copies were given out; as they were distributed, we heard over and over again compliments such as "very useful" and "a real service." At one point, we had in the UNA lobby at the same time the correspondents for The New York Times, Reuters and Newsday waiting for their copies.

University bookstores are a major market for the book. As it is the professors who place the orders, we did a promotional mailing to 1500 teachers of international affairs courses from an International Studies Association list.

UNA members are solicited from June through the end of the year in membership renewal mailings and through the UNA newsletter, Interim Report. Members and Chapters and Divisions account for sales of between 1,000 and 1,500 books.

The Model UN Program at UNA includes Issues in its MUN Survival Kit. Over 2,000 kits were sold last year, and 2,500 sales are projected for this year. Issues receives \$1.75 per kit sold.

The paperback edition sells for \$7.00 this year, up from \$5.00 last year. If 1979 sales levels are maintained in 1980 at the higher unit price, the project will be financially self-supporting on the basis of sales alone for the first time. (The sales period runs from July to June. Sales for the first quarter are running behind last year at this time, but this is due to promotional mailing going out later. It is expected that the sales goal can be met.)

The hardcover edition is selling for \$12.50. The marketing of this book is in the hands of Columbia University Press. Revenue from hardcover sales is not a significant factor in the budget.

(more)

Plans for next year. John Gerard Ruggie, a young Canadian political scientist from Columbia University who is regarded as one of the most promising scholars in the field, has tentatively accepted the job of Editor of Issues for next year. Professor Puchala plans to stay on as Associate Editor, thereby setting a precedent which should help to assure a smooth transition in the editor's slot. We feel it is useful to rotate the editorship every year or two.

Global Issues Conference. The Issues editorial board meeting provides a unique opportunity for those specializing in the UN to meet and exchange ideas. Other fora which used to serve this purpose have either disappeared or have shifted away from a UN focus. The journal International Organization, for example, once very UN-centered, seems now to avoid the UN as a matter of principle. And its Editor, Robert O. Keohane, is said to have recently declared that "international organization studies are dead."

Yet a small group of outstanding political scientists continues to teach international organization at leading universities, even while specializing in more specific topics such as, in Dr. Ruggie's case, North-South relations. These experts seem to feel that IO studies are not dead at all, but merely have shifted their focus away from institutions and toward global issues. Yet teaching about the institutions continues to be an integral and necessary part of teaching global issues.

We are proposing to make the annual Issues board meeting an event that will attract the best minds concerned with global issues and international organizations. We intend to seek foundation support for a two- to three-day conference in New York made up of general sessions and working groups on specific topic areas. The tail end of the conference will be a half-day session to set the guidelines for the next Issues volume. Papers for the conference may be published as a book.

Plans are at a preliminary discussion stage. A small working group has been formed including, in addition to Puchala and Ruggie, Dean Harvey Picker of the Columbia School of International Affairs, Leon Gordenker of Princeton University and Harold K. Jacobson of the University of Michigan.

We will look at ways to marry this idea with the UNA policy studies project on the UN at 35.

The Elsie Baruch Junior Fellowship will again be offered next year. This year's Baruch Fellow, the third since UNA instituted the award to honor the memory of a beloved volunteer of 14 years who passed away in 1977, was Richard DeNatale of Harvard University. The \$1,500 stipend is offered on a competitive basis to an outstanding young scholar with a special interest in the UN.

# # #



## 1980 Activities of the

### Washington Office

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

#### (1) Introduction

As a direct arm of the New York headquarters of the United Nations Association, the Washington Office keeps the Congress and Executive Branch informed about activities within the UN and other international organizations, including the multilateral development banks. The Washington Office also keeps UNA national headquarters abreast of Congressional and Executive Branch actions which might influence the multilateral aspects of U.S. foreign policy. General issue areas parallel headquarter activities, focusing on U.S. contributions to the UN, U.S. development assistance programs, human rights, disarmament and trade policies. The Office also hosts a series of luncheons with speakers on UN-related matters for Congressional staff. The Office works closely with the Finance Department in New York in organizing the annual UN Day Concert and Dinner in the nation's capitol.

The Washington Office has a staff of five full-time and some part-time employees, and student interns from area universities.

#### (2) Congressional Liaison

At a time when Congress is forced to set rigid budget priorities, the UNA Washington Office is expanding its efforts to educate the Congress on the importance to U.S. foreign policy of adequate funding of multilateral cooperation programs. The legislative work of the Washington Office emphasizes the importance of programs funded by U.S. assessed and voluntary contributions to the United Nations, the U.S. contributions to the multilateral development banks, and the importance of international organizations as a complement to U.S. bilateral development assistance efforts. The office conducts this legislative work in a variety of ways from answering inquiries from Congressional staff on UN programs to coordinating private sector interest in foreign assistance funding.

In 1980, the Washington Office began its sixth year of publication of The Washington Weekly Report. The Weekly, which is published every Friday, reviews current developments in Congress which affect the UN and development assistance. It regularly reviews the legislative status of appropriations for U.S. voluntary and assessed contributions to the UN, bilateral development assistance, and international financial institutions. It also covers the status of legislative issues affecting the UN, such as unilateral deep seabed mining legislation. A recently-initiated series of articles examines the work of the UN specialized agencies and voluntary programs throughout the world. The Weekly is widely read in the private sector, the Congress, Executive Branch, in embassies and at the UN. Many UNA

chapters subscribe to it as a means of keeping abreast of relevant legislative activities. During the past year, circulation of the Weekly has increased greatly.

Other Washington office publications include an annual background report on fiscal year 1981 requested U.S. contributions to the UN voluntary programs and the multilateral development banks. This publication, now in its fourth year, provides a detailed examination of past, present, and the Administration's current requested funding level for UN voluntary programs. Another Washington Office publication, "Congressional Influence on U.S.-U.N. Relations," is a reference guide to the complex, step-by-step Congressional procedure for consideration of UN system funding. The staff of the office also prepared Information Memoranda, brief examination of issues crucial to U.S. support for multilateral cooperation; and Fact Sheets, which address the main content of legislation before the Congress affecting multilateral cooperation.

The Washington Office is in continual contact with the national headquarters in New York regarding UN-related developments in Washington. Aside from regular telephone contact with UNA/New York, the Issues Working Group meets on a regular basis to discuss legislative developments in Congress. Those meetings, attended by New York and Washington professional staff members, assure a high level of coordination on legislative priorities. They also assist the Association in determining how Congressional action in the UN affects the public perception of international organizations in general.

The Washington Office serves as convenor of a continuing informal working group-- which includes private sector, Executive Branch, and Congressional Staff representatives -- to discuss U.S. funding of UN and other development assistance programs. This process has been instrumental in encouraging other non-governmental organizations to work on these issues. These meetings are generally attended by twenty-five to fifty representatives and have included the following subjects and speakers during the year to date:

January 23, 1980	The FY'81 administration request for multilateral and bilateral programs	Genta Hawkins Assistant Director for Legislative Affairs, AID  Ted Weihe Congressional Liaison Officer AID
January 30, 1980	Review of Fiscal Year 1981 foreign assistance: legislative developments	Roger Cochetti Assistant Director for Legislative and Public Affairs IDCA
February 27, 1980	Administration's request for FY'81 contributions to MDBs: support in the Congress	Don Terry Deputy to the Assistant Secretary for Legislative Affairs Department of the Treasury
March 13, 1980	The 1st budget resolution for FY'81 in Congress: impact on international affairs functions	Charles Flickner Senate Budget Committee

June 25, 1980	Update on legislation affecting multilateral and bilateral cooperation in Congress	Genta Hawkins Assistant Director for Legislative Affairs, AID  Roger Cochetti Assistant Director for Legislative and Public Affairs IDCA
August 6, 1980	Impact of budget resolution on international programs proposed by the President	Charles Flickner Senate Budget Committee  James Bond Senate Committee on Appropriations
October 14, 1980	FY'81 Foreign Aid Bill	Ted Weihe, AID  Peter Riddleberger, The World Bank

During 1980, the Washington Office focused a substantial amount of its attention, research, and educational activities on the Congressional budget process and the FY'81 foreign assistance legislation, which includes funding for voluntary UN programs. The Congressional budget process, dating from 1974, has taken on increasing importance as nineteen federal budget accounts compete in a "guns vs. butter" battle for limited funds. Although Function 150, the International Affairs account, has often been labeled as the "foreign aid account," the Washington Office has devoted considerable effort to explaining to Members of Congress and their staff that new spending for multilateral and bilateral development assistance programs only represent 7.6 percent of total new spending in the account. In fact, the entire development assistance component of the account represents only .067 percent of total new federal spending in FY'81. The budget process is having a profound effect in the authorizing and appropriating processes for foreign assistance programs. Development assistance programs have always been particularly vulnerable to even small cuts in funding, since new spending is so small -- \$429 million in Fiscal 1981, for example. By contrast, new spending in the entire international affairs account in FY'81 is \$5.6 billion, but it includes funding for administration of foreign affairs, aid to Israel and Egypt, and military aid -- programs too politically sensitive to undergo significant cuts.

The long-awaited Fiscal 1980 authorization for the Inter-American Development Bank, the Asian Development Fund, and the African Development Fund became law in June 1980. Unfortunately, this marked the first time Congress had ever voted to reduce an authorization based on commitments made by a President to the multilateral development banks.

Congressional work on legislation increasing the U.S. quota in the International Monetary Fund is expected to be completed by the end of 1980. The action will bring to a successful culmination the Administration's request of late 1979. The Fiscal 1981 State Department Appropriation, which contains the U.S. assessed contributions to UN specialized agencies, will also be completed by the end of 1980. The Washington Office has worked closely with Congressional staff and the State Department in supporting the Administration's recent decision to rejoin the International Labor Organization (ILO) after a two-year American absence. Funding the ILO has been unhampered and generally well-received in Congress.

During 1980, Congress was unable to pass a foreign assistance appropriation bill, and funding for Fiscal 1980 was set at 1979 levels. This included the U.S. voluntary contributions to the United Nations. Given the fact that funding in the 1980 bill barely kept pace with the rate of inflation, the decline in funding in real terms is especially striking. Today the U.S. ranks only 15th among industrialized donor countries in the proportion of our resources devoted to development assistance. The Washington Office is taking a leading role in informing Members of Congress and their staffs of the need for an FY'81 foreign assistance appropriation bill. In a letter dated August 21, 34 distinguished Americans signed a UNA-sponsored letter stressing the importance of congressional action on this matter. Numerous Members of Congress who support U.S. participation in multilateral organizations have commended UNA for this initiative.

(3) Program Activities

During the past year, the Washington Office has held numerous luncheons and receptions designed to educate Members of Congress and their staffs on the many facets of the United Nation's work. These discussions featured prominent speakers from the United Nations and the Administration. They covered a wide range of topics including a review of the 34th General Assembly, Law of the Sea Negotiations, and U.S. development assistance efforts. The topics and speakers were:

DECEMBER 10, 1979

BRIEFING & RECEPTION on the occasion of the release of UNA's Policy Panel report on "US Foreign Policy and Human Rights."

Donald Fraser, Former Member of Congress, currently Mayor of Minneapolis, and panel member.

Arthur Day, Vice President, UNA

JANUARY 21, 1980

LUNCH: "A Review of the 34th General Assembly and The Current Developments in the Security Council"

The Honorable Donald F. McHenry, U.S. Permanent Representative to the United Nations.

JANUARY 23, 1980

BRIEFING: "THE CONGRESS & HOW IT WORKS" For Western European Delegates to Human Rights Commission Meeting

Paula Newberg, Project Director Human Rights Policy Panel

Jerry Tinker, Counsel for Immigration & Refugee Affairs, Senate Judiciary Committee

JANUARY 24, 1980

BREAKFAST RECEPTION: For Western European Delegates to Human Rights Commission Meeting

FEBRUARY 20, 1980

LUNCHEON: "U.S. Contributions to the UN"

The Honorable C. William Maynes, Assistant Secretary of State for International Organization Affairs

MARCH 10, 1980

LUNCHEON: "INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AND U.S. RELATIONS WITH DEVELOPING COUNTRIES"

Thomas Erlich, Director of I.D.C.A.

MARCH 18, 1980

BREAKFAST: "U.N. FINANCING"

Mr. Helmut Debatin, UN Undersecretary General for Administration, Finance and Management

MAY 1, 1980

BRIEFING: "The Present Status and Future of the Law of the Sea Negotiations"

The Honorable Elliot L. Richardson, Ambassador at Large and Special Representative for the Law of the Sea Conference.

JUNE 2, 1980

"The Role and Achievements of the UN University"

Mr. S. Chidambaranathan  
Senior Governmental and Institutional Relations Officer--United Nations University

JUNE 5, 1980

WORLD ENVIRONMENT DAY

BRIEFING FOR CONGRESSIONAL STAFF: "International Environment Trends in the 80's: Impact on the United States"

Dr. J. Wm. Haun, Vice President, Engineering Policy, General Mills, Inc.; Mr. Jean Claude Faby, Deputy Director, Liaison Office, North America, UNEP; Mr. Gerald O. Barney, Director, Global 2000 Study, Council on Environmental Quality; Dr. Elvis J. Stahr, Jr., Past President, National Audubon Society; Mr. F. Allen Harris, Director, Office of International Activities, EPA

The Hon. Matthew Nimetz, Under Secretary of State for Security Assistance, Science and Technology; Mr. Robert M. Ratner, President UNA-USA; Dr. Whitman Bassow, Executive Director, Center for International Environment Information (now World Environment Center), UNA-USA

DINNER: In honor of Senator Claiborne Pell



JULY 2, 1980

LUNCHEON DISCUSSION: "U.S. Participation in the Multilateral Development Banks"

The Hon. C. Fred Bergsten, Assistant Secretary for International Affairs, U.S. Department of the Treasury

JULY 10, 1980

RECEPTION: In Honor of the Hon. Richard McCall, Assistant Secretary of State for International Organization Affairs

JULY 11, 1980

LUNCHEON DISCUSSION: "Third World Development Strategies"

Mr. P. T. Bauer, Professor of Economics, London School of Economics  
(In cooperation with the Heritage Foundation)

(4) Other Activities

In addition to the specific activities mentioned, the Washington Office serves other functions:

\*The Interim Report: During 1980 the office researched Washington-related stories for The UNA Interim Report. With the resumption of publication of The Inter Dependent in 1981, the office will resume its previous role of providing research and materials on Washington-related stories.

\*Press Relations: Principal contact with the Washington press corps, the Washington Office has worked closely with UNA's Economic Policy Council on the release of its reports as well as the UNA National Policy Panels' reports.

On October 16, the office combined with UNA's Policy Studies Program on a luncheon and press briefing to release the results of the Roper Poll on citizen attitudes toward the UN. Former Congressman Don Fraser, now Mayor of Minneapolis and Chairman of UNA's project on the UN System at 35; William Maynes, editor of Foreign Policy magazine and member of the project's Steering Committee; and Albert Cantril, of Roper and Cantril, were speakers.

\*Policy Studies: The Washington Staff assists in preparing meetings of the Economic Policy Council and other Policy Panels, and has also arranged consultations among Policy Studies staff, government officials, and key members of Congress.

\*Document Procurement and Spot Research: The office prepares brief, one- or two-page reports on issues, meetings, or events in Washington for several departments in the New York Office. A component of this research is often the procurement of Congressional or Executive branch documents.

\*Liaison with the Capital Area Division and the Council of Washington Representatives: The Office cooperates closely with these two Washington-based units of the Association.

(5) Planning for 1981

It is difficult to predict with certainty which legislative matters affecting multilateral and bilateral cooperation will become major Congressional issues in 1981. However, as the total of U.S. assessed and voluntary contributions to the U.N. continues to mount, Congressional oversight of international organizations will increase. In addition, the President intends to submit to the Senate for ratification a treaty which confers specialized agency status on the United Nations Industrial Development Organization (UNIDO), currently a subsidiary organ of the General Assembly. The U.S. Department of State is eager for UNA participation in informing and educating Congress and interested private groups on this initiative.

Pending successful completion of a final session of the UN Law of the Sea Conference in New York next spring, the Law of the Sea Treaty will be submitted to the Senate for ratification. The UNA Washington Office has always been very active in organizing programs and research on this important conference, and will take a leading role in educating Washington-based groups on the contents of the expected treaty. UNA/Washington can also be expected to take an active informational role in the event that new international and domestic developments make possible Senate consideration of the SALT II Treaty. Finally, it is probable that development assistance and human rights concerns will also receive much attention during the first session of the 97th Congress.

The Office will continue its active series of congressional seminars, luncheons, and programs as well as its series of meetings aimed at promoting better coordination of groups interested in promoting multilateral cooperation.

As the only private organization concerned primarily with providing a better understanding of the United Nations system in Washington, UNA has a special role and opportunity to provide input into both Congressional and Executive Branch decision-making to increase the effectiveness of American participations in multilateral endeavors. We strongly feel that our role in Washington can be greatly enhanced if Members of Congress can see that articulate constituents care deeply about the United Nations and development assistance. Accordingly, the Washington Office has over the past year sought significantly to strengthen its ties with individual UNA chapters across the country. Many chapters now subscribe to the Weekly Report and have received other Washington Office publications, such as Congressional Influence on U.S.-U.N. Relations, for use in their community education efforts.

During 1981 a major program of the Washington Office, cooperatively with the Chapter and Division department in New York, will be the development of a network of congressional liaison representatives throughout the country to receive information on legislative matters and communicate it to UNA members and local representatives of other organizations. A full-day session on this program will be part of the Washington Leadership Conference, scheduled for May of 1981.

1980 UNA-USA Activities as a Member of the

World Federation of UN Associations

(WFUNA)

A REPORT PREPARED FOR THE ANNUAL BOARD OF DIRECTORS MEETING

Monday, November 17, 1980

(1) Introduction

UNA-USA is a charter member of the World Federation of United Nations Associations (WFUNA) which was founded in Luxembourg in 1945. Currently WFUNA has some 65 member UNAs; the Federation's headquarters is at the Palais des Nations in Geneva, and there are representative offices at UNESCO in Paris, at UN Headquarters in New York, and in Africa (Accra). In addition to conducting a series of seminars, conferences, and plenary assemblies, WFUNA serves as the coordinating agency for cooperative programs among different UNAs. In recent years, a particular emphasis of WFUNA has been the creation of UNAs in developing countries.

(2) UNA-USA Dues to WFUNA

The most difficult problem currently facing UNA-USA in its relationship with WFUNA is the question of dues.

WFUNA's dues scale is based on the UN scale. Dues are calculated and payable in Swiss francs. Total dues payable by member Associations are SwFr. 321,000, of which UNA's dues are SwFr. 80,300.

In earlier years, when the U.S. dollar was stronger in relation to the Swiss franc, the payment of dues to WFUNA imposed far less of a burden on UNA-USA. In 1975 for instance, \$30,000 covered the dues in full. However, in recent years the amount of dollars necessary to purchase the required number of Swiss francs has increased drastically. In dollars, the dues in 1979 were in excess of \$52,000.

If UNA-USA had been in a financial position to pay these dues in full we would have done so, in spite of the large increase, since we recognized them as an obligation of membership in the Federation. However, our financial situation has been very difficult in recent years and in 1979 we closed the year with a deficit.

We did not remit the fourth quarter 1979 dues (of just over \$13,000) to WFUNA on a timely basis. This was consistent with a decision by the Board of Governors to amend the 1980 budget to make two of the four quarterly payments for 1980, but not to fund (for the time being) the fourth quarter of 1979. (As originally approved by the Board of Directors in November of 1979, the 1980 budget contained no funds for 1980 WFUNA dues.)

Under this decision, a payment of \$13,394 was sent to WFUNA on June 23, 1980. While our letter of transmission stated that, in keeping with the decision of the Governors, this payment covered the first quarter of 1980, we understood that, in keeping with normal WFUNA practice, it would be credited to the fourth quarter 1979 arrears. This was, in fact, done.

Our current position is, thus, that our dues are paid through 1979, but no 1980 dues have been paid. Under the action of the Governors, one more quarterly payment will be made in 1980. Therefore, if no further action is taken by the Board of Directors (or Governors), at the end of 1980 we will be three quarters (approximately \$39,000) in arrears to WFUNA.

The Budget for 1981, prepared for the Board of Directors meeting on November 17, 1980, while containing no provision for payment of the \$39,000 in 1980 arrearages, does include \$51,000 for payment in full of 1981 dues. The accompanying notes to the 1981 budget state:

Despite the fact that WFUNA was not provided for as a line item in the 1980 budget, the Board of Governors authorized an expenditure of \$27,000 representing 50% of our assessed dues. Since we have continued to make the policy decision that we would remain in WFUNA, there is no basis on which to project expenses other than to pay our fully assessed dues. All attempts so far to secure designated grants for this purpose in 1980 have produced no results. Nor are there any designated grants anticipated for 1981.

The WFUNA dues situation is a serious and continuing problem. On one side, is our clear obligation, as a member of the Federation, to pay our dues. On the other is the reality of our limited financial resources, the greatly increased dollar cost of the WFUNA dues, and the fact that our prime program commitment must be to our national and local programs in this country.

### (3) UNA-USA Participation in WFUNA

UNA-USA's participation in WFUNA is coordinated by the WFUNA Committee which is chaired by Christopher Phillips, former US Deputy Permanent Representative to the UN and currently President of the National Council for US-China Trade.

At the time of the last Board of Directors meeting (November, 1979) the biennial WFUNA Plenary Assembly in Barcelona had just adjourned. The WFUNA Committee met in November 1979 to hear a report of the UNA-USA delegation to the plenary. In February of 1980 the WFUNA Committee met for a general review of UNA-USA/WFUNA relations, with emphasis on the financial situation. The Committee met again in August 1980 and had as its guests Marek Hagmajer, who on June 1, 1980 had become Secretary-General of WFUNA, and Annabelle Wiener, Director of the WFUNA Office at UN Headquarters. Dr. Hagmajer is well known to UNA-USA; during the previous year he had been a Visiting Scholar at the University of Pittsburgh, where he met with the UNA chapter in that city. Following his stay there, he toured the US on an ICA grant, including among his visits UNA chapters in various cities. The committee was very impressed with Dr. Hagmajer's presentation, and looks forward to working with him in the years ahead.

The key link between UNA-USA and WFUNA is Sidney Willner, one of UNA's Directors who is now serving as Chairman of the WFUNA Executive Committee. The Executive Committee met in March, 1980 in Vienna, with the selection of a new Secretary-General as the dominant agenda item. The meeting also approved the WFUNA program, including an African regional meeting in Khartoum in September.

Budget restrictions prevent UNA-USA from attending many WFUNA regional meetings. We had hoped to receive a travel grant to send a representative to the Khartoum meeting, but did not. However, we are fortunate that UNA Director Richard Rubottom, Past President of our Dallas chapter, will be in Europe in early November, and he has agreed to represent UNA-USA at the annual meeting of European UNAs.

As might be expected, we have particularly good relations with the New York Office of WFUNA, which is directed by Annabelle Wiener. In addition to representing the Federation at Headquarters -- which includes attending numerous UN meetings and sending reports and UN documents to Geneva -- the New York office raises substantial funds for WFUNA through the sale of UN First Day Covers. Since many UNA-USA members are philatelists, this WFUNA program is widely supported among our members.

#### (4) NIEO Survey

The most significant WFUNA program in which UNA-USA participated in 1979-80 was the leadership survey of attitudes toward the New International Economic Order (NIEO). The survey is a joint project of the UN Institute on Training and Research (UNITAR), the Center for Economic and Social Studies of the Third World (CEESTEM) in Mexico City, and WFUNA. It consists of a questionnaire administered to leadership groups in twenty countries, both developed and developing.

In the US, the questionnaire was administered in five cities. In New York, St. Louis, Chicago and Los Angeles, samples were taken from five leadership groups: business, labor, academic, media, and community (including religious) organizations. In each of these cities the UNA chapters organized and conducted the poll, utilizing student volunteers. We greatly appreciate the considerable time and effort these chapters gave to this project.

In Washington UNA's Washington office administered the questionnaire to government officials, both elected and bureaucrats.

The results of the poll were presented, in preliminary form, by UNITAR to the Special Session of the UN General Assembly on north-south economic matters (August 25-September 5, 1980). This UNITAR document is available from Joe Sills in the National Office.



FINAL REPORT  
OF  
THE COMMITTEE TO STUDY THE UNA-USA FIELD PROGRAM

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October 1980

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## Summary of Recommendations

### Recommendation 1. Clarify the Major UNA-USA Goals and Sharpen UNA's Image

Make UNA's four major goals clear to all who come in contact with the Association:

- 1) Heighten U.S. public awareness and increase public knowledge of global issues and their relation to the United Nations system;
- 2) Encourage, where appropriate, multilateral approaches in dealing with these issues;
- 3) Build public support for constructive U.S. policies on matters of global concern; and
- 4) Enhance the effectiveness of the United Nations and other international institutions.

### Recommendation 2. Communicate More Effectively UNA's Program and Story

Always have, as a priority, one to three concrete goals for strengthening international cooperation.

Issue an annual "report card" on the effectiveness of U.S. participation in the UN.

Have a recognized, respected and regular substantive channel of communication to the educated and the leadership of the U.S., such as The Inter Dependent.

Vigorously use radio and television as channels for communicating about the UN and establish a Public Relations and Communications Committee to develop proposals for a national program.

Work to approach every person who takes a tour of the UN with a brochure about UNA-USA, UNA's in other lands, and WFUNA.

Develop some type of annual media event for the spring which would generate national media coverage.

### Recommendation 3. Create a National Membership Recruitment Program

Develop an attractive membership "package" with tangible benefits, including a regular publication and other materials.

Target certain regions for nationally-assisted membership development efforts.

Continue promoting local chapter membership recruitment efforts but encourage chapter outreach to new constituencies.

Continue to develop plans to undertake a limited national direct mail membership recruitment campaign.

Continue to offer memberships to students at a nominal rate.

Create a Membership Committee to advise the National staff in the organization, operation and policies of national membership recruitment activities.

Recommendation 4. Target Field Assistance in order to Build Strong Chapters

Develop standards for the model of a strong chapter so that all chapters can work to meet them.

Maintain the full network of chapters and divisions around the country.

Create a fund for seed money grants to which all chapters could apply.

Undertake some systematized means of training new and potential field leaders.

Undertake additional efforts at chapter development in selected or targeted metropolitan or regional areas.

Develop a volunteer field staff to work in regions of the country to develop and strengthen chapter activity.

Recommendation 5. Expand UNA's Student and University Outreach

Expand the work of the Model UN and Youth Department.

Assemble one or more task forces of students and educators to make recommendations on how to reach and involve various constituencies of students and teachers.

Recommendation 6. Increase Cooperative Programming Between UNA and Members of the Council of Organizations

Take steps to encourage more systematic cooperation between UNA chapters and local affiliates of members of the Council of Organizations, particularly organizations that do not normally work closely with chapters.

Create an awards program to provide a means of recognizing outstanding programs of members of the Council.

Call on members of the Council to help UNA expand and improve its field efforts.

Recommendation 7. Maintain a Strong National Staff to Realize UNA Objectives in the Field

Have the National Office staff play a strong role in efforts to strengthen the field.

Recommendation 8. Expand UNA's Income to Realize These Field Program Objectives

Increase the membership dues at the next UNA National Convention to take account of inflation since the last dues increase in 1975.

Develop a deferred giving program.

Charge program fees whenever feasible.

Have the National Office help to increase chapter and division income.

Pursue additional government grants, after assurance that the solicitation and receipt of the grants are in accord with UNA's basic goals and program.

Locate special local donors.

Solicit member donations.

Consider soliciting direct mail contributions focusing on specific issues.

Integrate into every new local or national project, from the design stage forward, the identification and solicitation of additional income.

#### Recommendation 9. Create A Long Range Planning Process

Periodically undertake a program "audit" and "plan" under the direction of the Board of Governors.

### I. Preface

The United Nations has been at once the midwife, procreator, and offspring of our quickly changing world. It facilitated liberation of the colonies. Through its good offices, new global regimes have been created for telecommunications, space exploration, ocean resource management and many other transnational fields. Nations park their unsolved problems at the UN in increasing numbers: refugees, famine relief, terrorism. Some such crises are resolved; others continue and even change the UN itself when the crises fester.

Over half the American people alive today were born since the founding of the UN. During the next decade, many of these people will assume leadership roles in the United States. Their capacity to learn about, understand and use the United Nations for preserving peace and enhancing effective development in the world will be shaped in this decade.

If there is a fundamental reason for the United Nations Association of the USA to have a field operation, it is to increase its capacity to reach this half of the American people. To be sure, UNA-USA must continue to address already established national leaders as to why U.S. foreign policy should use multilateral channels to build world order; UNA must have a stronger field operation to achieve its contemporary goals. Nonetheless, today's policies will avail little if future leaders are neglected. If UNA is to be in a position to help educate this new generation of Americans, it must build on its present field structure and create a stronger and more effective field program.



For over a year, the Committee to Study the UNA-USA Field Program has examined every aspect of UNA-USA's operations as they affect membership and field activity. There is much which UNA-USA could do to improve its field program. The recommendations set forth here are a beginning.

Many have contributed ideas for this report. It is a synthesis of diverse views, experiences, enthusiasms and concerns. Contributors to this study have included National Convention delegates, leaders from the Council of Organizations, the Council of Chapter and Division Presidents (CCDP), members of the Board of Directors, and senior national officers. A special note of appreciation goes in memoriam to Arnold Goodman, who chaired sessions in which the Committee met with the CCDP Steering Committee and the National Convention delegates and who provided the Committee with many ideas and considerable support. In addition, the UNA-USA staff has been responsive and caring; the Committee has had superb cooperation from all sectors and levels of the National Office. The conscientious interest and buoyant good will of all contributors have spurred this Committee on.

This is not to say, however, that all readers of this report will agree with all of its proposals. Nor necessarily should they. If UNA-USA is to be vital to the end of this century, it must vigorously debate these proposals and aggressively implement those which it accepts.

While many have aided the Committee, its members alone finally have culled from a plethora of proposals those few issues pressed here. The Committee urges their adoption.

Respectfully submitted,

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October, 1980

## II. The Committee's Mandate and Work

William W. Scranton, then UNA-USA Chairman, reported to the UNA Board of Directors at its November, 1978 meeting that it was his intention to constitute a Committee to Study the UNA-USA Field Program. Over that winter, the UNA-USA officers and staff worked to assemble a Committee.

Governor Scranton appointed Nicholas Robinson to chair the Committee on June 7, 1979. In his letter appointing the chairman, he observed that:

"The effort to strengthen our field program needs to be set against the backdrop of considerable, but still not satisfactory, movement forward in that area in recent years. There has been important progress in creating a sense of unity and common purpose within UNA. We have also made strides in increasing the substantive issue-oriented direction of local programming. We lag, however, in two significant areas: size of our membership and our ability to recruit local leaders who are prominent in community decision-making structures.

"There is a feeling among our Board of Governors, myself included, that it is time for UNA to take additional steps to improve and enhance our outreach effort."

Governor Scranton charged the Committee to examine "the current UNA field program" and specifically address (1) membership recruitment strategies, (2) systematic integration of outreach efforts of the different parts of UNA, (3) possible concentration of field efforts on larger metropolitan areas, and (4) special funding to strengthen the already improved substantive content of local programming.

The Committee met first on June 18, 1979 and outlined work for the summer months. It defined "field" broadly to include individual members; chapters and divisions; local units of non-governmental organizations (NGOs) within the Council of Organizations, including their leaders and members; students and youth; and the broader public. It also agreed to study the entire UNA-USA infrastructure where relevant to the current or a future field program.

On September 7, 1979, the Committee met to consider extensive reports prepared by its members and by UNA-USA staff. A "Discussion Paper" prepared by Nicholas Robinson as a follow-up to the September meeting served as the basis of discussion within the Committee and between Committee members and the Steering Committee of the Council of Chapter and Division Presidents on November 18, 1979. A summary of the proposals in that paper was prepared by John E. Lange, Director of Field Development, and circulated to the Board of Directors for discussion at its annual meeting on November 19, 1979.

The Committee met to review the responses of the CCDP Steering Committee and the Board on December 7, 1979. It agreed tentatively upon several recommendations and these were incorporated by the Committee chairman in a set of "Draft Recommendations" dated January, 1980. Committee members responded to this text with written critiques. National staff then consolidated the comments and parts of the "Discussion Paper" and "Draft Recommendations" into a "Preliminary Report of the Committee to Study the UNA-USA Field Program" dated March, 1980. This document was distributed to the delegates to the UNA-USA National Convention, the Board of Directors, the National Council, the Council of Organizations and the Council of Chapter and Division Presidents. A session of the Convention discussed this "Preliminary Report" on April 17, 1980, with Committee members participating.

On June 16, 1980, the Committee met for the last time to consider the Convention's response to the "Preliminary Report," examine several additional issues, and resolve by consensus its final recommendations. These have been presented in this text, which was prepared by the Committee chairman with the input and approval of all Committee members individually.

In many ways, the process of formulating this report was almost as important as its result. During the 16 months in which the Committee deliberated, ideas came to the fore which were immediately incorporated into UNA's planning process. As a result of this responsiveness on the part of UNA's leadership, and particularly the National staff, some of the recommendations are already in the process of being implemented. Among these are the resumption of the publication of The Inter Dependent, which is now to take place in January 1981, and the initiation of a limited direct mail membership recruitment campaign to supplement other recruitment efforts, which is scheduled for early 1981.

There were several occasions when the staff brought ideas on which it was working to the Committee for comments and refinement. This kind of reciprocity indicates the advantage of having a committee with a long-term perspective of UNA's field program working with those on the staff involved in the short-term, day-to-day managerial decisions.

### III. Current Field Program

A brief synopsis of UNA-USA's current field structure and activities will provide the necessary background for what follows in this report.

Prior to 1969, when UNA began to use a computer for its membership recordkeeping operation, membership totals were not accurately recorded. In the last ten years, membership has declined from a high of 44,480 family units in March of 1972 to 19,570 in June of 1980. The June 1980 total translates to 25,095 members when husband and wife are counted as two.

Reasons for the decline are numerous: in the early 1970's the National Office had a four-person national membership recruitment department, whereas, since 1975, no one has spent full-time on membership recruitment, there has been no national direct mail recruitment and UNA has relied solely upon local recruitment by chapters and divisions, with assistance from the National Office; after Watergate and Vietnam, Americans appeared to be less interested in international affairs; for a variety of reasons, more women are working and, as a result, fewer are joining volunteer organizations; political events at the UN, such as the Zionism/racism resolution, resulted in many people expressing their displeasure at the UN by resigning from UNA; and the sizeable 1975 dues increase, coinciding with persistent inflation, adversely affected membership.

Several attempts were made to reverse the decline, including local recruitment campaigns with national awards organized by the National Office and a letter from Governor Scranton asking each member to recruit another member. Although these met with only moderate success and were insufficient to reverse the decline, they did significantly help to reduce the rate of the membership loss.

Demographic analysis of the membership reveals large numbers in California (6,000<sup>±</sup>); New York (4,000<sup>±</sup>); Iowa, Florida and Illinois (1,000<sup>±</sup> each); Washington, D.C.,

Washington State, Pennsylvania, Minnesota, and New Jersey (800<sup>+</sup> each); and Arizona, Massachusetts, Michigan, Connecticut, Tennessee, Texas, Ohio, Missouri and Wisconsin (500<sup>+</sup> each). Of the balance, five states have between 200 and 500 members, seven have between 100 and 200 members, and 17 have fewer than 100 (11 of these fewer than 35).

A 1971 study indicated that the average member was senior in age, well-educated and appeared to have been with the Association for a long time. There is little reason to believe that the situation has changed; a 1979 analysis of the membership rolls indicated that 24.3% of the members were retirees and 4.9% were students. It appears that one age group particularly underrepresented in UNA's membership is the 25-35 year old group (young professionals, workers and others).

In 1979, total income from membership dues (which is shared among the National Office, chapters and divisions) and from contributions in excess of dues (which is returned to the chapters and divisions) totalled over \$300,000.

UNA-USA has various programs which are not necessarily connected to its membership activities but which, nonetheless, engage in outreach. These include the National UN Day Program, with mayoral and gubernatorial UN Day chairmen and committees in over 1,000 communities; three annual Special Events (the Washington, D.C. Concert and Dinner, the UN Ball and the National UN Day Inaugural Dinner in New York) which attract over 4,000 business and labor leaders and others; the Public Information Service for outreach to journalists through such means as an annual seminar at the UN for over 100 editorial writers; Policy Panel reports, which are occasionally used as subjects of discussion in local programs, particularly in the project on "The UN System at 35"; the World Environment Report for specialists in the U.S. and Canada; and the Washington Office, which reports on the activities of Congress to chapters, divisions and organizations.

An important part of UNA-USA's program is the Council of Organizations. One hundred thirty-three national non-governmental organizations were members of the Council as of September 1980. About 45 of these have active national programs about UN issues for their members. Although most of the 175 UNA-USA chapters and divisions have been able to involve at least some local members and units of the Council of Organizations in their local activities, for the most part the programming by the Council of Organizations is a National Office effort wholly separate from UNA-USA's own individual membership.

In the past, UNA had a student affiliate such as the Collegiate Council for the UN or the Council on International Relations and UN Affairs. Today, it has no separate student membership organization. Its efforts to reach high school and college students and faculty are centered on the National Office's Model UN and Youth Department and its services to the over 40,000 students who attend Model UN conferences around the U.S. each year. The department, which operates with a part-time coordinator and interns, has become the major distribution channel for many UNA publications: nearly 2,500 "Model UN Survival Kits" (each with a copy of Issues Before the General Assembly, a UN Charter, a set of Fact Sheets, etc.) were sold during the 1979-80 school year, reaching probably 10,000 student delegates. Of the kits sold, 350 went to students who became members of UNA in the process.

The membership is organized in a set of 175 chapters and divisions. The Manual of Chapter Operations has been distributed to the chapter and division leadership. Three professional staff members in the Chapter, Division and Membership Department deal directly with the chapters and divisions and periodically visit them to assist in program planning. Several others on the National Office staff occasionally travel to the chapters and divisions. Such travel is limited by constraints of staffing and budget. In addition, the National Office has used volunteer field representatives on occasion.



The chapters and divisions undertake a wide variety of community education activities, making use of countless hours of time volunteered by members.

About 40 chapters have created "UNA Centers," combining storefront retail or boutique operations with information services. The centers are staffed primarily by volunteers and they usually sell UNA and UN publications, UNICEF cards and imported gifts. They provide each chapter with office space and a permanent address. In some instances these are joint efforts with local volunteers of the U.S. Committee for UNICEF. The centers provide a tangible "UN presence" in a community and enhance chapter educational and fundraising activities when they are properly located, staffed and managed. Center operations have been started by chapters on their own; there has been no national program to assist them, to increase their educational effectiveness or to enhance their ability to generate income.

The regional or local importance and effectiveness of UNA-USA chapters varies enormously. In some communities, the chapter activities are organized by only one or two dedicated volunteers who have been at work for years. In others, the chapter includes the community's key leaders among its ranks and stands among the most respected of vibrant civic organizations. The Greater St. Louis (Missouri) Chapter and the Rochester Association for the UN (New York) are examples of strong chapters. Both raise funds locally, hire a staff, provide many volunteer opportunities, have a wide range of substantive programs on the UN and global issues, work with students and teachers at all levels, undertake their own press relations and information work, and have a succession of able leadership rather than relying on the same person from year to year.

Until the end of 1979, The Inter Dependent, a newspaper on global affairs, was sent ten times a year to UNA members, organization leaders, contributors and subscribers. UNA Quarterly, an internal organization newsletter, was sent four times a year to members, organization leaders and contributors. During 1980, these two were replaced by occasional issues of The Inter Dependent Interim Report. The UNA-USA Board of Governors decided on September 15, 1980, to resume publication of The Inter Dependent, eight times a year, beginning in January 1981.

Ambassador Robert J. Ryan, former UN Assistant Secretary General, who has been a member of this Committee and a senior UNA-USA field consultant in the Southeast since October of 1978, and John E. Fobes, former Deputy Director General of UNESCO, have summarized the meaning of membership in UNA-USA as follows:

"The United Nations Association of the United States of America (UNA-USA) is an association for non-formal and continuing education about the UN and international organizations in general. Its members want to inform themselves on a subject concerning which there is little current or prospective information in the mass media and not enough general and reflective reporting and analysis even in professional and specialized journals.

"Yet the total institutional environment in which our nation must function is changing rapidly: the number and nature of international organizations, councils, special programs, transnational corporations, non-governmental (i.e., non-official voluntary or private) associations, etc., and their inter-relations.

"The membership of UNA is varied:

- Some members are motivated simply by a feeling that international institutions (actors) are likely to be increasingly important in the future. These members believe that UNA can help them to understand better the dynamics released by the aggregation of those bodies and by their interaction.



- Other members are inspired by the high hopes that were entertained at the birth of the United Nations, at the end of World War II, concerning peace and international understanding.
- Still other members have had the experience of working in some form of international service and want to keep in touch with the international system.
- Some members have a current professional or business interest which is served by information on international organizations and contacts with other persons of like concerns.
- Some members are active in local and national non-governmental, voluntary organizations whose programs call for knowledge of the issues facing the United Nations and its affiliated agencies. Many of the NGOs in question are affiliated with international NGOs which have consultative status with the UN Economic and Social Council.

"By becoming affiliated with UNA, persons of these varied interests and concerns:

- Gain the benefit of information, comment and analysis from a national headquarters in New York, which is close to the UN, and in Washington, close to Congress and the State Department.
- Find increased opportunities to meet likeminded people locally (whether residents or visitors);
- Are enabled to speak out from time to time on issues before the UN and can do so with greater force;
- Have an impact on international events as they transpire in New York, Washington and elsewhere; and
- Join in a world network of comparable national UN Associations."

Given the varied meanings of UNA membership, the hybrid structure of field-related activities and the drop in total UNA membership, what can be done to strengthen the UNA-USA field program?

#### IV. Recommendations

##### Recommendation 1. Clarify the Major UNA-USA Goals and Sharpen UNA's Image

The multiple purposes and various programs of UNA-USA have evolved in response to changing times and needs. The major goals of UNA-USA have been formulated as follows:

- 1) Heighten U.S. public awareness and increase public knowledge of global issues and their relation to the United Nations system;
- 2) Encourage, where appropriate, multilateral approaches in dealing with these issues;
- 3) Build public support for constructive U.S. policies on matters of global concern; and
- 4) Enhance the effectiveness of the United Nations and other international institutions.

Unfortunately, this sort of statement is not well known or even necessarily accepted by some of UNA-USA's own membership.

UNA's differing intensity of operations at various levels brings to mind such varying images of the organization that it is often hard for the UNA member, much less the average citizen, to answer the question: What is UNA-USA?

Those who are most familiar with UNA recognize that it is an excellent source of objective information about the United Nations--for the press, for Congress, for the leadership of other national nongovernmental organizations, and for citizens in localities served by UNA chapters and divisions. Many opinion makers who have been exposed to the UNA Policy Studies program have high regard for its thoughtful analyses of foreign policy initiatives to further international cooperation through multilateral channels.

Field studies in 1971 suggested that at that time UNA was known best to the general public as the publisher of Vista magazine. Many have suggested that The Inter Dependent has been the major image builder for UNA over the last several years.

Where UNA is strong locally, it is known as the principal vehicle for the area's civic leaders to address world affairs issues. It is considered both a source of basic information and a channel for formulating and expressing opinions on world issues.

Where UNA is weak locally, or is in a comfortable annual pattern of the same dedicated local leaders undertaking the same UN Day program and distribution of information to schools and local newspapers, the organization tends to be peripheral to the interest and attention of local civic leaders.

This mixed image of UNA in the field is in stark contrast to UNA's substantial success at the national level in attracting top civic, corporate, political, educational, and other national leaders to its programs, projects and leadership.

Why the discrepancy between perceptions of the national operations and the field? The inspired merger in 1965 which resulted in the creation of UNA-USA made the attraction of national leadership possible. Nothing comparable was done to strengthen the far flung field network. A major challenge in the 1980's will be to replicate in the field the success of UNA nationally in attracting leadership.

One step toward accomplishing this should be to make UNA's major goals clear to all who come in contact with the Association.

Recommendation 2. Communicate More Effectively UNA's Program and Story

If persons are to know, respect and value UNA, and wish to become its members, new methods must be developed to realize UNA's purposes. The attrition in current membership cannot be reversed by continuing "business as usual" plus adding a few further new recruitment efforts. These new methods fall into two categories: (a) substantive programs, and (b) public relations and communication.

- (a) UNA should initiate new substantive programs, not necessarily eliminating current programming but creating new activities specifically designed to communicate better UNA's goals to new audiences. The innovations considered as most attractive by the committee are the following:

- (1) UNA should always have, as a priority, one to three concrete goals for strengthening international cooperation. These must be realistically achievable. For example, past concrete goals have included the seating of the People's Republic of China in China's Security Council seat in place of Taiwan; U.S. adherence to the mandatory UN economic sanctions against Rhodesia; and repeal of the "Helms Amendment" threatening U.S. contributions to the UN. Ratification of the Law of the Sea Treaty or the UN's Moon Treaty, or enactment of multilateral aid appropriations measures, might be current concrete goals. These are specific goals, not philosophic stands such as the elimination of racism or achievement of disarmament.

UNA could develop a study project around the issue it selected, building on the formats of such programs as UNA's "UN System at 35" project or the Foreign Policy Association's "Great Decisions." UNA's chapters and divisions could discuss and recommend to the Board of Directors issues for priority focus, using a process comparable to that of the League of Women Voters.

UNA's other programs could devote time to the issue. One aspect might warrant a policy panel. Continuing contacts with the press, through such means as editorial writer briefings, could be arranged. Information kits could be prepared and disseminated to organizations. Special education materials could be prepared and distributed to teachers and students.

As UNA's concrete goals were achieved, a "track record" of effectiveness would be established. This would lead to increased recognition. When people asked, "What does UNA stand for?" these concrete short-term goals would illustrate UNA's broader purposes.

- (2) UNA should issue an annual "report card" on the effectiveness of U.S. participation in the UN. An objective and critical annual appraisal would attract attention. If the same criteria were applied each year, a track record would develop to give perspective to the growing reality of interdependence and effective multilateral decisionmaking.

"Scoring" or rating U.S. participation in the UN, if done well, could be an important tool in building UNA's image in the field. An objective annual appraisal would show that UNA was not merely a UN cheerleader or uncritical "friend of the UN" as many in the public may now suppose.

- (b) UNA has no plan to target a range of audiences with messages tailored to their geographic, educational, or other relevant status. UNA needs a regular public relations and communications program. It must tell its story better. UNA's national leaders need to appear on the television and radio "talk shows." National celebrities need to speak out on a range of UN issues and not focus on UNICEF alone, as is now the case.

Of course, the work UNA does with NGOs in the Council of Organizations is tailoring of message and medium to an audience. The same is true for its work with high school and college Model UN programs. The Inter Dependent was tailored to a well-educated and influential group. But these efforts are not enough and are not sufficiently coordinated with efforts to bring new members to UNA.

There are several steps which UNA should undertake in creating a public relations and communications program. The Committee recommends the following as desirable:

- (1) UNA needs a recognized, respected and regular substantive channel of communication to the educated and the leadership of the U.S. The Inter Dependent can serve this function, even though its publication may require substantial funding out of UNA's general budget and a cooperative effort with other organizations. Such a publication is critical to retaining members and providing a tangible benefit to justify a member's dues payment.
- (2) UNA should vigorously use radio and television as channels for communicating about the UN. Public service announcements and repeated reference to UNA in news programs, talk shows, editorial spots, and the like, would do much to motivate more people to join UNA.

UNA should establish a Public Relations and Communications Committee to develop proposals for a national program and to advise the officers, Board of Directors and national staff in implementing new public relations and communications measures.

- (3) UNA should work to approach every person who takes a tour of the UN with a brochure about UNA-USA, UN Associations

in other lands, and the World Federation of UN Associations. The brochure would invite membership in UNA as a way to learn more about the UN and continue one's interest in world affairs directly. Tour participants constitute a ready-made audience which UNA has neglected since it organized over a decade ago an Advertising Council campaign promoting visits to the UN.

- (4) UNA should develop some type of annual media event for the spring which would generate national media coverage. UNA and UN activities suffer a "black-out" in public awareness each spring. Each fall brings the late September opening of the General Assembly, UN Day on October 24 and Human Rights Day on December 10. But there is no public focus for the spring. Unfortunately, the principal UN observance in the spring, World Environment Day on June 6, does not coincide with the U.S. observances of Earth Day in April.

Recommendation 3. Create a National Membership Recruitment Program

UNA should have a regular, on-going national membership recruitment program. The elements of such an effort could include the following:

- (a) UNA should develop an attractive membership "package" with tangible benefits, including a regular publication and other materials. Most members do not seem to be aware that they can request free copies of policy panel reports; the availability of these should be made clearer to the membership.
- (b) UNA should target certain regions for nationally-assisted membership development efforts, including training local leaders in techniques which involve new members and developing public relations efforts to coincide with membership development in the region.
- (c) UNA should continue promoting local chapter membership recruitment efforts but encourage chapter outreach to new constituencies. Guidelines and "how-to-do-it" aides in the Manual of Chapter Operations should be emphasized.
- (d) UNA should continue to develop its plans to undertake a small direct mail campaign organized nationally to attract new members and contributions. Mailing lists of people with strong potential for an interest in UNA should be used, such as Peace Corps alumni, retired Foreign Service Officers and persons currently working in the international affairs community.
- (e) UNA should continue to offer memberships to students at a nominal rate. Consideration should be given to offering a gratis one-year membership to participants in Model United Nations conferences. The purpose would be to familiarize the students with UNA and all aspects of the UN, make the fact of regular membership familiar and even attractive, and instill positive feelings about UNA's purposes. Particular efforts should be undertaken to get these students to renew their memberships once they are no longer involved in Model UNs.



- (f) UNA should create a Membership Committee composed, among others, of chapter leaders with successful experiences in recruiting and retaining new members. The committee would advise the national staff in the organization, operation and policies of national membership recruitment activities.

While a number of new persons join UNA each year, that figure does not keep pace with those who do not renew. A national membership recruitment effort alone will not dramatically change this pattern; rather, that effort must be an integral part of an improved substantive outreach program as discussed above.

#### Recommendation 4. Target Field Assistance In Order to Build Strong Chapters

While UNA should strengthen (and where feasible, expand) its existing network of 175 chapters and divisions, it must give priority to building strong chapters. However, since it cannot give additional financial and technical assistance in every region at once, priorities must be identified and selected. The development of strong chapters, using such examples as St. Louis and Rochester, is the best assurance that the membership will grow and that UNA's image will be served. Metropolitan areas are good prospects for this targeted activity because the concentration of resources provides UNA with the greatest opportunity to mobilize efforts to reach its goals.

Recommendations for chapter development, which are consistent with efforts currently underway, are as follows:

- (a) UNA should develop standards for the model of a strong chapter so that all chapters can work to meet them. The National Office staff and the CCDP Steering Committee should create and refine these nationally accepted standards, including the concepts of orderly leadership turnover, regular programs, local fund raising to the point of financial self-sufficiency, local staff, a stable or growing membership base, effective involvement of National UN Day Committee members from the region, close cooperation with the internationally oriented work of other NGOs and local public relations activities.
- (b) UNA should maintain its full network of chapters and divisions around the country. Chapters and divisions which meet the "Basic Standards" established for them by the CCDP Steering Committee should use the Manual of Chapter Operations to help them function properly and should be given UN Day materials and various other mailings from the National Office. All chapters and divisions should still be expected to send representatives to the National Convention and the annual meeting of the Council of Chapter and Division Presidents. National Office field personnel should continue to be responsive to requests for assistance from all chapters and divisions, within the limits of available resources; the CCDP and its Steering Committee should advise the staff and the chapters and divisions as to what requests are in a low priority category and need not necessarily be met, given present staff resources.

- (c) To help build stronger chapters, a fund should be created for seed money grants to which all chapters could apply. The monies would be used to help fund special projects, with membership recruitment as a prime component of each project. The grant competition should be administered by the Steering Committee of the CCDP in a manner similar to that which is currently used for the successful "Special Project Grants," available to divisions from the Fund for Local Development.

A first step in this regard was the National Office creation of a \$5,000 grant fund for 1980 chapter projects devoted to membership recruitment. The program should be expanded to foster innovative and creative local programs.

- (d) Another key to building stronger chapters is leadership training, and UNA should undertake some systematized means of training its new and potential field leaders about building and maintaining a strong chapter presence in a community. Strong leaders in one chapter could help in the training of leaders in other chapters. Leadership training should include information on the dynamics of such chapter functions as organizing local programs, recruiting and retaining members, developing a public relations program and working with media, cooperating with other local organizations, involving youth and students in the chapter, working with teachers, informing elected representatives about the work of the UN and of UNA, and increasing local fundraising activities. It should build on the Manual of Chapter Operations and use such techniques as workshops and training sessions. A program of national recognition for the most effective local leaders could also be developed.
- (e) In order to take the best advantage of resources that are unavoidably limited, additional efforts at chapter development should be made in selected or targeted metropolitan or regional areas. These efforts would include extensive work by staff field personnel and joint National/chapter projects in such areas as program and fundraising. Where a UNA center exists, patterns for close cooperation with the U.S. Committee for UNICEF, which also has centers, and with other local units of members of the Council of Organizations would be promoted. The National Office staff should take the lead in accomplishing this end.

The CCDP should work together with the National staff both in developing criteria for making selections and then in selecting those areas to be targeted. Criteria for selection could include considerations regarding the size of the local university community, size of the population, influence of the area's Congressional representatives, strength of the media outlets, interests of the civic leadership base, number of internationally oriented nongovernmental organizations and other international interests. As the UNA forces in targeted areas become strong, new areas could be added to the list.

- (f) UNA should develop a volunteer field staff to work in regions of the country to develop and strengthen chapter activity. The field representatives would be under National supervision and would have their expenses paid. The implementation of this effort requires careful study and should begin as an experiment in connection with the effort to build strong chapters.

Recommendation 5. Expand UNA's Student and University Outreach

As part of its effort to reach those Americans who were born since the founding of the UN and who will assume leadership roles in the years to come, UNA should expand its outreach to students and teachers.

- (a) UNA should expand the work of its Model UN and Youth Department. This would include hiring a full-time coordinator to help the department meet its potential as a means of reaching large numbers of young people. The emphasis should be on increased services to Model UN delegates and secretariats, membership recruitment, chapter involvement with Model UN's and student delegates, and offshoots of Model UN's (such as other forms of student international affairs conferences).
- (b) UNA should assemble one or more task forces of students and educators to make recommendations on how to reach and involve various constituencies of students and teachers. Expansion of the Model UN efforts alone would not take direct advantage of the growth over the past decade of graduate schools of international affairs and undergraduate degree specializations in international relations. An entire new category of mature students, expressly educated about the UN and multilateral issues, has come into being. Similarly, there has been a tremendous increase in global education activities in the schools. UNA must reach out to these and other constituencies in the education community.

It may be that UNA should offer advanced UN seminars for international relations majors; or perhaps even a new type of college student affiliate is warranted.

UNA could also greatly expand its efforts to provide The Inter Dependent, policy panel reports, and other substantive information to college and university teaching faculty on a regular basis. That would make it more likely that the materials, which are very timely, would be used in courses.

The relationship of these projects to the present servicing of Model UN participants at high school and college levels would need to be studied. While it seems unlikely that the same structures can accomplish outreach to high school students (through Model UN's or otherwise), college and graduate students specializing in international affairs, high school teachers and college faculty, the Committee lacked time to resolve differences of viewpoint on the appropriate organization of UNA resources to reach these constituencies.

The work of a task force could begin experimentally in the New York City metropolitan area without substantial cost.

Recommendation 6. Increase Cooperative Programming Between UNA and Members of the Council of Organizations

While some of the recommendations contained in this report are directed specifically toward UNA's chapters and membership, the "field" for the Association also includes local affiliates of members of the Council of Organizations and other local organizations. For UNA to maximize its educational efforts in communities, cooperation must exist among these various groups.

- (a) UNA should take steps to encourage more systematic cooperation between its chapters and local affiliates of members of the Council of Organizations, particularly organizations that do not normally work closely with chapters. These steps should include explaining techniques for cooperating with organizations at chapter leadership training sessions; increasing the visibility of the Council of Organizations through such measures as sending the issues statements that are produced by its committees to chapters for local discussion and possible endorsement; and distributing widely the new Council of Organizations poster. Chapters should be urged to designate one person to be in charge of working with organizations.
- (b) An awards program should be created to provide a means of recognizing outstanding programs of members of the Council. Efforts should be made to stimulate large numbers of Council of Organizations member NGOs to do more to promote UNA objectives.
- (c) UNA should call on the Council member NGOs to help it expand and improve its field efforts. For instance, UNA could adapt for chapter use the leader training techniques of the League of Women Voters. Personnel policies of other NGOs with paid staffs in local units, as well as national staff, could be studied. UNA should take advantage of this "in-house" resource.

Recommendation 7. Maintain a Strong National Staff to Realize UNA Objectives in the Field

The extensive proposals for strengthening the field that are outlined above would require the National Office staff to play a strong role. Such a role would necessitate an expanded budget for increased travel to the field by all staff members whose duties are related to field concerns. This would include travel to chapters, divisions and local affiliates of members of the Council of Organizations. The highest quality staff should be maintained and adequately compensated.

Recommendation 8. Expand UNA's Income to Realize These Field Program Objectives

UNA's current excellence in program and status has been supported largely through special events, major corporate and individual donations, foundation



grants and program income from such sources as membership dues and publication sales. UNA should expand the scope of its fundraising by increasing, where possible, income from present sources as well as tapping other sources of income.

In this era of inflation and scarce resources for civic groups, it is critical for UNA to diversify its income sources. This is important not only to keep up with inflation but also to provide financing to support the initiatives outlined above. There are several possible sources of income which could be further developed:

- (a) The next National Convention of UNA should increase the membership dues to take account of the inflation since the last dues increase in 1975. Substantial inflation has taken place since the basic dues, for an individual or family, were set at \$20 five years ago. The Convention should also consider creating a regular process for periodic assessment of the dues levels. Restoration of The Inter Dependent, which is an attractive benefit for UNA membership, is an important measure that should minimize any decline in membership as a result of a dues increase.
- (b) UNA should develop a deferred giving program. Approximately 24% of UNA's members are retirees, many of whom might find a deferred giving program an attractive way to make a commitment to the goals of the UN and the hard on-going work of peacemaking. To increase potential income, the deferred giving program should include bequests, annuities and a range of related techniques. Initial costs of such a program might be covered by a loan or by an earmarked donation from chapters or individual members. Donors could be given the choice of providing funds for current programs or for building a reserve fund for the Association.
- (c) UNA should charge program fees whenever feasible. Costs for running new programs should be passed on to the user, wherever possible, through fees, with some scholarship help available to participants as appropriate.
- (d) UNA should help to increase chapter and division income. National Office assistance to the field should include advancing the fund-raising abilities of the chapters. Assistance should include leadership training in fundraising and, in special cases, joint National/local grant proposals. Chapters should be encouraged, where feasible, to have an annual fundraising event that would generate income to help fund the year-round chapter program. At the same time, the major focus of field services should be on stimulating strong local programs, based on the well founded theory that increases in contributions and membership are likely to follow.
- (e) UNA should pursue additional government grants. There are a number of possible grants available from federal government agencies for education about world affairs. Aggressive solicitation of such grants should be undertaken to increase the resources available for field work. In order to maintain its independence and integrity, UNA should assure itself that the solicitation and receipt of government grants are in



accord with its basic goals and program. The Board of Governors should develop criteria to serve as the basis for evaluating potential government grants.

- (f) UNA should locate special local donors. The National staff should assist chapters and divisions in locating and soliciting regional and community-based donors (including family and local foundations); such donors are often reluctant to support national organizations but could be persuaded to support a local chapter.
- (g) UNA should solicit member donations. There should be regular appeals to UNA members for special additional donations above and beyond dues payments. This could be done in connection with their membership, using such categories as patron, supporting or contributing member.
- (h) UNA should consider direct mail solicitation of contributions focusing on specific issues. In addition to utilizing direct mail for membership recruitment, UNA should explore the feasibility of soliciting contributions focusing on specific issues (e.g., Law of the Sea) which are connected to UNA's goals.
- (i) The identification and solicitation of additional income should be integrated into every new local or national UNA project from the design stage forward. UNA should establish procedures and hire the necessary staff to assure that expanded income sources are successfully tapped.

If UNA is as successful developing these new methods as it has been with its current national fund raising efforts, it will have substantially more resources with which to develop a much stronger field program.

#### Recommendation 9. Create a Long Range Planning Process

A decade ago, in May of 1969, UNA set up a "Program Review Committee" chaired by William Ruder and composed of Mrs. Robert Stuart, Dr. Kenneth Maxwell, Waldemar Neilsen and Nicholas Robinson. Its review took place soon after the mergers which led to the creation of UNA. Many of the committee's recommendations were implemented; others, for various reasons, were not.

No systematic method was instituted for UNA to oversee the follow-up to the "Ruder Committee" report. The result was that a review by UNA leaders was not undertaken to assess the results of the Ruder Committee's recommendations. While the subsequent creation of the CCDP and its Steering Committee has significantly strengthened review and analysis of field activities related to chapters, divisions, and membership, no specific mechanism exists to analyze the overall field program of UNA, especially from a long-term perspective or in relation to the other component parts of UNA.

An organization such as UNA needs an on-going evaluation and planning process. The experiences of the Ruder Committee and this Committee suggest that such a process should engage both persons currently involved in all of UNA's constituencies and those with substantive knowledge of the field from past experience, so that all resources and programs can be integrated. This is an important factor in realizing UNA's goals.

In order to institutionalize this evaluation and planning process, a program "audit" and "plan" for the field should be undertaken periodically. This should be under the direction of the Board of Governors, or a subsidiary body appointed by the Governors. The American Management Association and other organizations have models and procedures on how to institutionalize a planning process; these should be analyzed and adapted to UNA's needs.

V. Implementation and Timetable

Everything recommended here obviously cannot commence at once.

In light of this, the Committee proposes the following timetable as one within which UNA could reasonably act to implement these proposals. It may very well be that this will prove not to be feasible, and it should be up to all aspects of UNA, in the evaluation and planning process, to rethink the timetable as necessary.

By Early 1981

Develop an attractive membership "package."

Continue to develop plans to undertake a limited direct mail campaign organized nationally.

Develop standards for the model of a strong chapter.

Call on members of the Council of Organizations to help expand and improve UNA's field efforts.

By Mid 1981

Choose as UNA's current priority one to three concrete goals for strengthening international cooperation.

Target certain regions for nationally assisted membership development efforts.

Take steps to encourage more systematic cooperation between UNA chapters and local affiliates of members of the Council of Organizations.

By Late 1981

Establish a Public Relations and Communications Committee to develop proposals for a national program.

Create a development plan for raising funds to support expansion of field programs, including in the plan the concepts of additional government grants, a deferred giving program, locating special local donors, soliciting member donations and possibly soliciting direct mail contributions.

By Early 1982

Issue an annual "report card" on the effectiveness of U.S. participation in the UN.

Work to provide every person who takes a tour of the UN with a brochure on UNA-USA and WFUNA.

Hold some type of annual media event in the spring which would generate national

media coverage.

Create a fund for seed money grants to which all chapters could apply.

Expand the work of the Model UN and Youth Department.

Begin institutionalizing a planning process for the UNA field program.

By Mid 1982

Undertake some systematized means of leadership training.

Create a Membership Committee to advise the National staff.

Undertake additional efforts at chapter development in selected areas.

Create an awards program to provide a means of recognizing outstanding programs of members of the Council of Organizations.

By Late 1982

Develop a volunteer field staff to work in regions of the country.

Assemble one or more task forces of students and educators.

1982 or 1983

Increase the membership dues at the National Convention in order to take account of inflation.

## VI. Conclusion

This report is but a skeletal presentation of the wealth of ideas which the Committee assembled during its work. Its files and reports are available to the Board of Directors and any future committees which may review this document. Those files can usefully supplement this text.

## VII. Committee Members and Their Affiliations

Chairman: Nicholas A. Robinson, Special Counsel, Marshall, Bratter, Greene, Alliston & Tucker; Associate Professor, Pace University School of Law; Board Member, UNA-USA; positions in Sierra Club, US Committee for UNICEF, American Council for the UN University

Members: J. Wayne Fredericks, Executive Director, International Governmental Affairs, Ford Motor Company; former Deputy Assistant Secretary of State for African Affairs

Richard M. Gray, Former President, UNA of San Francisco;  
President, World College West

Elizabeth Little, Board Member, Institute for World Order; Director,  
"Operation Turning Point"

Irwin J. Metzger, Certified Public Accountant, Metzger, Wood & Sokolski;  
former President, Rochester Association for the UN

Martha T. Mills, Director, League of Women Voters Education Fund; former  
Foreign Policy Staff Specialist, League of Women Voters of the US

Robert J. Ryan, Senior Field Consultant, UNA-USA; former Assistant Secretary General, UN Office of General Services

Danny Weiss, Student, George Washington University; Chairman of the Board, National High School Model UN

May 16, 1979

Mr. James Leonard  
United Nations Association of the U.S.A.  
300 East 42nd Street  
New York, New York 10017

Dear Jim:

It was wonderful to learn of the new and exciting development in your career. I want to congratulate you on your new post and to wish you well. It is my fond hope you will derive a full measure of personal and professional fulfillment, satisfaction and happiness from your new responsibilities.

If there is any way I can be of service to you in your new post, please know you have but to call upon me.

With every good wish and warmest regards, I am

Sincerely,

Alexander M. Schindler



Chairman of the Association  
 William W. Scranton  
 Chairman, Board of Governors  
 Robert S. Benjamin  
 Co-Chairman, Orion Pictures Company  
 Chairman Emeritus  
 James S. McDonnell  
 Chairman, McDonnell Douglas Corporation  
 Vice Chairman  
 Patricia K. Di Giorgio  
 San Francisco Chapter, UNA  
 John E. Leslie  
 Chairman of the Policy Committee  
 Bache Group Inc.  
 Leo Nevas  
 Partner, Nevas, Nevas & Rubin  
 Jean Picker  
 Interchange Foundation  
 Robert V. Roosa  
 Partner, Brown Brothers Harriman & Co.  
 Secretary  
 Estelle Linzer  
 Vice President  
 Southern N.Y. State Division, UNA  
 Treasurer  
 Harry W. Knight  
 Chairman, Hillabaro Associates, Inc.  
 Chairman, UNA Special Funding Program  
 John C. Bierwirth  
 Chairman, Grumman Corporation  
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 Morris B. Abram  
 Partner  
 Paul, Weiss, Rifkind, Wharton & Garrison  
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 Jacob Clayman  
 President  
 Industrial Union Department, AFL-CIO  
 William T. Coleman, Jr.  
 Partner, O'Melveny & Myers  
 Gaylord Freeman  
 Honorary Chairman  
 First National Bank of Chicago  
 Arnold Goodman  
 Chairman, Council of Chapter  
 and Division Presidents, UNA  
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 Chairman  
 Occidental Petroleum Corporation  
 Walter E. Hanson  
 Chairman  
 Peat, Marwick, Mitchell & Co.  
 Ruth I. Hinerfeld  
 President, League of Women Voters  
 Clarice Kaufman  
 Attorney  
 Vice President, Pacific Chapter, UNA  
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 Klutznick Investments  
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 President, Lamb Enterprises, Inc.  
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 Chairman Emeritus  
 Mercantile Texas Corporation  
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 Vice President, JDR 3rd Fund  
 Carmel Carrington Marr  
 Commissioner  
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 Chairman  
 Whitney M. Young, Jr. Memorial Foundation

# United Nations Association of the United States of America



300 East 42nd Street, New York, NY 10017  
 Cable: UNASAMER 212 697 3232

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 Henry Cabot Lodge  
 Charles W. Yost

National Chairman, UN Day 1979  
 (By appointment of  
 the President of the U.S.A.)  
 O. Pendleton Thomas  
 Chairman, The B.F. Goodrich Company

President  
 Robert M. Ratner

*UNA USA*

*W. Scranton*

May 3, 1979

Mr. Alexander M. Schindler  
 Union of American Hebrew Congregations  
 838 Fifth Avenue  
 New York, New York 10021

Dear Mr. Schindler:

Thank you for your thoughtful response to my letter of February 20th in which I asked for suggestions of persons to serve on the convention committees. Your suggestions are being taken into careful consideration. Chairmen and members of convention committees will be announced in the near future.

In the meantime, thank you again.

Sincerely,

*William W. Scranton*  
 William W. Scranton  
 Chairman

WWS:mf

Vice President, Program Planning  
 and National Organizations  
 Peggy Sanford Carlin  
 Vice President, Policy Studies  
 Arthur R. Day  
 Vice President, Chapter, Division  
 and Field Activities  
 Joe Byrns Sills  
 Vice President, Financial Development  
 and Administration  
 Richard B. Wiener  
 Assistant Treasurer and Controller  
 Louis J. Provensale

UNA-USA

March 6, 1979

The Hon. William W. Scranton, Chairman  
United Nations Assoc. of the U.S.A.  
300 East 42nd Street  
New York, NY 10017

Dear Mr. Governor:

It was good to learn of the plans for the 1980 Convention of the UNA-USA. I hope that the dates will be set soon and shared with members of the Board of Directors and National Council. I am eager to attend the Convention and will want to reserve the dates on my calendar.

I would like to submit for consideration the names Leo Nevas for service on the Substantive Issues Committee. He would make a very fine contribution to the work of this committee and will have important insights and input to share.

If I may, I would also like to serve on the Substantive Issues Committee and I take the liberty of making you aware of my interest.

With warmest regards and every good wish, I am

Sincerely,

Alexander M. Schindler

Chairman of the Association  
William W. Scranton

Chairman, Board of Governors  
Robert S. Benjamin  
Co-Chairman, Orion Pictures Company

Chairman Emeritus  
James S. McDonnell  
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San Francisco Chapter, UNA

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Bache Group Inc.

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Partner, Nevas, Nevas & Rubin

Jean Picker  
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Clarice Kaulman  
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Vice President, Pacific Chapter, UNA

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Vice President, IDR 3rd Fund

Carmel Carrington Marr  
Commissioner  
N.Y. State Public Service Commission

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Chairman, Directors' Advisory Committee  
Chemical Bank

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Louis J. Provenza

# United Nations Association of the United States of America



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National Chairman, UN Day 1978  
(By appointment of  
the President of the U.S.A.)  
O. Pendleton Thomas  
Chairman, The B.F. Goodrich Company

President  
Robert M. Ratner

February 20, 1979

## MEMORANDUM

TO: The Board of Directors  
The National Council

FROM: William W. Scranton, Chairman

SUBJECT: 1980 UNA Convention

*Leo Nevas*  
*Self*

According to a decision of our Board of Directors in which chapters and organizations participated, the next Convention of UNA-USA is planned for the spring of 1980 in New York City, to coincide with the 35th Anniversary of the UN. The exact dates will be announced as soon as they have been finalized.

As a member of the Board of Directors or National Council, you are automatically entitled to be a delegate to the Convention, and I certainly hope you will exercise that right.

While the Convention is still more than a year away, we are responding to two resolutions passed at the last Convention related to the structure and membership of Convention committees. The first resolution stated that the Chairman of the Association should "consult formally with the various constituent elements of the Association regarding membership of Convention committees." The second resolved that "the titles, duties and responsibilities of the various Convention committees be more clearly specified."

The purpose of this memorandum is to outline for you the duties and responsibilities of the various Convention committees and to solicit your recommendations for persons to serve on them.

The Nominating Committee selects nominees to fill the posts of officers and directors of the Association. This committee consists of fourteen members: four were elected by the last Convention; five will be elected by the Board of Directors; two are elected by the Council of Chapter and Division Presidents; two are elected by the Council of Organizations; and the Chairman is appointed by the Chairman of the Association. The members of the Nominating Committee for the 1980 Convention elected by the 1977 Convention are:

Mrs. David M. Allyn, Rochester, New York  
Dr. Leonard P. Aries, Washington, D. C.  
Mr. C. Lloyd Bailey, New York, New York  
Mrs. Luther H. Foster, Tuskegee, Alabama

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- Carol Leimas**, New York, N.Y.  
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YWCA National Board
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Vice President  
World Federalists Association
- \*Christopher H. Phillips**, Washington, D.C.  
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Professor of History  
University of Northern Iowa
- Josephine Pomerance**, Cos Cob, Conn.  
Consultant  
U.S. Arms Control and Disarmament Agency
- Sarah Goddard Power**, Ann Arbor, Mich.  
Regent  
University of Michigan
- Ogden R. Reid**, Purchase, N.Y.  
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- Pauline Frederick Robbins**, Westport, Conn.  
International Affairs Analyst  
National Public Radio
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Former Vice President  
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At its March 2nd meeting the Board of Governors will propose nominees for election as the Board of Directors' five representatives on the Nominating Committee.

Additional information regarding the composition and working procedures of the Nominating Committee is contained in Article IV, Section 7 of the UNA By-laws.

The Convention Advisory Committee is established well in advance of the Convention. Its function is to advise UNA staff members who have responsibility for planning and executing the Convention. It deals with the structure, timing and substantive program direction of the Convention. Once constituted, this committee will invite comments and suggestions on these matters from all parts of the Association.

The Credentials Committee examines and certifies the credentials of accredited delegates and alternates to the Convention.

The Rules Committee reviews the rules of procedure used at past conventions, incorporates desirable changes, and then presents rules of procedure to the opening plenary for approval. Comments on rules of procedure will be invited prior to the committee's deliberations.

The Resolutions Committee considers resolutions on administrative, program and similar matters pertaining to the internal affairs of the Association.

The Substantive Issues Committee evaluates submissions on substantive issues, prepares a statement on issues related to the UN, and recommends US policies with respect to them. Each part of the Association will be invited to submit statements and recommendations for consideration by the Substantive Issues Committee.

The By-laws Committee. Article XV of the UNA By-laws sets forth procedures for amending by By-laws, including the fact that amendments must be submitted in writing sixty days prior to the Convention. The By-laws do not require that a committee be established, and at the 1977 Convention that function was undertaken by the Resolutions Committee. It is not yet clear whether it will be necessary to constitute a By-laws Committee for the 1980 Convention; that decision will be taken at a later date.

At this juncture I would like to invite you to submit names of individuals who you feel would be particularly suited to serve on any of the following committees:

Convention Advisory  
Credentials  
Rules  
Resolutions — *AMS*  
Substantive Issues — *L*

It is important that I have your suggestions for the Convention Advisory Committee by March 5th, and for the Substantive Issues Committee by April 16th, as those committees must begin work shortly. Suggestions for the other three committees should be forwarded in the next few months.



This memorandum is also being circulated to Chapter and Division Presidents and the Council of Organizations.

With your help, the 1980 Convention and the Convocation on the 35th Anniversary of the United Nations will be truly memorable events. Thank you.

November 9, 1977

Mr. Robert M. Ratner, President  
United Nations Association  
of the United States of America  
300 East 42nd Street  
New York, New York 10017

Dear Bob:

Much to my regret it will not be possible for me to attend the Board of Directors meeting on November 14. The major Biennial Convention of the Union of American Hebrew Congregations convenes in San Francisco on November 18 and I must leave for the west coast on Sunday in order to participate in a number of attendant sessions. I am certain you can appreciate my situation and I want you to know my absence from the meeting distresses me but as President of the UAHC I simply have no choice, I must be in California by Monday morning.

With appreciation for your understanding and with every good wish, I am

Sincerely,

Alexander M. Schindler

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October 31st, 1977

### M E M O R A N D U M

TO: THE BOARD OF DIRECTORS and  
THE NATIONAL COUNCIL

FROM: ROBERT M. RATNER, PRESIDENT

Enclosed is additional material for the meeting of the  
Board of Directors scheduled for Monday, November 14th  
from 9:00 A.M. to 3:00 P.M.

- I. The President's Report for 1977  
(with attachments).
- II. Projected Budget for 1978 with Memo-  
randum "Notes to the 1978 Budget."
- III. Memorandum from our Treasurer,  
Harry W. Knight.
- IV. Background Memorandum on the UN and  
the Panama Canal Treaties

I look forward to seeing you at what I hope will be a  
productive meeting.

*Bob.*

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THE PRESIDENT'S REPORT

Agenda Item V



THE PRESIDENT'S REPORT  
THE BOARD OF DIRECTORS MEETING  
NOVEMBER 14, 1977

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## UNITED NATIONS ASSOCIATION of the UNITED STATES of AMERICA

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TO: The Board of Directors  
FROM: Robert M. Ratner, President

### THE PRESIDENT'S REPORT THE BOARD OF DIRECTORS MEETING NOVEMBER 14, 1977

#### I. INTRODUCTION

A period of transition in the leadership of any organization is usually a difficult one. Since last year's President's Report to the Directors, our Association has been through such a transition. Yet, despite the fact that changes have taken place both in our voluntary leadership and on a staff level, the trauma usually associated with such changes has not been apparent.

Governor William W. Scranton was elected Chairman of UNA-USA in April of this year, and Mr. James S. McDonnell became Chairman Emeritus. Governor Scranton announced that he intended to be a working Chairman, and, indeed, he has been just that. In spite of enormous demands on his time, he has been available to confer with staff and has actively participated in our programs and special events.

We are fortunate that we have a corps of devoted volunteer officers of UNA. Bob Benjamin, Chairman of our Board of Governors, continues to be the calm, steady, analytical leader he has always been. Our five Vice Chairmen, Treasurer, Secretary, and Chairman of UNA's Special Funding Program, provide inspirational leadership, not only in their primary areas of responsibility, but in many other problems that affect the Association. It has been said that our Board of Governors, Board of Directors and National Council make

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Research Consultant
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- Arjay Miller**, Stanford, Calif.  
Dean, Graduate School of Business  
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National Public Radio
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Scholar-in-Residence  
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- Mrs. Betty Sanford**, Monrovia, Calif.  
Director, Western Regional Office  
U.S. Committee for UNICEF
- Francis Sargis**, Santa Barbara, Calif.  
Attorney
- Robert M. Schaeberle**, East Hanover, N.J.  
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- Mrs. Dorothy Schramm**, Burlington, Iowa  
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The Atlanta Journal
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- Mrs. Page H. Wilson**, Washington, D.C.  
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Past International President  
Zonta International
- Mrs. Whitney M. Young, Jr.**, New York, N.Y.  
Chairman  
Whitney M. Young Jr. Memorial Foundation

## DIRECTORS ON LEAVE FOR GOVERNMENT SERVICE

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Ambassador to Italy

**Joseph S. Nye**  
Deputy Under-Secretary of State for Security Assistance

**Cyrus R. Vance**  
Secretary of State

**Leonard Woodcock**  
Special Envoy to China

UNA the envy of all NGOs in this field.

Major recent staff changes include Jim Leonard's resignation as President to become Deputy Permanent Representative of the U.S. to the United Nations, my succession to the Presidency, and the arrival at UNA on November 1st of Arthur (Pete) Day as Vice-President for Policy Studies.

I hope you will agree as you read through this report that UNA has fared well in 1977. Credit for this must go, in addition to those mentioned above, to its devoted membership and dedicated staff, all of whom have "rallied 'round" as I assumed my new role.

In Washington, the year began with the new administration signaling a desire to return to multilateral diplomacy and renewed emphasis on the United Nations. The appointment of so many former UNA leaders to key positions in the Government and the appointment of President Carter's close personal friend and advisor Andrew Young as Ambassador to the United Nations gives further evidence of the depth of this commitment.

Ambassador Young has been building on the new mood that was established at the UN by Governor Scranton when he was the U.S. Representative. Ambassador Scranton succeeded in reversing much of the anti-U.S. feeling and rhetoric that had been the hallmark of UN debates before his arrival. Ambassador Young has capitalized on that accomplishment and added his own commitment, with the result that much more progress is now being made on the UN scene. President Carter's recent address at the United Nations -- his second since he assumed office -- and Secretary of State Vance's known dedication to the goals of the UN Charter have added further to the quieting of confrontations and have increased serious efforts towards finding solutions to the major problems which plague the world.

Lest I sound too euphoric, let me hasten to add that this progress is only a start. I don't mean to infer that suddenly everything that happens at the UN will be pleasing to us in this country. In fact, despite UNA's long history, it seems as if our work is just beginning. However, what the renewed emphasis on the UN does mean for all of us, UNA's constituency, is a more exciting, challenging, hopeful, and perhaps more rewarding time to be trying to reach our objectives.

In terms of UNA's activities in 1977, let me share with you first two major disappointments:

- 1) We have been unable to raise the necessary funds to meet the terms of the founding donor of our Endowment Fund. The deadline for doing so is December 31, 1977, and frankly, the prospects are not bright.
- 2) Until now, we have been unable to get our Five-Year Funding Program going primarily because our present staff has not had the time to devote to this project. The Board of Governors has approved the hiring of an additional staff member for this program and it will be launched the afternoon of our Directors meeting. From then on it will be full steam ahead and with your help we do expect good results.

Let me now touch on some of the brighter spots in our year's activities:

Our sixth Biennial Convention in April must be noted as one of the highlights of the past year. Not only was it productive, with tangible, substantive results, but it also left the entire Association with a spirit of revitalized determination and hope.

An extremely successful, first-of-its-kind Western Regional Leadership Conference on the New International Economic Order was planned and organized by the leadership of California Chapters and Divisions and brought together more than 600 participants from the Western regions of our continent. Some 80 community, state and national organizations participated as did UN personnel and national UNA staff. This conference may serve as a prototype for future regional meetings.

In August, the Steering Committee of the Council of Chapter and Division Presidents held a very productive meeting. The high level of discussion and involvement indicated the increasingly important role this group is playing in linking national and local programs, and in advising us in New York how best we can respond to the needs of our Chapters and Divisions. I am pleased that they gave considerable attention to membership development, since expansion of our membership is one of UNA's prime goals in the months and years ahead.

At the end of September, we launched a Membership Campaign with a letter from Governor Scranton to each member requesting that "each one, recruit one" thereby doubling UNA's membership by UN Day, October 24th. To date, the response has not been good, and we have extended the deadline to the end of the year. I am hopeful that we will have a better report by the time of the Board meeting.

Our Policy Studies Program continues to produce reports of value to US government and UN agencies as well as to foreign missions and individuals. The International Disaster Relief Report, Acts of Nature, Acts of Man: The Global Response to Natural Disasters, released in August not only received wide media coverage; more importantly, it has produced concrete results in that some of its recommendations will be policy initiatives of our own Government and are being considered by the UN and other international agencies. Issues raised by Controlling the Conventional Arms Race appear to be in the forefront of the Carter Administration's thinking on disarmament. The President's recent speech before the General Assembly reinforced earlier statements on this subject. The Economic Policy Council met recently in a three-day plenary session in Aspen, Colorado. The Commodity Management and Capital Formation and Flow Panels arrived at final reports, with recommendations, while the Trade and Planning Panel decided it needed two more months of work before it could present recommendations. EPC will publish its first comprehensive report in February 1978.

UNA's Public Information Service continued its active editorial response program and recently held its annual UN seminar, which this year was expanded to include electronic media representatives as well as journalists and editors.



More than 100 attended from all parts of the U.S. Reactions from the participants indicate that these seminars are highly useful in explaining the workings of the UN system and understanding the major issues facing the world body.

UNA's monthly newspaper, THE INTER DEPENDENT, increased its paid circulation by more than 1,000 this past year. Originality and substance of articles and the staff's ability to explain complex world issues to laymen account for the continued growth in circulation.

Many of the organizations affiliated with UNA through The Council of Organizations expanded their UN-related activities. Of particular note was the public attitude poll on the UN conducted by the League of Women Voters Education Fund. The poll showed that negative reactions to the UN appear to be on the decline. The survey stimulated hearings by the Senate Foreign Relations Committee at which the League's President and other representatives reported on the findings.

Shortly after I was confirmed as President of UNA by the Board of Governors on August 22nd, the Editor of THE INTER DEPENDENT asked me what goals I hoped to see the Association achieve during my presidency. I've listed six goals below:

1. To make UNA the most effective foreign policy-related NGO in the country. We have the leadership and the staff to do this.
2. To increase UNA's membership and the quality of involvement of that membership, thereby increasing the effectiveness of our grass roots operation.
3. To involve national organizations to a greater extent thereby providing the outreach for a greater constituency.
4. To develop the National UN Day Committee into a nationwide force in support of UNA's goals. Our recent all-day seminar for members of the National UN Day Committee gave us reason to believe this is possible.
5. To continue to expand our Policy Studies Program in order to provide insight on more of the foreign affairs problems facing the UN and the U.S.
6. The extent that the five goals delineated above are attainable relates almost directly to the sixth -- to keep the Association on a stable financial footing.

With your help, I believe we can attain all six.

## II. FINANCIAL SITUATION

At this writing, I am afraid that I cannot report on the financial situation for the year 1977 with the confidence that I would like to. In our budget projections for 1977, which were prepared in October 1976, we projected some

designated grants for various Policy Studies panels, which were not realized.

In addition, we projected \$25,000 net income from the UN VISITS PENNSYLVANIA, which we did not realize.

We projected the need to raise \$281,000 in new Development Fund commitments, or from other sources; at this point, we have only raised approximately \$140,000 of this amount.

We projected that our Special events (see attachment 1) would gross approximately \$1.1 million. While our Spring Event grossed \$502,000 --- \$150,000 more than we anticipated and the UN Ball was on target, the Washington Concert may be substantially below income projections.

We have managed throughout this year to affect a certain amount of budget savings in various programs.

While I am still hopeful that we may finish the year with a balanced budget on December 31st, in order to do so we would have to raise a minimum of \$100,000 of new money between now and the end of the year. I am not sure that we can do that and I am therefore alerting the Directors to the possibility of a deficit at that time. This, of course, will have some bearing on the budget projected for 1978.

By the time of the Directors meeting on November 14th, we will have available results of the UN Ball and the Washington Concert, and I will be able to make a more specific financial projection for 1977.

As previous communications have indicated, in Mr. McDonnell's, Joe Segel's, Governor Scranton's, Bob Benjamin's and my view the key to the financial health of this Association will be found in the implementation of our Five-Year Funding Program. We now have a Chairman, Bob Wright, Senior Partner of Arthur Andersen & Company, and a Vice Chairman, our Treasurer Harry Knight, ready to launch this campaign.

Our goal is an aggregate sum of \$3 million, the balance left from the \$4,500,000 which was a goal established in 1975. The \$4,500,000 total goal figure was based on the following perceived needs at the time:

- A) The need to have \$500,000 a year over and above regular support to accommodate expanded programs which in each budget result in a projection of a deficit of \$300,000 to \$500,000 (5 year total: \$2,500,000);
- B) the need to have a working capital fund of \$500,000 to carry UNA through the periods when, because of the unevenness of income due to the scheduling of our Special Events, we suffer a cash flow shortage. As a result, at times in the past, our Accounts Payable have been stretched to a four or five month period. This working capital fund, when and if it is established, will not be used for program expenditures, but rather solely for

periods of cash shortage. It will be replenished during those months when our income is higher.

- C) \$500,000 for the Public Information Service, a program which was established in 1976 to operate for five years on a budget of approximately \$100,000 a year and,
- D) what was initially conceived as a \$1 million Endowment Fund for the newly formed Economic Policy Council. Since the need for the EPC was great, the Council was formed and has been operating for more than a year without such an Endowment. It has been funded generally by its own members, but it has proved to be such an important program that the desirability of more secure funding for it is apparent.

At the time the campaign was initially launched at the end of 1975, \$1,500,000 was pledged by several UNA leaders. However, the campaign did not 'go public' until now because we did not have the capacity to staff it, nor did we have a chairman until recently.

### III. MEMBERSHIP and CHAPTERS AND DIVISIONS

#### Membership

The 1976 membership campaign, initiated and coordinated by the National Office, was conducted on the local level by the Chapters and Divisions from the beginning of September through December 31, 1976. 1300 new members were recruited.

However, since that time -- without any active, on-going campaign -- we have lost members. Our current membership is just under 30,000. This is clearly an inadequate number to form the nationwide, grassroots base essential to our program of education and research. It is clear that membership recruitment and retention must be a continuing, year-round activity, and one of the Association's highest priorities. Starting in September of this year, we have launched a new effort to increase our membership. I hope the entire Association will engage in and support this initiative.

Our new Chairman, Governor William Scranton, is well known to the American public, and certainly to our members. In his first letter to all UNA members, he has asked each one to recruit at least one new member.

The campaign consists of the following:

- 1) A letter from Governor Scranton (first class postage) to UNA members urging them each to recruit one member and thus double our membership from 30,000 to 60,000.
- 2) A letter from Governor Scranton (first class postage) to former members of UNA urging them to rejoin under the same campaign slogan.

- 3) A memorandum from Arnold Goodman, Chairman of the Council of Chapter and Division Presidents, urging each Chapter and Division President to follow up Governor Scranton's letter by sending their own letter (draft of which we supplied) to urge their members to be competitive in response to Governor Scranton's request.
- 4) My memorandum to Governors, Directors, National Council members and staff, informing them of this campaign.
- 5) Joe Sills' follow-up memorandum to Chapter and Division Presidents, outlining our current and continuing efforts to increase our membership, and urging all local units of UNA to fully support these programs.
- 6) My mailgram to Chapter and Division Presidents reporting on the results of a campaign to date and urging greater efforts to reach our goal of a doubled membership.

I should like to emphasize that this is only the start of a continuing membership campaign for all elements of UNA. The campaign will go on in one form or another indefinitely.

#### Chapter and Division Program

Since the 1976 President's Report, the level of activity in our 175 Chapters and 23 Divisions (state organizations) has increased markedly. Reports we receive from the field -- through visits both by national staff to the field, and by local leaders to New York, as well as newsletters received by the national office -- indicate this increase in program activity and a change, at the local level, in public attitudes regarding the United Nations. The negative effects of the 1975 General Assembly resolution labelling Zionism as a form of racism were felt most strongly at the local level. However, in the last two years, the mood at the UN has improved and this has created more realistic public perceptions toward the UN. (The recent League of Women Voters study, referred to in the introduction and in section VI of this report, bears out this analysis.)

It is difficult to convey to you, in the limited space available, the diversity of our programming on the local level. The October 24th UN Day observance is one important Chapter and Division activity, in conjunction with local UN Day Chairmen appointed by the Mayors and Governors. These observances are usually both substantive, including seminars, luncheons and dinners, newspaper articles and television programs, and symbolic, featuring proclamation-signing ceremonies and programs with international students. Throughout the year, human rights and disarmament, which were the topics for emphasis this year, have been the focal point for substantive meetings.

A particularly impressive local effort was the Western Regional Leadership Conference which took place in Los Angeles on September 8-11 and was spearheaded in the Southern California Division and Chapters. The Conference brought together more than 600 participants from the western regions of Canada, Mexico and the United States to study the emerging world economic order. A total of 80 community,



state and national organizations participated in the conference planning committee.

The program received full support from the United Nations, including attendance by such high-level UN personnel as Bradford Morse, Administrator of the UN Development Programme; Henry Labouisse, Executive Director of UNICEF; Helvi Sipilä, Assistant Secretary-General of the UN Center for Social Development and Humanitarian Affairs; and others. In addition, Ambassador Andrew Young spoke to 1500 people at a dinner on September 10.

As part of the program, seven workshops offered interaction between those who formulate policy and those who are affected by such policy. The workshops dealt with the world food situation, trade and commodity arrangements, development financing, transnational corporations, the world environment, energy and the future, and the human factor in the new international economic order.

Two parallel seminars took place during the conference. One, sponsored in part by the National UNA, involved senior editors, publishers, media executives and columnists who discussed the North-South dialogue and the role of the United Nations in that dialogue. The other seminar involved film-makers interested in the role of film in promoting world development. The conference was almost completely a volunteer effort, with many organizations assisting in the work.

Crucial to the success of any such program is the follow-up. On the final day of the conference, UNA Vice President Peggy Carlin discussed with many of the participants ways to put to use the enthusiasm, information and materials that came out of the sessions.

#### Council of Chapter and Division Presidents

In April, meeting immediately prior to our Biennial Convention, the CCDP elected Arnold Goodman, then President of the Wisconsin Division of UNA and Chairman of the Wisconsin Governor's Commission on the UN, as its Chairman. He succeeded Ken Burroughs of Houston, under whose leadership the CCDP's contributions to the work of UNA increased significantly. In addition, a new Steering Committee was elected. That Committee held its first meeting in New York in August. From Friday evening through Sunday afternoon they discussed the whole range of Chapter and Division programs, including ways to expand our membership. Attention was also given to ways of making policy panel reports more useful on the local level.

I felt this meeting of the CCDP Steering Committee was an exceptionally good one. While the members are obviously very appreciative and supportive of the work of the national staff, they did not hesitate to tell us, in a constructive and responsible way, some things we could be doing to strengthen our program further. Within the scope of our staff capabilities and resources, we intend to do our best to heed these helpful suggestions.

#### IV. THE WASHINGTON OFFICE

Over the past year the Washington Office has experienced moderate growth in its staffing and substantial growth in its scope of activities. The Office, which now maintains a full-time staff of three and a part-time Research Assistant,



presents to policy-makers in Washington the results of UNA study and research and follows and analyzes developments in Washington which have an impact on US participation in the UN.

The greatest part of the Washington Office's activities is directed toward the Congress and its key committees. Through a broad base of contact with Senators, Representatives and their staffs, UNA's Washington Office keeps a close eye on a large number of UN-related issues. In doing so, it presents to Congressional policy-makers the Association's analysis of these issues and the consequences for our foreign policy of different legislative proposals.

During 1977, the Office has followed most closely the successful efforts to repeal the Byrd Amendment; US participation in the Law of the Sea conference; and US attitudes within international organizations toward human rights, and, specifically, possible US ratification of the various human rights treaties. The Office has also followed questions of funding, including assessed contributions to the UN and the Specialized Agencies, and US voluntary contributions to the World Bank, the International Development Association, and other parts of the UN system.

On a more general level, the Washington Office staff devotes a considerable amount of time to efforts to publicize the positive work of the UN system. This is done through a monthly series of breakfasts for Congressional staff members, co-sponsored by UNA's Public Information Service, each of which features a prominent speaker knowledgeable in US-UN relations. In addition, the Office distributes to the Congress UN-related literature.

Among the specific activities undertaken are Information Memoranda, brief summaries of key issues facing the Congress and the impact which they might have on our participation in the UN; Background Papers, in-depth studies on a range of issues such as development assistance, which are informally circulated; and Talking Points, concise, one-page summaries of the major issues surrounding a policy.

The other major component of the work of the Washington Office is its responsibility to provide current information and analysis of Washington developments to the National Office and other elements of the Association. This is done through a variety of channels, most of which are informal and verbal, augmented by a variety of written reports, including the Washington Office's Weekly Report. The Weekly Report, which has been redesigned so as to be more easily readable, is now available on a cost basis to UNA Chapters, Divisions and members.

Paralleling the information flow to the National Office are a number of services which the Office provides to other departments of the Association. These include management of press relations with the Washington press corps by distributing press releases, and organizing press conferences and press luncheons; providing background research and data to the various policy panels, and other research-oriented activities of the Association, including Issues Before the General Assembly; aiding Chapters in obtaining speakers from Washington; and working

with the editorial staff of THE INTER DEPENDENT providing articles for the "Foggy Bottom" column each month, as well as background information, from the Washington perspective, on feature articles.

Finally, it should be noted that with a change in Administration in Washington this year, the Washington Office has played an active role in briefing new officials in the Treasury and State Departments, the National Security Council and AID, on the issues involving US participation in the UN in general, and the Congressional implications of these issues in particular. These briefings, most of which have been informal and on a background basis, have provided the Association with an additional valuable link with the new policy-makers in the Executive Branch.

#### V. THE INTER DEPENDENT

THE INTER DEPENDENT enjoyed dramatic improvement in the quality of its editorial material in 1977, improvement reflected in its steadily-growing paid circulation (up from 3300 to 4200 in the last nine months) and in the recognition it has received from a broad range of influential publications in the form of citation and reprint. Both developments have resulted in significantly higher visibility for UNA.

A number of major dailies across the country rely increasingly on THE INTER DEPENDENT to cover global issues as they move onto center stage in world politics. Some outstanding examples of this trend include the Cincinnati Post's reprint of Betsy Sullivan's article on plutonium, the St. Louis Post Dispatch's reprint of Ed Luck's analysis of strategic superiority, the Chicago Sun-Times' reprint of another Sullivan article on decommissioning nuclear plants, and the Denver Post's reprint of Alan Tonelson's article on free trade. And in early April, the more than half million readers of the National Observer saw THE INTER DEPENDENT'S widely quoted interview with Ambassador Young splashed across the top half of that paper's op-ed page. (See attachment 2.)

THE INTER DEPENDENT is also making news. Tonelson's investigation of disaster relief provided an extra dimension to the press coverage of the UNA policy panel report and generated news coverage in the Cleveland Press and other papers in the large Scripps-Howard chain. In addition, the piece prompted editorial comment and new analyses in the Washington Post (columnist Stephen Rosenfeld's August 26 piece was syndicated in several dailies), the Chicago Daily News, the San Francisco Examiner and the St. Petersburg Times.

A sign that THE INTER DEPENDENT is successfully reaching its goal of providing useful information to expert and layman alike is the attention it is receiving from highly specialized journals and newsletters. An INTER DEPENDENT article on the third world and press freedom was cited prominently in the July-August issue of Foreign Affairs and brought author Narinder Aggarwala of UNDP wide recognition, including invitations to address a symposium at the Fletcher School of Law and Diplomacy, and to give a series of lectures at Yale. An article by Tonelson on the conventional arms trade was listed as a reference in Arms Control

Today, a Sullivan report on the nuclear gray market appeared in Technology Transfer Times, and Mike Gordon's article on refugees was picked up by the World Refugee Report, to name just a few.

THE INTER DEPENDENT's modest promotion effort, launched last year, has raised paid circulation to 4200 and improved renewal rates. The latest promotion piece features the policy panel report Acts of Nature, Acts of Man as a premium and will be mailed to important lists such as the subscribers of Foreign Affairs and Foreign Policy, and members of the Society for International Law. We expect this mailing to do more than just generate new subscribers and income for THE INTER DEPENDENT; it will help publicize UNA's important efforts in the policy studies field.

A key to THE INTER DEPENDENT's successful circulation drive has been the cooperation of UNA Chapters and Divisions in providing gift subscriptions to schools, libraries and other recipients. We hope that this support will increase in future months, with those Chapter and Divisions which haven't yet produced gift subscriptions joining in this effort.

#### VI. THE COUNCIL OF ORGANIZATIONS

This important element in UNA's constituency, now numbering 135 organizations, has shown significant progress during the past year. While the potential of the Council for mass distribution of information on United Nations issues and for educating the American public about the work of the UN has not nearly been reached, the cooperation by several major organizations with UNA's efforts shows that we have come a good portion of the way.

I would like to mention some of the areas in which organizations have worked particularly well in collaboration with UNA-USA. In response to the 1977 Convention's mandate to undertake an educational program on arms control issues, UNA has joined with the Institute for World Order in Operation Turning Point (OTP). This is a nationwide campaign to increase public understanding of the key disarmament issues likely to come before the special session, and the build public support for steps to curb the global arms race.

A key element in the program is cooperation with other organizations at both the national and local levels. A field representative, hired especially for the project, is now travelling around the country to build community coalitions which will sponsor a wide variety of OTP activities. In addition to basic background materials and program suggestions prepared in conjunction with this program, radio and TV spots, print ads and a slide presentation have been developed in order to reach a mass audience.

To help us bring our program materials to the attention of their members, two especially influential organizations, the League of Women Voters and the American Association of University Women, have recently included promotional materials for THE INTER DEPENDENT, Issues Before the 32nd General Assembly and the UN Day Kit in a mailing to their local leaders. Also included in these mailings was a subscription form for UNA's Information Service on the UN. This service is now being offered also to local leaders of the National Council of Catholic Women, Zonta International, Quota International, Church Women United, and several others. A number of organizations regularly list UNA materials in



their program guides and distribute our publications list to their members.

Heightened interest in UN affairs is shown by organizations' willingness to give over some of their convention time and exhibition space to UNA participation. Thanks to a grant from the Institute for World Order, we were able to be represented at the annual convention of the National Federation of Business and Professional Women's Clubs in Louisville, Kentucky. Close to 4,000 BPW members attended the Convention. For the first time in the BPW's history, an entire plenary session was devoted to the United Nations. Members of UNA's Louisville Chapter staffed exhibition space given to us free of charge by the BPW. The Convention speaker, Ambassador Richard of the United Kingdom, joined the Chapter's luncheon with Louisville leaders.

The National Education Association repeated its generous gesture of last year and provided a free booth at its convention in Minneapolis. Here again, the Minneapolis UNA Chapter worked hard to keep the booth running smoothly and keep it stocked with our materials. Some 12,000 teachers attended. Purdue University was the site for the Triennial Assembly of Church Women United, where 2,500 participants had a choice of four UN Workshops conducted by UNA. In early November, we will be represented at the convention of the National Council of Catholic Women in San Antonio, Texas, where delegates will attend an early-morning UN Workshop. On November 18th we will participate in a UN-focused session at the National Women's Conference in Houston, Texas, where 20,000 women are expected.

Another area in which organizations have become far more cooperative than in the past is in the publication of UN articles or columns in their magazines. The Soroptimist, published by the Soroptimist International of the Americas, devoted an entire issue to United Nations affairs, including a long article on UNA-USA. The News Bulletin of the National Council of Women of the U.S. described UNA's Biennial Convention in detail. The editor of The Lion, Lions International magazine which reaches 1,400,000 readers, is under a mandate from the current President to include an item on the United Nations in every issue. The October issue of The Lion carried the first article on the UN's work in the field of health care. A number of other organizations have begun to regularly give space in their periodicals to UN issues: Zonta International, Church Women United, YWCA, Quota, Sierra Club, etc.

As part of our work with affiliated organizations, we have distributed to our Chapters and organizations two publications of special interest: "Perspectives on the United Nations" published by the American Jewish Committee, and "Public Opinion on the UN: What Pollsters Forget to Ask" by the League of Women Voters. The latter shows the results of an attitude sampling project which the League undertook in the spring. With the Board of Governors approval, we were pleased to help underwrite this program.

We were particularly pleased with organizations' participation in meetings, conferences and seminars arranged by UNA-USA. A report issued after our Biennial Convention showed that affiliated organizations sent 196 delegates. Just prior to the Convention, we sponsored a full-day seminar at the United Nations for the Executive Committee of the National Education Association. As a result of this meeting, efforts are now under way to bring 2,000 teachers to the United Nations next May for a one or two day seminar.

Eighty local organizations participated in the Western Regional Leadership Conference, referred to elsewhere in this report.

The Annual Plenary Meeting and United Nations Symposium, sponsored by UNA's Conference of UN Representatives, (see Report, attachment 3) had the participation of 176 organization leaders. This Symposium, held on September 19th, focused on disarmament and featured as principal speakers Mr. Paul Warnke, Director of the U.S. Arms Control and Disarmament Agency, and Ambassador Lazar Mojsov, President of the 32nd General Assembly. (See Program, attachment 4.)

While the Annual Plenary Meeting was the culminating event of the Conference of UN Representatives' program year, this group, through its 7 Issues Committees, had worked in an increasingly effective way throughout the year. Each of the Issues Committees developed a "Statement for a Suggested U.S. Position" on its parts under area of competence, food and population, environment, oceans, arms control and disarmament, status of women and human rights. These statements were circulated among the Council of Organizations, and endorsed by those who wished to do so. Some 30 organizations associated themselves with one or all of the statements, which were then sent to the White House, the State Department and selected members of Congress. Responses by Congressmen, Senators and especially Ambassador Elliot Richardson, were most favorable. The Conference of UN Representatives also held a series of briefings by high-level experts on various United Nations issues.

The Council of Washington Representatives on the UN conducted monthly luncheon-briefing sessions on current United Nations issues at which outstanding experts were speakers.

The Conference of UN Representatives and the Council of Washington Representatives on the UN following a tradition established several years ago, sent joint NGO Issues Committees to the State Department this year at the invitation of Assistant Secretary of State William Maynes. These NGO Issues Committees consist of NGO experts on particular UN topics. The informal discussions with the Assistant Secretary are aimed at acquainting the Department with NGO concerns and conveying to the NGO representatives State Department thinking on the issue under discussion. The latest such "NGO Issues Committee" visit to Mr. Maynes was held on October 14th and focused on human rights.

From time to time, whenever an important piece of legislation affecting the UN is before Congress, a UNAGRAM prepared by our Washington Office is sent jointly by the Chairmen of the Conference of UN Representatives and the Washington Council to the entire Council of Organizations, asking them to alert their members.

Lastly, it is interesting to note, that despite the tight budget situations in which non-profit associations find themselves, a sizeable number of organizations in the Council of Organizations voluntarily increased their annual participation fee of \$100. This speaks well for the commitment of Council members to our joint efforts.



## VII. POLICY STUDIES

During the past year, the Policy Studies Program has maintained its customary high standards while pursuing a broad spectrum of research projects. Two very influential reports were published, one on Conventional Arms Control and one on International Disaster Relief; one new project was initiated, on Human Rights and U.S. Foreign Policy; and the Economic Policy Council and the Soviet-American Parallel Studies Program were very active. This momentum will no doubt be accelerated now that Arthur R. Day has joined the staff as Vice President for Policy Studies.

In addition to the Policy Panel Reports, the Program is about to launch a series of books containing the background papers commissioned for each Panel. These will supplement the Policy Panel Reports by providing more detailed information for those readers, especially in universities, research institutes and government agencies, who are interested in pursuing the subjects in greater depth. UNA has been negotiating with several prominent publishing firms interested in undertaking the series.

### A. National Policy Panel on Conventional Arms Control

Chairman: Thornton F. Bradshaw

Vice Chairman: Cyrus R. Vance

In mid-November 1976, after the 1976 annual Board of Directors meeting, the Panel published its final reports, Controlling the Conventional Arms Race. The issue had been largely neglected in recent years, although about 80% of global military expenditures are devoted to conventional forces and the proliferation of advanced conventional weapons threatens stability in many volatile regions of the world. The 85-page report contains over 40 recommendations for U.S. policy and international negotiations and presents a broad new agenda for arms control discussions.

The publication received excellent press coverage and UNA has received thousands of requests for the report. A number of panel members have since received high-level positions in the Carter Administration, including Secretary of State Vance and Arms Control and Disarmament Agency Director Paul C. Warnke. In several policy areas, such as arms sales, naval limitations in the Indian Ocean and U.S. forces in South Korea, the recommendations of the Panel evidently have had a direct impact on U.S. policy.

### B. National Policy Panel on International Disaster Relief

Chairman: Orville L. Freeman

The Panel published its final report, Acts of Nature, Acts of Man: The Global Response to Natural Disasters, in early August of this year. It was the first comprehensive review of the current international disaster relief system, which is composed of a variety of national, international and private agencies frequently lacking adequate coordination. The Panel proposed a series of steps designed to overcome the political and administrative problems which often impede the delivery of relief to the growing numbers of victims of natural disasters. Among the numerous recommendations were the creation of a disaster early warning unit in the Office of the UN Secretary-General, provision of legal protection to victims of natural disasters by neutral international agencies, conclusion of international agreements specifying the obligations of govern-

ments to disaster victims and establishment of a special UN fund, administered by the UN Development Program, for disaster preparedness programs in developing countries.

The report has been widely covered in the press and has already had a tangible impact on the relevant U.S., UN and private agencies. For example, it is our understanding that the State Department has prepared an Action Memorandum on natural disasters containing fifteen policy recommendations based largely on the UNA report. Evidently all relevant State Department agencies, including the Agency for International Development (AID), have agreed to these proposals. A recent report of the Senate Foreign Assistance Subcommittee recommends much greater U.S. funding of natural disaster preparedness efforts through the UN, which was a major recommendation by the Panel. The League of Red Cross Societies and the International Committee of the Red Cross, acting on another Panel proposal, have agreed to determine jointly which organization is best placed to coordinate Red Cross assistance in cases where natural disasters are aggravated by political circumstances.

C. Soviet-American Parallel Studies Program

General Chairman: William W. Scranton

Chairman, Disarmament Panel: Thornton F. Bradshaw

Chairman, Economic Panel: Alexander B. Trowbridge

Two meetings with representatives of the Soviet UNA have been held in Moscow in the past year under the auspices of the Parallel Studies Program and a third is scheduled early in 1978 in the United States. These meetings have successfully fulfilled the program's purpose of providing a bilateral forum for constructive discussion of means by which Soviet-American relations can become more cooperative and less antagonistic. Arms control and expansion of economic relations have provided the main focus of the dialogue.

The UNA delegation that visited Moscow last November discussed detente and the prospects for arms control with Soviet UNA representatives. James F. Leonard, then President of UNA, headed the American group while the Soviet chairman was Georgy Arbatov, Director of the USA and Canada Institute and advisor to General Secretary Leonid I. Brezhnev. In addition to the regular meetings, well attended by staff members of the Party Central Committee and officials of the Ministry of Foreign Affairs, the UNA delegation was received by Boris N. Ponomarev, a Candidate Member of the Party's ruling Politburo, for an hour and a half discussion of arms control. This visit, the first by such a prominent group following the Presidential election, broke new ground by engaging the Soviets in discussion in depth on controlling conventional (i.e. non-nuclear) arms. Extensive media coverage by Soviet radio and television as well as by the Party newspaper, Pravda, and the government organ, Izvestia, testified to the importance attached to the meeting by the Soviet side. At the conclusion of the visit it was mutually agreed that the next meeting in the spring would focus on economic relations.

A UNA delegation led by Robert V. Roosa, Partner, Brown Brothers Harriman and Company and Chairman of UNA's Policy Studies Committee, held a three-day meeting in Moscow in April to discuss Soviet-American and global economic relations. The Soviet delegation was chaired by Dzhermen Gvishiani, Deputy Chairman of the influential State Committee on Science and Technology. A noteworthy aspect

of the meeting was active participation by high level Soviet officials from the Ministry of Foreign Trade, the State Bank, and the State Bank for Foreign Trade. Nikolai S. Patolichev, Minister of Foreign Trade, received members of the UNA delegation at the conclusion of the three-day meeting. The tone of the meeting, which was held shortly after Secretary Vance's visit to Moscow, was positive and constructive. The Soviets indicated a keen interest in improving Soviet-American relations despite uncertainty and apprehension over the initial approaches of the new U.S. administration.

The two sides will meet again in the United States in early 1978 for talks on both arms control and economic topics. We are gratified that Governor Scranton has agreed to serve as overall Chairman of the Parallel Studies Program. Under his aegis two panels have been formed, one on arms control, the other on economic relations. Thornton F. Bradshaw, President of Atlantic Richfield Company and former Chairman of the Arms Control Panel, has agreed to chair the Arms Control Panel. Alexander B. Trowbridge, Vice-Chairman, Allied Chemical Corporation and former Secretary of Commerce, will serve as Chairman of the Panel on Economic Relations. By creating two separate panels and breaking down into smaller groups for discussions with the Soviets, we expect to deepen the dialogue with the Soviet UNA and search out areas where improved Soviet-American cooperation can help to solve pressing international problems.

D. The Economic Policy Council  
Chairman: Robert O. Anderson

The EPC was formed in the spring of 1976 to examine international economic issues affecting U.S. relationships with both developed and developing countries. It includes about 60 members of the business, academic and labor communities. This year, the Council was divided into three panels to address specific topics: Trade and Planning, chaired by Sol Chaikin, President of the International Ladies Garment Workers Union; Commodity Management Policy headed by Jack Parker, Vice Chairman of General Electric; and Capital Formation and Flow Policy under the leadership of Gaylord Freeman, Honorary Chairman of the First National Bank of Chicago.

During the past year, the entire EPC has met three times in plenary, and its panels have come together more frequently to identify and make proposals for those areas of international economic policy where changes could yield significant benefits for the U.S., other industrialized countries, and the lower income nations. Eleven background papers were commissioned from various experts to help provide the basis for these discussions. At our most recent Plenary held at the Aspen Institute in Colorado for three days, final policy recommendations were decided upon by two of the three panels. After the third panel completes its work in January, the entire set of recommendations will be published and distributed throughout the U.S. Government and the UN and to key members of the international economic community.

The EPC plans to conduct operations for a five-year period, releasing policy recommendations on an annual basis. New areas of study for 1978 will include technology transfer and energy and jobs.

E. National Policy Panel on Human Rights and U.S. Foreign Policy  
Chairman: William T. Coleman, Jr.

The Policy Studies Committee and the Board of Governors have both recommended that UNA initiate a National Policy Panel on Human Rights and U.S. Foreign Policy. President Carter's emphasis on human rights as a key consideration in U.S. relations with other countries has raised a multitude of complex issues regarding priorities and values in U.S. foreign policy.

Some of the most difficult problems arise in determining how to implement human rights concerns fairly and effectively throughout the world. A principal objective of the Panel will be to analyze the implications of various policy alternatives and to recommend specific policy directions for the future.

The Policy Studies Committee established a Human Rights Working Group under the Chairmanship of Robert V. Roosa to consider candidates for the chairman and membership of the Panel, and to discuss the substantive direction of the Panel's work. We are delighted that William T. Coleman, Jr. has accepted the position of the Panel Chairman and we anticipate that the Panel will soon begin its series of deliberations.

VIII. PUBLIC INFORMATION SERVICE

At the end of 1975 and in 1976, with the Advertising Council Campaign and The New York Times and Scholastic Magazine supplements, the "public" part of the audience for the Public Information Service was well covered. Now this two year-old program continues to focus on its other two main targets, the media and Congress. In dealing with the media, the program attempts to gain greater visibility and support for the UN in the U.S. by offering American editors opportunities to observe the UN in action and by helping to make known many of the unheralded successes of the UN, particularly those of the specialized agencies. In working with Congress, the program promotes discussion of multi-lateral programs and alternatives among Congressional staff members.

Editorial Response Program

In order to influence public opinion and correct popular misconceptions, the national office monitors 30 major newspapers daily to find editorials and letters to the editor which necessitate a response. It also reviews a national press clipping service.

For each item the Service drafts a model response, which is sent to a respondent who lives in the local community. For the most part, our respondents are drawn from UNA's Board of Directors and National Council and from members of the National UN Day Committee. The Service later conducts a follow-up, checking to see if the newspaper did indeed publish the response.

The items to which we respond are those which contain erroneous or misleading statements about the UN system or which need balance by the presentation of opposing views. Generally we do not respond to highly political attacks or to items which deal primarily with personalities.



In the last year we drafted about 60 letters dealing with 25 different issues, including the Law of the Sea negotiations, continued U.S. participation in the ILO, UN salaries, a General Accounting Office report on recruitment of U.S. citizens by UN organizations, and the UN's Commission on Human Rights. To date 34 letters have been printed -- in the pages of The Wall Street Journal, The New York Times, the Chicago Sun-Times, the New York Daily News, the Philadelphia Inquirer, the Minneapolis Star, the Houston Chronicle, the Detroit News, the Atlanta Constitution and other influential newspapers.

The accuracy and credibility of our work is such that some newspapers are now soliciting responses from UNA to publish simultaneously with opposing views.

One of our major efforts this year was to respond to a five-part series highly critical of the UN -- and highly inaccurate -- which appeared in May in the New York Daily News. Patrick Buchanan, a syndicated columnist, picked up some of the items in a column which was widely reprinted in June. (U.S. News and World Report and The Wall Street Journal later used some information contained in the series.) We worked closely with the UN to prepare appropriate replies. Governor Scranton sent a letter to the Daily News which appeared as an op-ed piece on June 29th. We also sent draft responses to each UNA chapter so that it would be able to respond immediately if an article appeared locally. At least seven responses were printed that we know of.

#### Editors Seminar at the UN

UNA held its third annual Editors Seminar at the UN on September 26th and 27th. Once again members of the National Conference of Editorial Writers, the American Society of Newspaper Editors and the American Society of Magazine Editors were invited. This year the National Association of Black Journalists participated for the first time. Attendance jumped to 108 from last year's 60. Featured were three panel discussions on human rights, arms control and disarmament, and the North-South economic dialogue. The editors also heard Ambassador Elliot Richardson discuss the Law of the Sea negotiations and met, at separate times, with the Secretary-General and Ambassadors Andrew Young and Ivor Richard.

From experience we know that many of the journalists will produce stories, columns or editorials as a result of their experience at the UN. A collection of these items will be available at the Board meeting. A copy of the seminar program and a compilation of comments from those attending are appended as attachment 5.

#### Editor's Guide to the UN

At the time of its establishment, the Public Information Service recognized a need among editors and others who write about the UN for a concise, factual reference book on the UN, its voluntary programs and related agencies.

In the course of the last year the program has compiled an Editor's Guide to the UN. Now in galley proofs, the Guide is a 60-page book outlining the structure of the UN's principal organs and specialized and voluntary agencies, their programs and accomplishments, and facts and figures such as annual budget, staff size, etc. The Guide will be available in January. It will be sent to editors and chapter and organization leaders and will be included on the UNA Publications List.



### Congressional Program

As referred to earlier in this report, in response to a need for informal Congressional discussion of U.S. strategy in international organizations, the Public Information Service and Washington Office have been cooperating in a series of Congressional breakfasts and luncheons. At the luncheon meetings, held each month, speakers have included Ambassador Edward Mezvinsky, U.S. Representative on the UN Commission on Human Rights, speaking on ratification of the Human Rights Conventions, William W. Winpisinger, International President, International Association of Machinists and Aerospace Workers, discussing the U.S. and ILO, Ambassador Elliot Richardson, discussing the latest session of the Law of the Sea Conference, and Ambassador Donald McHenry, Deputy U.S. Representative on the Security Council, on general U.S. interests in the UN system.

### Special Projects

This year the Public Information Service has begun to place op-ed pieces on current UN-related issues. For example, in August we edited a piece on the U.S. and the ILO which appeared in the Los Angeles Times. We expect to expand this activity in 1978.

The program also had substantial input into the MacNeil/Lehrer Report on October 4th, the day President Carter addressed the UN. We suggested to Robert MacNeil that the show feature reactions to Carter's address and then helped reporter Patricia Ellis line up ambassadors for interviews. For the studio discussion we proposed Robert Roosa who appeared on the program and was continuously identified on the screen with UNA.

### Clipping Service

As an adjunct to the Editorial Response Program, the Public Information Service collects and circulates press clippings to our staff and to the UN Office of Public Information. We cut out any news story, editorial or letter to the editor dealing with the UN, its family of agencies or related issues. The purpose of the clipping service is to monitor U.S. public opinion as well as keep our own staff well-informed of all UN developments.

## IX. ISSUES BEFORE THE 32ND GENERAL ASSEMBLY

Issues Before the 32nd General Assembly came off the presses September 20 -- ready for distribution on the opening day of the General Assembly. This year's edition was distinguished by its bright blue cover and clean, typeset format, both innovations introduced by INTER DEPENDENT Editor Fred Eckhard, who directed the project for the first time.

Dr. John de Gara of UNITAR, who had worked on Issues before for both UNA and the Carnegie Endowment, was Editor, backed by Dr. Ronald Linden of the University of Pittsburgh. UNA's Ellie King added important new staff strength to the Issues effort, taking on a significant part of the editorial responsibility.

The project was supported again by Interchange Foundation, The Johnson Foundation and the Institute for World Order. It would not be realistic, however, to expect an annual publishing venture to repeatedly attract foundation support. For this reason, we are investigating the possibility of having Issues handled by a commercial publisher who would promote sales to university audiences, among others, in order to recover production costs.

The 1977-78 edition of Issues was eagerly awaited by the UN press corps and by UN missions many of whom ordered the publication early in the summer. The Overseas Development Council organized two briefings on the 32nd General Assembly, one for an NGO group and one for its own senior staff as well as select people from Government, universities and research institutions -- de Gara and Linden were the guest speakers at both events and copies of Issues were distributed. UNITAR's annual seminar for new delegates to the UN included a briefing by de Gara, and again, every delegate received a copy of Issues. We expect to distribute at least 1,000 more copies to students as part of the UNA Model UN Survival Kit.

Finally, Congressman Charles W. Whalen (R-Ohio), a member of the U.S. delegation to this Assembly, requested 550 copies of Issues to send to each of his colleagues in the House along with a report on his activities at the UN.

#### X. NATIONAL UN DAY PROGRAM AND OTHER PUBLICATIONS

##### National UN Day Committee

Under the leadership of 1977 National UN Day Chairman Henry Ford II, our efforts to involve members of the National UN Day Committee in the program were the most successful to date. Almost 200 Committee members, over 30% more than last year, responded to a questionnaire in which they indicated how they wished to participate. Many members took leadership roles in community UN Day programs across the country, some in areas where no observance had been held before. Several members of the Committee participate in our Editorial Response Program. Most regularly receive UNAGRAMS on pending Congressional action as well as general information such as Issues Before the General Assembly.

This year, for the first time, we held a special all-day seminar at the UN for members of the Committee. The issues covered, chosen by the Committee members themselves in their responses to the questionnaires, were commodity and trade agreements, human rights, and UN activities related to transnational corporations. Over 80 Committee members signed up for the seminar and at least as many more indicated an interest in a similar program in the future. As a result, we are planning a second seminar for spring 1978, so that still broader Committee participation can begin as early in the program year as possible.

At a workshop on UN programming, which ended this year's seminar, it became evident that the Committee members are most anxious to help with educational activities on the UN in their communities. At the same time, they expressed a need for supportive materials on which to base their efforts. We are therefore planning to send regular mailings to those Committee members requesting them. These mailings will include the basic materials in our UN Information Service as well as information of special interest to business and labor.

### State and Local UN Day Observances

In recent years, we have been trying to emphasize quality over quantity in the National UN Day Program. In this respect, too, we feel the 1977 observance was the most successful yet. With few exceptions, most observances were thoughtful, substantive programs of a full day or more, with local experts the major participants. Most focused on the twin themes chosen for this year's observance: disarmament and human rights. For example, a nine-day educational program in Westport, Connecticut culminated in an October 24 conference on "Swords Into Plowshares: Connecticut Industry Considers Alternatives to Armaments." Representatives of Connecticut industry, labor, the press as well as the general public were invited to participate in the day-long schedule of discussions and films. In the Mid-West, in Ames, Iowa, a special UN Day edition of a weekly public affairs TV program focused on women's rights around the world. Far to the west, in Honolulu, a week-long observance was highlighted by daily exhibits in the City Hall on each of the articles of the Universal Declaration of Human Rights.

### UN Day Materials

New publications produced for UN Day this year included, in addition to a new manual, poster, and publicity aids, fact sheets on disarmament and human rights, simulations and bibliographies on both topics, as well as "At the Turning Point" and other materials produced in conjunction with the Operation Turning Point program.

A new dimension to our UN Day materials was added this fall, when Ambassador Andrew Young took time out of a heavy schedule to make a five-minute film on how he feels about the UN. Prints of this film are being circulated to Chapters, Divisions and Organizations on a rental basis. A 60-second version of the film has been distributed free of charge for use on local television stations.

### Other Publications

As always, most of our new materials were produced for the UN Day program, but we have also updated six fact sheets and other basic information pieces this year in addition to redesigning and updating our descriptive brochure on UNA, "The World Is Our Business."

For the second time, we issued a UN supplement to the Great Decisions study guide published by the Foreign Policy Association, and are now working with FPA on plans for a similar supplement for 1978. Plans are also underway to prepare a UN supplement to the curriculum aid on interdependence published in 1976 by the World Affairs Council of Philadelphia.

We are particularly proud of our annual wrap-up of the General Assembly issued as the "blue pages" of UNAKIT. This year, copies of the summary were requested by the Senate Foreign Relations Committee staff. Parts of the summary and other UNA background materials were incorporated -- and quoted -- in the report by Senators McGovern and Baker on their participation on the US delegation to the 31st General Assembly.

## XI. CENTER FOR INTERNATIONAL ENVIRONMENT INFORMATION

The Center -- which started from scratch in 1974 with UN seed money -- increasingly is becoming recognized as an objective source of information on international environment developments. While its long range goal is to increase public understanding of global environmental issues in the United States and Canada, in the short term it serves the information needs of specific audiences.

For the news media, in early 1978 it will publish an Environment Information Directory (together with McGraw-Hill) that will provide speedy access to experts in a broad variety of environmental subjects. Funding for the directory was obtained from Xerox, the Corning Glass Works Foundation and Atlantic Richfield.

In 1977, the Center successfully launched a new program -- International Environment Forum -- which brings together senior environmental officials from around the world and U.S. and Canadian executives to examine major environmental issues. Members of the Forum -- which meets five times annually -- include IBM, ITT, Exxon, AMAX, Union Carbide, Procter & Gamble, Tenneco, Atlantic Richfield and the 3M Company.

Circulation of World Environment Report, the Center's bi-weekly publication, has reached 500 paid circulation. About one-third of the circulation goes outside of the United States to almost 80 countries. The WER Subscription Fund, established with grants from the Ford Foundation, the UN Environment Programme, the World Bank and Alcoa, enabled the Center to offer 151 subscriptions to universities, government agencies, scientists and research institutions largely in developing countries.

A measure of the Center's success can be found in the fact that in 1977, almost 50% of its expenses were covered from program income.

## XII. WFUNA

UNA-USA is one of 62 UNA's around the world that constitute the World Federation of United Nations Associations. WFUNA meets in plenary assembly every two years; the 26th such plenary has just concluded in Geneva. UNA-USA sent a strong delegation to that meeting. Sidney Willner, who is Chairman of WFUNA's Executive Committee, chaired our delegation and Christopher Phillips, former U.S. Deputy Permanent Representative to the UN, was Vice Chairman. Other members of the delegation included UNA Vice Chairmen Jean Picker and Leo Nevas, UNA Director Betty Little, Arnold Goodman, Chairman of our Council of Chapter and Division Presidents, and Joe Sills, Vice President.

The biennial WFUNA plenary essentially does three things: First, it conducts the necessary "housekeeping" of the Federation -- budgets, elections, deciding on the program of WFUNA, etc.; second, it is a meeting ground where leaders of different UNA's get to know one another and compare program ideas; and third, the assembly debates and passes resolutions on substantive matters.



We have long felt that the plenary, and WFUNA as an organization, devotes an undue amount of time to this third function. We have urged -- with limited success to date -- that the political side of WFUNA be reduced in favor of more emphasis on educational and other program matters. We intend to continue this effort.

I am pleased to report that at the Geneva meeting, the plenary unanimously approved a resolution which endorsed the findings of UNA's recent panel on international disaster relief.

Our delegation was also pleased with the emphasis being given by WFUNA to the creation and strengthening of UNA's in Africa, Asia, and Latin America. We feel that this is a very important function of WFUNA.

Sidney Willner was reelected by the plenary to the WFUNA Executive Committee and, at its meeting immediately following the plenary, the Executive Committee reelected him as its Chairman.

One final note. For the past several years WFUNA's New York representative has been UNA-USA member Annabelle Wiener. She has not only represented WFUNA ably at UN headquarters; through the first day cover sale program, she has covered all expenses of her office and sent funds to Geneva to aid in WFUNA's program. Since she will shortly retire from this position due to the fact that she is moving to Chicago, I would like to acknowledge and salute her for this excellent record.

#### XIII. CONCLUSION

All of us here on the staff of UNA are dedicated and committed to the goals that were expressed in the introduction to this Report. We have a competent, dedicated and highly qualified staff, but we all realize that the only way we can possibly accomplish the goals we have set forth for our Association is through the time, interest, and financial resources of the lay leadership of UNA. We depend on our officers, Governors, Directors, National Council and members to provide the leadership and the energy, and we pledge to provide this remarkable leadership group with the professional back-up that is required for the successful operation of any organization.

Just one word of caution - our program plans and our Budget for 1978 are ambitious. They reflect the result of a moderately successful operation in 1977 and before. But, because they are ambitious, they require even more dedication on the part of all elements of our Association than ever before. We have no doubt that it will be forthcoming, and we pledge to continue to strive to deserve the efforts that you, our leaders, put forth to help achieve our goals.



UNA-USA  
Interoffice Communication

TO: ROBERT M. RATNER  
FROM: Richard B. Wiener  
SUBJECT: REPORT ON SPECIAL EVENTS

DATE: October 25, 1977

APPROVED:

I. DINNER INAUGURATING THE 1977 NATIONAL UN DAY PROGRAM HELD JUNE 7th

Under the outstanding leadership of Henry Ford II, President Carter's appointee as National UN Day Chairman, we were able to expand the effectiveness of the National UN Day Program by reaching more U.S. citizens than ever before. The annual "American Business and Labor Visit the UN" Dinner, at the New York Hilton, was chaired by Governor Scranton and addressed by the Secretary-General, Ambassador Young, Chairman of the Council of Economic Advisors, Charles Schultze, and Mr. Ford. It was a most impressive and prestigious occasion for the presentation of a description of UNA's program activities. Gross income was in excess of \$500,000 providing a net income of approximately \$380,000 for our programs.

II. THE UN VISITS PENNSYLVANIA

One June 12th, the second annual visit of the UN Permanent Representatives to other regions of the U.S. took place with a visit to Pittsburgh, Pennsylvania at the invitation of Governor Milton Shapp. The program was organized by a local committee chaired by Edgar Speer, Chairman of the Board of U.S. Steel, who served in 1976 as National UN Day Chairman.

Four planeloads of UN Ambassadors and high UN Secretariat officials were transported by Allegheny Airlines Special Charter from New York to Pittsburgh where they proceeded by special motorcade to a Convocation at the University of Pittsburgh followed by luncheon in the Carnegie Institute's Museum of Art and a tour of the Homestead Rolling Mill of U.S. Steel. The entourage numbering some 300 people then proceeded by boat down the Monongahela River to Three Rivers Stadium where the group viewed the final innings of the baseball game between the Pittsburgh Pirates and the San Diego Padres. This was followed by a Dinner at the Allegheny Club in the Pittsburgh Stadium. The visit offered a first-hand opportunity for our foreign guests to see a vital American industrial and cultural center in action. Unfortunately, while the Pittsburgh committee raised sufficient funds to cover the direct expenses of the event (about \$200,000) they were not able to raise the \$25,000 that was supposed to go to our National program.

III. THE 19TH ANNUAL UN BALL

This event, on Friday evening, October 21st, in the Grand Ballroom of the Waldorf Astoria, under the chairmanship of George L. Shinn, Chairman of The First Boston Corporation, was held in honor of the Secretary-General and the Permanent Representatives of the UN member nations. As in the past, this gala occasion provided a most enjoyable social evening and raised its budgeted goal of \$200,000.

IV. WASHINGTON DINNER CONCERT

The Washington Dinner Concert, scheduled for Saturday evening, October 29th, is chaired by Paul Thayer, Chairman of the Board of the LTV Corporation and co-hosted by Mr. Thayer and Secretary of State Cyrus Vance. This 1977 occasion, honoring chiefs of diplomatic missions accredited to the U.S. and the Ambassadors to the Organization of American States, salutes the United Nations Children's Fund.

This prestigious occasion begins at the Kennedy Center with a Concert by the National Symphony Orchestra, conducted by Mstislav Rostropovich. The Maestro will also perform a Cello Concerto. The Concert will be followed by a Dinner Dance at the Washington Hilton. At this point it does not seem that the Washington Concert will raise the \$445,000 gross projected in the budget.

RBW:mw

# Reprints: High visibility for UNA ...

## FOREIGN AFFAIRS



JULY 1977

REPORTING FROM THE THIRD WORLD 823

ance and objectivity, he is the prisoner of his own value system in judging a situation. Narinder Aggarwala, an Indian journalist working with the United Nations, made this point in the January issue of *The Interdependent*, published by the United Nations Association.

When Third World leaders criticize the Western press for biased and distorted reporting, they are not, generally speaking, questioning the factual accuracy of Western news agencies or their correspondents. What they feel chagrined about is the lack of a Third World perspective, as well as an appreciation of Third World information needs, in the news disseminated by the Western agencies.

## Press freedom: a Third World definition of priority news

BY NARINDER AGGARWALA

Condensed from *The Interdependent*, a publication of the United Nations Association of the U.S.A. The writer is an Indian journalist now with the UN Development Programme as regional information officer for Asia and the Pacific.

In securing a two-year delay in the decision on the Soviet draft declaration on mass media at the biennial UNESCO General Conference in Nairobi in November, these champions of the cause of the "unfettered flow of information" won a pause in an open-ended contest but no more.

Cincinnati Post, January 31, 1977

## The Wrong Question

With Mutual Destruction Power, Why Ask Who's Number One?

Edward A. Luck

In *The Interdependent*

The ongoing debate about the SALT American nuclear arms race has been down to two simple questions: Who is able to build more of them and who is able to build more of them? It is a false question, and it is a false question, and it is a false question.

Mr. Luck is a professor in international and nuclear arms control at the United Nations Association of the U.S.A. which publishes *The Interdependent*.

St. Louis Post-Dispatch

## Carter's plutonium plan buys time to talk, but is it a bomb?

BY ELIZABETH SULLIVAN

Reprinted with permission from the *Interdependent*, of which the writer is an associate editor, 1977 by the United Nations Association of the U.S.A.

Will President Carter's April 7 decision to delay the use of plutonium as a nuclear fuel in the U.S. and the nuclear export policy he is formulating, actually speed up the spread of nuclear weapons or slow it down? In the U.S., his action has the nuclear industry up in arms, the scientific community divided and Congress grumbling.

Cincinnati Post, May 10, 1977

THE WASHINGTON POST, FRIDAY, AUGUST 26, 1977

Stephen S. Rosenfeld

## Those Natural-Disaster Coverups

The most unsettled frontier in international life today is the line where the sovereign rights of nations are challenged in the name of the human rights of their citizens. It's been made even more unsettled by a new report that argues that an international agreement should be written, binding governments to provide relief for victims of natural disasters in their territory.

The leading case remains that of Ethiopia in 1973, when the now-gone Selassie government covered up a drought and famine that may have claimed as many as 500,000 lives. Similar cover-up charges are currently being leveled against China and Haiti, according to the *Interdependent*, published by the private United Nations Association in New York.

The discussion is further stirred by a UN report that, from 1972 to 1976, one-fourth of the 42 countries considered the problem in the world had major natural disasters requiring some measure of international assistance, and that in a third of the disasters in that period, political considerations are alleged to have inhibited the local government's response.

This is the situation confronted by the new UNA report, issued by a group including such heavies as Orville Freeman, Governor Bull and Robert Humphrey, and entitled "Acts of Nature, Acts of Man: The Global Response to Natural Disasters." It's full of thoughtful, practical suggestions for improving the biological, political, financial and administrative aspects of international relief. The premise is that merely keeping their nose above water in terms of the emergency of most poor countries that they have a legitimate claim on other help for that admittedly arbitrary part of their work attributable to natural disasters.

The more questionable part of the UNA report lies in its proposal for an international agreement specifying the "rights and obligations" of governments in avoiding victims of natural disasters. In evident dismay, the report notes that none of the articles in the existing Geneva Conventions regulates the behavior of governments in disaster situations. Back to the drafting board in Geneva, the UNA advises.

Denver Post, June 12, 1977

## The Cries For Curbs On Imports

By ALAN TONELSON

WHEN STRONG WORDS about shoes, textiles and color TVs fly between countries it can only mean one thing—international trade is in serious trouble.

In fact, many foreign economic policy-makers and trade experts see on the global horizon a wave of protectionism that could endanger recovery from the world recession and scuttle the currently stalled economic negotiations between rich and poor nations—the so-called North-South dialogue.

This report is by the associate editor of *The Interdependent*, publication of the United Nations Association of the United States. Part which it is reprinted with permission.

# THE NATIONAL OBSERVER'S Sounding Board

FROM OUR READERS ... OUR STAFF ... OTHER DISTINGUISHED CONTRIBUTORS

April 2, 1977

Andrew Young  
Assesses

Andrew Young

## The poor nations worry about malnutrition more than cancer

BY ELIZABETH SULLIVAN

Reprinted with permission from *The Interdependent*, of which the writer is an associate editor, 1977 by the United Nations Association of the U.S.A.

It seems there is a North-South split in perceptions about the world's most serious health problem. In the United States, cancer is the leading cause of death. In the Third World, malnutrition is the leading cause of death. In the Third World, malnutrition is the leading cause of death. In the Third World, malnutrition is the leading cause of death.

Cincinnati Post, April 8, 1977

## Peaceful Era in Space May Soon End

In the last few years, the Soviet Union "has tested its experimental 'hunter-killer' satellites in outer space at least four times," reports *The Interdependent*, published by the United Nations Association of the United States. "The U.S. government, through acknowledging that the new space weapons have not been used to interfere with American satellites, has announced it is aggressively pursuing 'defensive' measures to protect American satellites," says *The Interdependent*.

THE FUTURIST, June 1977

## What to do with dead nuclear plants?

Analysis by Elizabeth Sullivan

DEAD NUCLEAR PLANTS die, but they don't just fade away. For all the talk about decommissioning, few people have ever thought about what should be done with a dead reactor. And while most commercial reactors are still in the prime of life, some small research and test reactors are already being "decommissioned."

So, for the first time, the technical problems and staggering costs of "decommissioning"—dismantling nuclear reactors—are emerging, spurring controversy over how it should be done and who should pay for it.

Reprinted from *The Interdependent*, a publication of the United Nations Association of the United States.

Chicago Sun-Times, September 15, 1977

## Famine in Ghana, Haiti Attributed to UN Agency Inaction

By R. H. BOYCE

WORLDWIDE famine is a real, albeit often overlooked, danger. It is a danger that is being ignored by the United Nations. The United Nations is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states.

Reports of famine in Ghana and Haiti have been attributed to the inaction of the United Nations. The United Nations is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states.

The United Nations Association of the U.S.A. is an independent organization that is not affiliated with the United Nations. It is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states. It is a body of 119 member states, but it is not a body of 119 member states.

Knoxville, Tenn. News-Sentinel, August 12, 1977

## Oil: Major Spills Not Greatest Threat

Publicity about the risk of oil tanker accidents has died down, but *Cherchez le Bon* for public about the problems the shipwrecks caused and the slow drafting legislation which would amend the existing U.S. legislation pertaining to 20 million barrels.

This is a move more to avoid *Cherchez le Bon* international reputation and that cause more problems than it would solve, reports *The Interdependent*, published by the United Nations Association of the U.S.A.

Eastern Oregon Advocate, March 1, 1977

This opinion article is by the editor of the Sunday Denver Post Perspective section.

"THE ATOMIC BOMB does not adhere to the class principle," the Soviet Union affirmed in an official statement shortly after the Cuban missile crisis had been resolved.

The statement has been interpreted as an acknowledgment that the leading "voluntary" power has a vested interest in world peace.

It might also be interpreted as an expression of the Soviet dilemma involving disarmament.

An article by Alan Tonelson in the March issue of *The Interdependent*, publication of the United Nations Association of the United States, has presented to Western readers a convincing combination of history and current evidence and caution, acceptance and apprehension.

By ROBERT TWEDELL

Does Tonelson's concise and no doubt accurate description of the Soviet approach to disarmament indicate a form of "peaceful coexistence" policy, or does it reflect the fears and hesitations and inexperience of Soviet Communist leadership?

A definite answer in this question would be a big help to American negotiators who expect to resume disarmament talks with the Soviets at the SALT II talks in Geneva later this year.

THE TONELSON ARTICLE provides some insight into the question of an answer.

Denver Post, March 27, 1977



UNITED NATIONS ASSOCIATION of the UNITED STATES of AMERICA

300 EAST 42nd STREET, NEW YORK, NEW YORK 10017

ANNUAL REPORT

of the

CONFERENCE OF UN REPRESENTATIVES

and the

COUNCIL OF WASHINGTON REPRESENTATIVES ON THE UN

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September 19, 1977



UNITED NATIONS ASSOCIATION of the UNITED STATES of AMERICA

300 EAST 42nd STREET, NEW YORK, NEW YORK 10017

ANNUAL REPORT  
of the  
CONFERENCE OF UN REPRESENTATIVES  
and the  
COUNCIL OF WASHINGTON REPRESENTATIVES ON THE UN

Report of the Conference of UN Representatives, Martha Aasen, Chairman

The Conference of UN Representatives is made up of the UN Representatives of organizations affiliated with UNA-USA's Council of Organizations. The Executive Committee of the Conference of UN Representatives plans the activities of the Conference, works in coordination with its sister group in Washington, the Council of Washington Representatives on the UN (UNA-USA), and generally attempts to give focus and direction to the Conference of UN Representatives.

Much of the substantive work of the Conference is done through the various Issues Committees. It is the purpose of these committees to exchange and organize information, to assist organizations in getting the information to their members and to develop positions. Participation in the work of any or all of these committees is open to all UN representatives, both those whose organizations are affiliated with UNA-USA and others with particular interest or expertise in the various fields.

The following calendar gives some indication of the caliber of the programs and the breadth and diversity of the global issues with which these Issues Committees have dealt this year.

October 1976 Both the Conference of UN Representatives' Committee on the International Decade for Women and the Committee on Arms Control, Disarmament and Peacekeeping held meetings in October. The former dealt with the State Women's Conferences and how to relate the agenda of these conferences to international women's issues. IWD Committee Chairman, Carol Leimas, secured the participation of Virginia Allan, Deputy Assistant Secretary of State for Public Affairs; Mildred Marcy, Executive Director, IWY Secretariat; Catherine East, Coordinator for Policy and Plans, IWY Secretariat; and Maxine Hitchcock, IWY Secretariat.

The Arms Control Committee, Co-chaired by Jo Pomerance and Homer Jack, met to hear a discussion of the 18 disarmament items on the Agenda for the 31st General Assembly. Mr. Leon Sloss, Assistant Director of the International Relations Bureau of the U.S. Arms Control and Disarmament Agency was the speaker.



January 1977 On January 20th, the Oceans Committee, Co-chairmen Lili Hahn and Eleanore Schnurr, and other interested NGOs met to look ahead to the May 1977 session of the UN Conference on the Law of the Sea. Speakers were Mr. Marne Dubs, Director of Ocean Research, Kennecott Copper; and Mr. Samuel Levering, U.S. Committee for the Oceans and Editor of "Sea Breezes".

A meeting on "The U.S. and the UN Water Conference" on January 25th was convened by Edna McCallion, Chairman of the Environment and Habitat Committee. Speakers were Ambassador Jacob M. Myerson, then U.S. Representative on the Economic and Social Council, U.S. Representative to the Preparatory Committee for the UN Water Conference and Mr. Bill L. Long, Coordinator for the Water and Desertification Conferences, Senior Scientist, Office of Environment Affairs, U.S. State Department.

February David Poindexter, Chairman of the Population Committee, arranged a follow-up meeting on population questions "One Fourth of a Decade beyond Bucharest". Participants in the February 3rd program were: Halvor Gille, Deputy Executive Director, UN Fund for Population Activities; Ambassador Marshall Green, U.S. State Department, Chairman, Inter-Agency Population Task Force, U.S. Government; Rodney Shaw, President, Population Institute; Jayne Millar Wood, Overseas Development Council; Leon Marion, American Council of Voluntary Agencies.

March On March 31st, the Human Rights Committee, Robert W. C. Brown and Adele Leaf, Co-chairmen, held a large open meeting at which Allard Lowenstein, then U.S. Representative on the Human Rights Commission, reported on the just concluded meeting of that Commission in Geneva, and Roberta Cohen, Executive Director of the International League for Human Rights discussed the role of the U.S. concerning Human Rights at the UN.

June "The Role of the U.S. in the Law of the Sea Conference" was the subject of a June 8th briefing by Bernard Oxman, Deputy Chief, U.S. Delegation, Law of the Sea Conference; Vice Chairman, Inter-Agency Task Force, Law of the Sea.

At all of these large open meetings and in countless small working groups NGOs grappled with the global issues of our time. This work resulted in seven Issues Statements developed by the Issues Committees of the Conference of UN Representatives, suggesting U.S. positions on the various issues. After approval by the Executive Committee, the statements were circulated among affiliated organizations and endorsed by a large number of them. The combined statements carrying the signatures of the endorsing organizations were forwarded to officials in the White House, the State Department, Congress and others. The statements, composed of recommendations to the U.S. government on such global issues as food, population, human rights, environment, law of the sea, arms control and status of women, have received high praise from a number of officials. Assistant Secretary of State for International Organization Affairs, Charles W. Maynes; Assistant Secretary of State for Public Affairs, Hodding Carter III; Senator Inouye; Congressman Zablocki; and Ambassador Elliot Richardson, the President's Special Representative to the Law of the Sea Conference, are among those who have sent letters of commendation.

NGO concerns on UN issues, conveyed in written form by these Issues Statements, have been transmitted personally by members of the Conference of UN Representatives in periodic visits with U.S. officials in Washington and in New York.

In August 1976, a group consisting of 9 members of the Executive Committee called on Ambassador Scranton for a discussion of NGO concerns about a number of UN issues and relations with the U.S. Mission. That meeting was followed by another meeting with Sidney Sober, Deputy Assistant Secretary of State, Courtney Sheldon, Public Affairs Counsellor, and Dorothy Pappas, Public Information Officer. Here the discussion centered on Mission briefings and recommendations for increasing their usefulness to NGOs.

There has been for many years a tradition of an "NGO Issues Committee" from the Conference of UN Representatives and the Council of Washington Representatives on the UN, calling on the Assistant Secretary of State for International Organization Affairs. Small groups of NGO experts met with the Secretary from time-to-time to acquaint him with NGO positions on certain issues and to gain from him an assessment of U.S. policy on those issues. In the past year two such meetings have already taken place and another is planned for October. In September 1976 at the invitation of Assistant Secretary of State Samuel Lewis, a small group met with him to discuss southern African affairs. In June of this year, six NGO experts in disarmament issues met with Assistant Secretary of State Charles W. Maynes, to discuss U.S. participation in the UN's Special Session on Disarmament.

None of the valuable work described in this annual report could have taken place without the continually excellent performance of the Executive Committee of the Conference of UN Representatives and of Peggy Carlin and her assistants Carol Christian and Rachael Johnson of UNA-USA. Working with people who dedicate so much of their time and energy to promoting the activities and ideals of the United Nations is a satisfying and rewarding experience.

Finally, a special word of praise must be addressed to the members of the Arms Control Committee of the Conference of UN Representatives for their invaluable advice and assistance in the planning of the Conference's Annual Plenary Meeting on "Halting the Global Arms Race - Options and Obstacles".

\* \* \*

#### Report of the Council of Washington Representatives on the UN, Virginia M. Gray, Chairman

It has been a busy year. The listing of Council programs during the past year includes only those meetings for which the Council of Washington Representatives on the UN assumed a major responsibility. The two programs of the Capitol Area Division UNA-USA are noted because the Council made a special effort to promote attendance by members of Council organizations, and the Council did not plan separate meetings that could have been a duplication, to a certain extent, of these programs.

Several NGO representatives from New York and from the CWRUN, accompanied by Peggy Carlin - a group calling itself the NGO Issues Committee - met with Assistant Secretary of State for International Organization Affairs, Samuel W. Lewis on September 17, 1976 and on June 1, 1977 with his successor in the new Administration, Charles W. Maynes.

The UNA-USA Washington office held a series of breakfast and luncheon briefings for Hill and Executive Branch staff and selected organization members. The Chairman attended luncheons on September 21st, November 21st, December 15th, 1976 and February 10th, February 28th, March 24th and July 26th, 1977.

In addition to Council meetings the Chairman and other officers and members of CWRUN have attended monthly briefings of the Overseas Development Council. Speakers on these occasions discussed topics relating to trade and development on which the staff of ODC had been working.

A highlight of the year was the Biennial UNA-USA Convention in New York. The Council's Executive Committee's quota of eight delegates was filled from among officers and committee chairmen. In addition, others from the Washington group carrying special UNA-USA responsibilities were also in attendance. CWRUN had previously submitted substantive issues statements for inclusion in the consolidated statement on issues presented in plenary session and on which the delegates voted after lively discussions.

The Chairman of the Council was invited to meetings of a number of other groups with interests related to those of the Council. These included serving Ex-officio on the Capitol Area Division UNA-USA Executive Board and the NGO Executive Committee of the Conference of UN Representatives in New York. Some meetings held by the Law of the Sea group were also attended.

In conclusion, it is worth noting the Council's Executive Committee meetings, where reports of other meetings were shared with the group and general program meetings were planned.

#### Programs of the Council

October 26, 1976	"Prospects for Peaceful Change in Southern Africa" Speaker: The Honorable William E. Schauffele, Jr., Assistant Secretary of State for African Affairs.
November 12, 1976	Reception for Mrs. Edith Ballantyne, President of the Conference of Non-governmental Organizations in Consultative Status with the UN Economic and Social Council
December 8, 1976	"Steps to Security: The Disarmament Component" Speaker: Mr. William Epstein, Visiting Professor, University of Victoria, British Columbia and Special Consultant on Disarmament to the Secretary General of the United Nations. He is author of <u>The Last Chance: Nuclear Proliferation and Arms Control.</u>
December 10, 1976	UN Human Rights Day luncheon, Capitol Area Division UNA-USA
January 12, 1977	"The United States and the United Nations in 1976 - A Retrospective". Speakers: The Honorable Samuel W. Lewis, Assistant Secretary of State for International Organization Affairs and Senator Howard H. Baker, Jr. (R. Tenn.), Senator George McGovern (D. S. Dakota) with John Holum and Seth Tillman of the Senate Foreign Relations staff substituting at the last minute.

February 24, 1977 "Recent Concerns of the UN High Commissioner for Refugees"  
Speaker: Mr. Virendra Dayal, Regional Representative,  
UN High Commissioner for Refugees. This meeting was co-  
sponsored with the U.S. Committee for Refugees.

March 3, 1977 Luncheon honoring Mr. Clark Eichelberger

April 7, 1977 "The Future of U.S./European Assistance to the Developing  
Countries". Speaker: The Honorable J. Robert Schaetzel,  
former Ambassador to the European Communities and a former  
Deputy Assistant Secretary of State for European Affairs.  
This meeting was co-sponsored with the International Development  
Conference.

June 1, 1977 "International Disaster Assistance"  
Speakers: Mr. Stephen Green, Project Director, UNA-USA  
Panel on Disaster Relief; Mr. Christian Holmes, Deputy  
Director, Office of International Disaster Relief, AID.

June 13, 1977 Capitol Area Division, UNA-USA Annual Dinner  
Speaker: Ambassador Andrew J. Young

June 29, 1977 "A New Look at the United Nations"  
Speakers: The Honorable Charles William Maynes, Assistant  
Secretary of State for International Organization Affairs;  
the Honorable Clement J. Zablocki, Chairman, House Inter-  
national Relations Committee.

\* \* \*

Report of the Nominating Committee - Conference of UN Representatives

The Chairman of the Conference, Martha Aasen, appointed the following persons to  
serve on the Nominating Committee for the Conference of UN Representatives:  
Lili Hahn, Chairman; Estelle Linzer, David Poindexter and Eleanore Schnurr.

The Committee met several times to go through the lengthy and difficult process  
of putting together a slate of nominees. The difficulty arose from the fact that  
the Conference of UN Representatives is blessed with a wealth of competent members,  
making selection a less than easy task. Following is a report of the Nominating  
Committee:

The positions of Secretary and three Members-at-Large, who were elected or re-elected  
in 1975 to a two-year term, expire with this year's Annual Meeting (September 19, 1977).  
These positions were held by:

Secretary:	Eleanore Schnurr, Baptist World Alliance
Members -at-Large:	Harold Curran, Lions International
	Edna McCallion, Church Women United
	David Poindexter, Population Institute



The Committee takes pleasure in proposing the following slate:

Secretary:	Chauncey G. Olinger, Jr., Bolton Institute
Members-at-Large:	Robert Uplinger, Lions International
	Rev. Robert Smylie, United Presbyterian Church, USA
	Mrs. George Dockery, National Council of Negro Women

These person's term of service will expire in 1979.

\* \* \*

Report of the Nominating Committee - Council of Washington Representatives

Appointed by the Chairman of the Council of Washington Representatives on the UN, the Nominating Committee (Judith Stone, Chairman; Jacob Clayman and Martha Mills) is pleased to nominate the following slate:

Chairman:	Dr. James E. Wood Baptist Joint Committee on Public Affairs
Vice Chairman for Legislation:	Frances Neely Friends Committee on National Legislation
Vice Chairman for Program:	Leonard Aries National Conference of Christians and Jews
Secretary:	Beth Perkins League of Women Voters
Treasurer:	Barbara McGarry American Foundation for the Blind

At its Annual Meeting on June 29th the officers were elected unanimously.

\* \* \*

Reports of the Issues Committees - Conference of UN Representatives

ARMS CONTROL, DISARMAMENT AND PEACEKEEPING - Jo Pomerance and Homer Jack, Co-chairmen  
The committee held a meeting on October 14, 1976 at which Leon Sloss, Assistant Director of the International Relations Bureau, U.S. Arms Control and Disarmament Agency, spoke on the subject of U.S. Disarmament Policy at the 31st UN General Assembly. Also on the program were three panelists, Homer Jack, Co-chairman of the Committee; Donald Keys of the World Association of World Federalists and Mrs. Noor Lakhdir of the League of Women Voters. Jo Pomerance, Co-chairman of the Committee, presided.



Mr. Sloss said that, while the U.S. Government had originally had doubts on the value of a special UN session on disarmament, now that the session has been decided, the U.S. will participate constructively. He said the Ford Administration was concerned that the criticism expected from the non-nuclear states of the nuclear powers for not complying with Article VI of the Non-Proliferation Treaty would weaken the non-proliferation regime. It is to be hoped that progress made at the NPT Review Conference will be mentioned in the resolutions. On questions of the Test Ban and SALT II, Mr. Sloss explained the U.S. position; namely that lack of progress was due to general Soviet resistance. Soviet insistence on controls of the range of the cruise missile and on exclusion of peaceful nuclear explosions from the proposed comprehensive test ban treaty were obstacles to agreement.

In March 1977 the committee issued a statement on Suggested U.S. Positions on Disarmament for signature by members of UNA's Council of Organizations. The statement was then sent to concerned government officials. The statement asserted that the continuing arms race had weakened, rather than strengthened, the security of the United States. In addition, it was diverting resources needed for social improvements to military uses. The statement went on to suggest that it was time to rely more heavily on the settlement of disputes by peaceful means, using machinery provided by the United Nations, and thereby reducing the need for augmenting our military strength. It emphasized that the UN Special Session on Disarmament could make advances towards this goal.

The statement went on to stress the need for greater attention to economic conversion planning as a means of relieving the fear of unemployment in the event of disarmament. The statement welcomed President Carter's commitment to the goal of "Zero Nuclear Weapons" in all nations.

In summary, the statement urged that the pledge by the United States and the Soviet Union in Article VI of the Nuclear Non-Proliferation Treaty, "To pursue negotiations in good faith on effective measures relating to the cessation of the nuclear arms race", should provide a governing principle for United States disarmament efforts.

The committee recommended to the Executive Committee of the Conference of UN Representatives that the annual meeting of the Council of Organizations should be devoted to a discussion of the UN Special Session on Disarmament. This recommendation was accepted. Subsequently, during April and May the committee held several meetings to prepare recommendations for the Conference, scheduled for September 19th.

ENVIRONMENT AND WATER COMMITTEE - Edna McCallion, Chairman

An open meeting of NGOs on water and the environment was held on January 25, 1977 at 2:00 p.m. at 345 East 46th Street.

Mr. Bill L. Long, Senior Scientist, Office of Environmental Affairs, U.S. Department of State, and Mr. Richard Seifman, U.S. Mission to the UN addressed the meeting.

Recommendations were made by those present concerning the draft statement suggesting the position of the U.S. on Water, Desertification and Environment.

An announcement has been sent out to members of the committee informing them of a meeting on September 15th which will focus on the recent UN Conference on Habitat, Water and Desertification, and subjects relating to the environment.

FOOD AND POPULATION COMMITTEE - David Poindexter, Chairman

The major thrust of the committee in the year past was to address itself to the situation in the world of 1977 which is "Bucharest Plus One Fourth of a Decade".

On February 10th a major meeting convened in the forenoon and continuing through lunch and the afternoon, was held to address this question. Platform leaders for the day were Halvor Gille, Deputy Executive Director of the United Nations Fund for Population Activities; Ambassador Marshall Greene, Coordinator for Population of the United States Department of State; Rodney Shaw, President of the Population Institute; Jayne Millar Wood, of the Overseas Development Council and Leon Marion, Head of the American Council of Voluntary Agencies.

Following the platform presentations, Conference members in attendance divided into discussion groups. Out of these came recommendations for actions by our government related to the findings and recommendations of the United Nations World Population Conference of 1974. It was agreed that a great deal had happened because of that conference but that much more was required. The recommendations coming out of the discussion groups of the Conference members in attendance were assembled and prepared in a statement which was circulated as one of the issue papers to all of the organizations of UNA's Council of Organizations and then forwarded to the appropriate U.S. government leaders in Washington with the endorsements of those organizations who chose to endorse it.

In short, the activities of the committee this year were to provide a major briefing to members of the Conference and to develop out of that recommendations for policies and programs to our government.

HUMAN RIGHTS COMMITTEE - Robert W.C. Brown and Adele Leaf, Co-chairmen

The committee met in February at the Carnegie International Center to develop a statement for a suggested U.S. position on Human Rights to be sent to U.S. government officials. The second meeting of the Human Rights Committee was held March 31, 1977 at the Carnegie International Center. Allard Lowenstein, Chief of the U.S. delegation to the UN Human Rights Commission's 33rd meeting, held in Geneva, reported the highlights of that meeting to a large group of NGOs. He mentioned that for the first time situations in the U.S.S.R. and Uganda were discussed, in addition to the usual discussion of Israel, South Africa and Chile. This, he said, was due to the efforts of the U.S. delegation. Roberta Cohen, Executive Director of the International League for Human Rights, gave an overall picture of the abuses of human rights, the problems facing the United Nations and the role of the U.S. concerning human rights.

The committee met again on September 6, 1977 and discussed human rights issues to be considered for presentation to Assistant Secretary of State Charles W. Maynes. When approved by the Executive Committee of the Conference of UN Representatives, the Issues Committee which will meet with the Secretary in October in Washington, will discuss these issues with him.

The committee proposed these issues: ratification of the Genocide Convention, pressure on NGOs concerned with human rights at the UN, the decision of the U.S. to leave the ILO and its effect on human rights, the linkage of political and economic rights, terrorism and human rights.

These suggestions will be coordinated with the Human Rights Committee of the Council of Washington Representatives on the UN.

INTERNATIONAL WOMEN'S DECADE COMMITTEE - Carol Leimas, Chairman

This year, our committee, along with women all across the United States, focused on the state and national women's conferences. Organized as the major United States follow-through of International Women's Year, these state conferences were held in the spring and summer of 1977. The national conference is scheduled for November 1977. Last October we held a public meeting to bring UN representatives up-to-date on plans for these conferences and subsequently we worked closely with State Department officials to see that all the conferences had strong international components. A "Call to Action" was circulated in February, urging affiliated organizations to actively participate in state international interdependence workshops and to supply materials to them.

Another item that received the committee's attention was the proposed move of the UN's Branch for the Promotion of Equality of Men and Women from New York to Vienna. We signaled our unhappiness with this move to U.S. Mission and State Department officials but were not successful in gaining government backing for our views.

Finally, along with the other committees of this organization, we drafted and circulated a statement on subjects of concern to women, for submission to the Carter Administration.

OCEANS COMMITTEE - Lili Hahn and Eleanore Schnurr, Co-chairmen

"One of the most arduous sessions." This is what UN Conference on the Law of the Sea III (LoS) President H. Shirley Amerasinghe called the 6th working portion of the Conference which met at UN Headquarters May 23rd to July 15, 1977.

Two well attended, spirited Oceans Committee meetings, January 7th and June 8, 1977 respectively previewed and reviewed the session and offered samples of what contributed to making it so arduous.

January 7th speakers'views clash - if amicably. For a long time on the same U.S. LoS negotiating team, the two speakers agreed to disagree: Mr. Marne Dubs, Director of Ocean Research, Kennecott Copper - impatient for profits from digging up manganese nodules from the deep sea for private industry before - or if not reached soon, even without a treaty... Mr. Samuel Levering, U.S. Committee for the Oceans, sees a longer lasting profit for the world by sticking to the hard negotiating table until an international agreement has been achieved, including disposition of the nodules on an equitable basis.

June 8th LoS from three different perspectives. Mr. Bernard Oxman, Deputy Chief, U.S. Delegation, LoS, stated that U.S. favors a stable order of the seas but must heed other U.S. interests as well. Regarding a treaty (a) Fisheries (East Coast)

think they don't need one, are satisfied with recently established 200 mile limit (see Becker); (b) Mining Industry - not keen if not hostile to having one; (c) Environmentalists' pro-treaty voices are not powerful enough; (d) For a treaty, there exists in U.S. NO EFFECTIVE PUBLIC SUPPORT. (NGOs, please note and see end of this report.)

Ms. Gwenda Ward, UN Secretariat, Special Assistant to the Under-Secretary-General, UN LoS, described Committee I which deals with seabed regime and machinery and exploitation as an innovator of concepts, such as defining "Heritage of Humankind", "National Interest", "Negotiating Package" and working methods like using consent whenever possible instead of the vote.

Among chief problems: How to reconcile the attitude of the developed vs. developing countries; one group fears losing resources while the other fears neo-colonialism of the oceans.

Mr. Gordon Becker, Counsel, Exxon Corporation, gave a personal viewpoint of U.S. business interest in LoS ( in addition to those mentioned earlier in this report): a) Fishermen - tuna and shrimp industry (West Coast), is dissatisfied with the 200 mile limit, would like to see international accord. (See B. Oxman); b) Shipping Industry insists on the right to innocent passage, transit through straits, 12 mile territorial sea limit and control of pollution standards; wants a treaty. Mr. Becker's concluding thoughts: U.S. industry and business should make their views known and put faith in the U.S. Delegation to negotiate a treaty, acceptable, clear and coherent.

This meeting's special dividend: the three speakers volunteered to say they had learned from each other and gained a clearer understanding of each other's positions.

Statement for suggested U.S. position on the oceans was sent to the Carter Administration, the Department of State and Legislative Officials of the U.S. government by the Committee with endorsements of member organizations. The message urged a policy review of deep sea mining and a continued search for international agreement.

Committee members and LoS Delegates see "Freedom of the Seize". A subtle satire, gentle, humorous, yet powerful appeal to transcend parochial interests and reserve the deep oceans for the Common Heritage for all. Both written and lead role superbly played by Professor John Logue, Villanova University.

Plans for Future. A meeting early in 1978 to: a) update NGOs on past events, preview the next session to be held in Geneva, March 28th for 7 or 8 weeks; b) reach for further dimensions and listen to views from a land-locked and/or geographically disadvantaged country and marine scientists; c) stimulate NGO action and map out strategies so that we can create an effective public support in the U.S. for the survival of our oceans.





300 EAST 42nd STREET, NEW YORK, NEW YORK 10017 (212) OX 7-3232

# ATTACHMENT 4

## ANNUAL UNITED NATIONS SYMPOSIUM FOR THE LEADERSHIP OF NATIONAL ORGANIZATIONS sponsored by

CONFERENCE OF UN REPRESENTATIVES, UNA-USA  
Monday, September 19, 1977

### HALTING THE GLOBAL ARMS RACE: OPTIONS AND OBSTACLES

#### P R O G R A M

##### AT THE UNITED NATIONS

9:00 a.m. Registration

9:30 "The UN Special Session on Disarmament" Conference Room 3  
Opening Remarks  
Martha Aasen, Chairman

9:35 "Realistic Expectations of the Special Session"  
H.E. Mr. Lazar Mojsov,  
Deputy Foreign Minister of Yugoslavia

10:00 "Perspectives on the Special Session"  
H.E. Mr. Henryk Jaroszek,  
Permanent Representative of Poland to the United Nations  
H.E. Mr. Rikhi Jaipal,  
Permanent Representative of India to the United Nations  
H.E. Mr. Ralph Harry  
Permanent Representative of Australia to the United Nations

Discussion following each presentation

##### AT THE CARNEGIE INTERNATIONAL CENTER

345 East 46th Street  
2nd floor

12:15 p.m. Reception (Cash Bar)

12:45 Luncheon  
"The Politics of Disarmament"  
The Honorable Paul Warnke,  
Director, U.S. Arms Control and Disarmament Agency

2:45 Brief Business Meeting - Election, Conference of UN Representatives

3:00 "Strategy for Americans"  
The Honorable Thomas J. Downey,  
Member, U.S. House Armed Services Committee

NGO Panel: Homer Jack, Betty Little, Jo Pomerance

##### AT THE U.S. MISSION TO THE UNITED NATIONS

799 United Nations Plaza  
12th floor

5:00 Reception Honoring those UN Ambassadors  
serving on the Preparatory Committee for  
the Special Session on Disarmament  
Host: The Honorable James F. Leonard  
Deputy Permanent Representative to the United States to the UN



October 27, 1977

TO: Robert M. Ratner

FROM: Beth Rosenthal and David Dull

RE: Responses from Participants of the 1977 Editors Seminar

One month after our two-day Editors Seminar at the United Nations, the Public Information Service has received almost 30 letters of praise and appreciation from journalists who attended.

A typical response came from Frank Bowers, publisher and editor-in-chief of CBS Publications. "How do I appraise the program? I thought the program was sensationally diverse: addressing itself to exactly those issues of most pressing concern to us all." He continued, "It has been pointed out many times in the past, the UN remains one of the sole sane courts of last resort open to mankind, and we certainly owe it to ourselves to be attentive to its every need."

Editors from the New York Daily News, which ran a very critical series about the UN last May, attended the Seminar to hear "our side." Wrote David J. Oestreicher, the national editor, "The Editors Seminar, from my point of view, was a smashing success. The sessions gave me fresh insight into the value of the UN as a tool for peace and dialogue." Robert Laird, an editorial writer for the News, also wrote, saying, "the opportunity to hear from and question delegates of various countries, particularly the developing nations, was extremely valuable. I'm sure both sides profit from the dialogue."

The managing editor of Travel & Leisure, Don Gold, had this to say about the UN Seminar: "attending the seminar brought me solidly into the world of reality. It brought me closer to the major issues that face the world and offered me the opportunity to understand them more clearly than I had before."

Besides educating the editors, the seminar also sparked ideas for UN stories. Steven Erlanger, the assistant foreign editor of the Boston Globe, has assigned a reporter to do a comprehensive story on the Third World bloc -- "an idea that had its stimulus from the seminar." He wrote he is also contemplating an Op-ed piece on the ILO.

Barbara Cohen, national editor of the Washington Star, reports, "the subjects covered demonstrated a good awareness of what would be considered newsworthy by editors. For example, the meeting with Elliot Richardson inspired me to assign a reporter to prepare a series on deep-sea mining and the law of the sea conference."

The first article resulting from the seminar appeared the day after its close in the Christian Science Monitor. Since then, the New York Daily News ran a story on International Trade; the Toledo Blade printed an

editorial on human rights and Cox Broadcasting Corporation aired four broadcasts using material gleaned from the seminar, including one using actualities from Ambassador Young's session. To date 17 articles have appeared.

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# UNA-USA

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## EDITORIAL SEMINAR

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# '77

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1977 EDITORIAL SEMINAR AT THE UNITED NATIONS

for

AMERICAN SOCIETY OF NEWSPAPER EDITORS  
NATIONAL CONFERENCE OF EDITORIAL WRITERS  
AMERICAN SOCIETY OF MAGAZINE EDITORS  
NATIONAL ASSOCIATION OF BLACK JOURNALISTS

Monday, September 26th and Tuesday, September 27th, 1977

**Program Chairman:**

*Joseph M. Segel*, Chairman, Presidential Airways  
Member, U.S. Delegation to the 29th General Assembly  
Former Chairman, Board of Governors, UNA-USA

**MONDAY, SEPTEMBER 26th**

- 1:45 p.m.    **VIP Tour of the United Nations**
- 3:00 p.m.    **Opening Session**  
              *"The UN: What Good Is It?"*  
              **Questions and Answers**  
              *Ambassador Ivor Richard*, Permanent Representative of the  
              United Kingdom to the United Nations
- 4:00 p.m.    **Panel Discussion**  
              *"Human Rights: What are the Tradeoffs?"*  
              **Questions and Answers**  
              *Ambassador Fereydoun Hoveyda*, Permanent Representative of Iran to the  
              United Nations  
              *Ambassador T.T.B. Koh*, Permanent Representative of the Republic of Singapore  
              to the United Nations  
              *Ambassador Gwendoline Chomba Konie*, Permanent Representative of the  
              Republic of Zambia to the United Nations  
              *Morris B. Abram*, Former United States Representative to the UN Commission on  
              Human Rights  
              Moderator: *John Carey*, Past Chairman, International League for Human Rights
- 6:00 p.m.    **Coffee Break**
- 6:30 p.m.    **Meeting with Secretary-General Kurt Waldheim**  
              **Questions and Answers**

See other side for Tuesday's program.

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**TUESDAY, SEPTEMBER 27th**

- 9:15 a.m.**      **Meeting with Ambassador Elliot L. Richardson, Special Representative of the President for the Law of the Sea Conference**  
                      **"The Law of the Sea Negotiations: Are They Headed Anywhere?"**  
                      **Questions and Answers**
- 11:00 a.m.**      **Panel Discussion**  
                      **"The North-South Economic Dialogue: Is Economic Conciliation in the Cards?"**  
                      **Questions and Answers**  
                      *Ambassador N. M. Malinga, Permanent Representative of the Kingdom of Swaziland to the United Nations*  
                      *Angel Maria Oliveri-Lopez, Minister Plenipotentiary, Permanent Mission of Argentina to the United Nations*  
                      *Mian Qadrud-Din, Counsellor, Permanent Mission of Pakistan to the United Nations*  
                      *Alexander Count York, Minister Plenipotentiary, Permanent Mission of the Federal Republic of Germany to the United Nations*  
                      Moderator: *Professor David B. H. Denoon, New York University*
- 1:15 p.m.**      **Reception and Luncheon**  
                      **Informal discussion with senior staff members of the United States Mission to the United Nations and with senior United Nations correspondents**  
                      Chairman: *Governor William W. Scranton, Former Permanent Representative of the United States to the United Nations and Chairman of UNA-USA*
- 3:00 p.m.**      **Panel Discussion**  
                      **"Arms Control and Disarmament: The Prospects for Multilateral Action"**  
                      **Questions and Answers**  
                      *Ambassador Yury Evgenyevich Fokine, Deputy Permanent Representative of the Union of Soviet Socialist Republics to the United Nations*  
                      *Ambassador James F. Leonard, Deputy Permanent Representative of the United States to the United Nations*  
                      *Ambassador Ilkka Olavi Pastinen, Permanent Representative of Finland to the United Nations*  
                      *Lic. Francisco Correa, Counsellor, Permanent Mission of Mexico to the United Nations*  
                      Moderator: *Governor William W. Scranton, Former Permanent Representative of the United States to the United Nations and Chairman of UNA-USA*
- 5:15 p.m.**      **Roundtable Meeting with Ambassador Andrew J. Young, Permanent Representative of the United States to the United Nations**  
                      **Questions and Answers**
- 6:15 p.m.**      **Reception**  
                      **Informal discussion with Ambassador Young, members of the United States Delegation to the 32nd General Assembly, and staff members of the United States Mission to the United Nations**  
                      **Conclusion of the Seminar**

See other side for Monday's program.

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October 31, 1977

UNITED NATIONS ASSOCIATION OF THE USA

M E M O R A N D U M

TO: THE BOARD OF DIRECTORS  
THE NATIONAL COUNCIL

FROM: ROBERT M. RATNER  
President

RE: NOTES TO THE 1978 BUDGET

Introduction

The President's Report, which accompanies this budget, outlines our accomplishments in 1977. The accomplishments seem to heavily outweigh areas where no progress was made -- mainly the failure to launch the Five-Year Funding Program until the end of 1977 and the failure to match the conditional endowment fund grant, which may result in the loss of that grant.

Our staff, inspired by 1977 successes, submitted expense budgets which included new programs and expansion of ongoing ones. I can only applaud this enthusiasm and deplore the fact that sober and prudent budgeting required, in the main, severe reduction of expansion plans. In no case are we projecting program at a lower level than 1977.

In some areas the Finance and Budget Committee, the Board of Governors and Directors and the National Council members may want to make hard choices in program priorities. I hope that these notes combined with the President's report will provide them with sufficient background to give some thought to those choices when and if they decide to make them.



Expenses

As in the past we feel we can project expenses with some degree of accuracy, by applying the experience of 1977 and previous years and make some arbitrary judgments about inflationary costs for 1978.

We project total expenditures in 1978 of \$3,153,795; \$355,880 more than projected in our 1977 budget.

It may be of interest to note that our 1977 budget projected expenditures of approximately \$550,000 more than was projected in the 1976 budget. The explanation for the substantial increase now is similar to the explanation in the 1977 budget:

1. Every program has a provision for a general increase due to the anticipated inflationary spiral.
2. We project a substantial increase in programs where we are expecting or hoping to secure designated funds; hence, the General Fund will not be affected. For instance:
  - A. Council of Organizations projects a substantial increase in expenditure due to "Operation Turning Point", the educational program on disarmament which has designated funds.

- B. Public Information Service projects a higher rate of expenditure than in 1977 and is fully funded.
- C. ISSUES BEFORE THE GENERAL ASSEMBLY is projected at almost a 20% increase over 1977 with full funding projected.
- D. Policy Studies projects an increase of the substantial sum of \$87,000 more than was projected in 1977, details of which will be explained further on. It should be noted that Policy Studies includes the continuation of the Economic Policy Council, the discontinuation of the International Disaster Relief Panel (only the final portion of which was in the 1977 budget), a substantially increased expense in the Soviet-American Parallel Studies Program, and one full, new panel -- Human Rights. For the first time in several years this budget reflects a full year's expense for the Vice President for Policy Studies, his secretary and general expenses.

#### Income

This, of course, is the most difficult area to project, particularly without the experience of the last three months of 1977.

I. Special Events Income (General)

(Spring Dinner, Washington Concert, UN Ball, "UN Visits \_\_\_\_").

In the last few years this income has grown to be the single largest source of funds in our entire budget. In 1977, we estimate that Special Events will have brought in gross income in excess of \$1,000,000; almost 50% of our entire budget.

While projections in this area should be more accurate than others, there are still many variables -- the amount of influence and enthusiasm of the Chairman of each event; the economic climate; what goes on at the UN -- all of these factors play a major role in the relative success of the Special Events and can cause variations of \$150,000 to \$200,000 in income from the previous year.

II. Special Gifts Income (General)

The "Five-Year Funding Program" -- in effect, UNA's Development Fund Program.

We have always known that the key to the success of our income projections and our ability to fund our programs was based on the magnitude of the five-year pledges (long-range funding). These pledges for future years could be characterized as "committed future sales." We are finally about to launch this program.

This campaign was first announced in April 1976 with some inspirational five-year pledges which totalled approximately \$1½ million of our \$4½ million goal. Since then, however, although we made some small progress, the program bogged down while we attempted to secure a campaign chairman.

When Bob Wright, Senior Partner of Arthur Anderson and Co., did agree to serve as Chairman in March 1977, we were unable, because of the staff leadership transition, to provide the staff back-up necessary to launch this campaign. We now plan to launch the campaign at a meeting scheduled for 3:30 p.m. on November 14, immediately following the Board of Directors Meeting. At that time we will invite several Directors as well as corporate executives and other potential funders who are not on our Board, to hear our story.

Governor Scranton has called this meeting, and we hope to enlist many who attend as members of our Five-Year Funding Campaign Committee. Hopefully, they will make their own commitments and seek from others five-year pledges over and above regular funding for UNA. We must secure, as soon as possible, pledges totaling approximately \$3 million for the five-year period. If we are successful, our planning from 1979 on would be more efficient and our projected income in this budget of \$316,485 (Section B, Line 10, Column H), will be favorably affected.

Further, it will strengthen projected designated income under Section A, (Lines 13B, C and D, Column C).

We still need the staff capability to back up this campaign, but at least we are starting.

III. Program Related or Restricted Fund Contributions (Designated Grants)

This category covers all projected, designated income (Section A, Column C, Line 16) which totals \$711,210. As in the past, there is a mixture here -- some are firm pledges, some represent reasonable hopes -- while others are in the "dreams" category.

Once again, we have included a percentage of overhead in the projection of designated contributions specifically in two areas:

1. Center for International Environment Information
2. Policy Studies

More specific comments about these grants are incorporated later in this memo in the detailed notes of each line item of the budget.

IV. Self-Generated Income (Program Income - General)

(Dues, Sale of Materials, etc.)

The year 1978 will be the first full year which will reflect dues renewals and new members at the increased basic dues of \$20 per member.



I In the Fall-Winter of 1976, a nationally initiated and coordinated membership campaign was conducted by the Chapters on the local level. Thirteen hundred new members were recruited at that time. Since then, with no organized nation-wide campaign, membership units have steadily declined, but not in great numbers, and income has increased substantially because of the raise in dues which was put into effect in the Spring of 1976. As a consequence, dues income is projected at a higher rate than 1977.

V. "Windfall" Income (Usually General)

In 1977 as in all previous years, some income had been projected which was not received. For instance, in 1976 we projected royalties from a record produced for us by CBS. The record was never actually marketed. The results of the test were poor and the project was scrapped.

In 1977, we projected \$25,000 net income from "THE UN VISITS PENNSYLVANIA." For numerous reasons, this sum was not forthcoming.

Similarly, 1977 we projected \$22,650 for the completion of the panel for International Disaster Relief. We were not able to secure the full amount projected.

Similarly, sometimes special events projections do not hold up and sometimes circumstances force us to spend more than we budgeted for a particular program.

Each year, we have been fortunate enough to find what I characterize as "windfall" income which sometimes fully or partially makes up for the losses I have described above. That "windfall" income may be in the form of bequests or in the form of income from special events far in excess of the amount we projected -- as in the case of our Spring Dinner in 1977 when we netted \$150,000 over and above the amount we projected. Obviously, this income cannot be projected, but I am hopeful that 1978 will produce income in this category as has happened in the past.

The first review of this budget on the staff level showed an initial gap between projected income and projected expenses in the amount of approximately \$583,000; coincidentally, very similar to the \$597,000 initial gap in the 1977 budget. After several reviews which produced reduction of expenses, increases in projected income and much bloodletting, we finally reduced the gap to \$316,485 -- which is the sum included in this budget (Section B, Line 10, Column H) under INCOME REQUIRED FROM NEW CONTRIBUTIONS AND OTHER SOURCES APPLICABLE TO 1978. In the 1977 budget, this amount was \$281,360. To date, we have only secured approximately \$140,000 of that figure, hence, we still have a gap of approximately \$140,000 to obtain between now and the end of the year (if all other figures are maintained as projected) to close the year with a balanced budget.

Since we have not yet closed that gap -- it may seem odd to suggest now that the Board approve a budget for 1978 with an even higher gap, approximately \$316,000. Indeed, I would not bring such a recommendation to the Board were it not for the fact that we now have a meeting set to launch the Development Fund Campaign on November 14. If the campaign goes well, it will not be

difficult to secure this sum and a good deal more in the year 1978. After all, in 1977, as mentioned above, we have so far secured \$140,000 without an organized campaign and it is still my hope and expectation that we will secure the remaining sum before the end of the year.

Following this will be a detailed explanation of each line of the budget. We hope that we have constructed this budget in a way to allow us to retrench by mid-year 1978, if income projections fall far below expectations. In all honesty, I wish I could say as I did for the 1977 budget that income is projected here with prudent optimism. I cannot make such a general statement. In some cases the word prudent can be included and in others the word optimism will have to stand on its own.

NOTES AND COMMENTS - SECTION A - EXPENSES

Line 1 - Chapters, Divisions & Membership

Line 1A - General Staff for CD&M

1977 Budget

\$116,090

1978 Budget

\$118,705

We project spending approximately \$2,600 over the 1977 budget -- a modest inflationary increase.

Line 1B - Travel, Printing and Distribution Costs

1977 Budget

\$38,990

1978 Budget

\$46,690

This apparent increase of approximately \$7,500 is misleading. The actual increase is approximately \$16,000 over last year because \$9,000 of mailing expenses for Membership Renewals has been transferred to Membership Records where they more properly belong. The \$16,000 increase is spread over increased costs in travel, printing and other items amounting to about \$8,000 and a projected membership recruitment letter from Governor Scranton in the Fall of 1978, similar to the letter set out last month which costs about \$8,000.

Line 1C - Membership, Record Keeping and List Rentals

1977 Budget

\$84,290

1978 Budget

\$100,530

The \$16,000 increase in this line item includes the \$9,000 transferred from Line 1B. The balance of \$7,000 covers salary increases and fringe benefits awarded in 1977, and other inflationary costs across the whole program.

Line 1D - Membership Dues (Renewals)

1977 Budget Income Projection

\$215,000

1978 Budget Income Projection

\$269,000

This projection of \$54,000 gross increased income from membership renewals is due to the fact that this will be the first full year that will reflect the membership dues raise that went into effect in May, 1976. In addition, our renewal rate in 1977 was appreciably higher than our renewal rate in previous years. This also includes a projection for renewals of new members who have been recruited as a result of our current membership campaign, and a similar campaign at the same time in 1978.

Line 1E - Payments to Chapters and Divisions

1977 Budget

\$110,250

1978 Budget

\$129,200

This increase of almost \$20,000 is projected in response to the increased income projection in Line 1D above.

It should be noted that in addition to the staff time and efforts of the National Office devoted to membership recruitment, a relatively substantial sum has been invested by the National Office in membership recruitment, i.e., the National Office paid approximately \$8,000 from General Funds for a membership recruitment mailing (first class mailing) from Governor Scranton this year. Included in this category is about \$27,000 for the CCDP Steering Committee to allocate to Divisions for regular budgets or to Chapters or Divisions for Special Projects. Also included here is \$7,500 additional for CCDP Steering Committee meetings and other expenses.

Line 2 - Total Chapters, Divisions & Membership

1977 Budget

\$349,620

1978 Budget

\$395,125

Column E shows general support required for this department of approximately \$103,000. This is a \$6,000 reduction from the 1977 budget.



Line 3 - The Inter Dependent

1977 Budget

\$155,000

1978 Budget

\$174,535

This \$19,000 apparent increase includes the salary of one staff member who handled promotion for The Inter Dependent but was not in the 1977 budget because the promotional program was tentative. We have made the decision, pending Board confirmation, to continue the promotion effort, therefore, we have included that salary in this budget. The additional increase covers a range of items, including salary increases awarded in 1977, increases in postage and other miscellaneous items. As a result of our decision to continue the promotion effort, we have projected additional self-generated income (Column D) of approximately \$13,000 over the sum projected in 1977.

The Inter Dependent budget shows a net draw upon general funds of approximately \$150,000. I would remind the Board that in 1976, the Finance and Budget Committee, and the Board of Governors spent some time discussing the economics of The Inter Dependent program, and came to the conclusion that it was such an important publication and recognized as such by the entire Foreign Affairs Community, that it was appropriate that a subsidy from general funds in approximately this amount be allocated each year.

Line 3A - Publications Production Department

1977 Budget

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1978 Budget

\$12,000

This is a new department which we are planning to establish, hiring one new person, who will work under the supervision of the editor of The Inter Dependent in order to coordinate the production of most of the printed material developed for all of UNA's programs and special events. It is the feeling of the staff that we should improve the quality of our publications and that we

should relieve program directors of the responsibility and the subsequent time spent dealing with the technical details of production. While this appears to be a net cost of \$12,000, in fact we project the actual net cost at about \$5,000 because as a result of our decision to establish this Department, we have reduced projected expenses in some of the other areas by about \$7,000.

Line 4 - Council of Organizations

1977 Budget

\$91,020

1978 Budget

\$129,125

This apparent increase of approximately \$38,000 includes "Operation Turning Point" which is the new educational program on disarmament which was started in August 1977, and is fully funded until August 1978 by a grant from the IWO. One field staff person has been added for this purpose. At the conclusion of this program, this field man will concentrate all of his efforts on Chapters and Divisions activities. There are, in addition, some salary and fringe benefit increases that were awarded in 1977, and some miscellaneous increases due to inflation.

Line 5 - UN Day Program

1977 Budget

\$152,405

1978 Budget

\$169,625

The increase of approximately \$17,000 covers salary and fringe increases awarded in 1977, and projected increases in the cost of publications to cover inflation and to improve our potential to sell our materials (new, more attractively designed publications list). There is a consequent increase in income projected on the same line under Column D from \$32,500 in 1977 to \$40,125 in 1978. The net amount of general support funds required is increased about \$10,000.

Line 6 - Washington Office

1977 Budget

\$61,020

1978 Budget

\$80,425

This increase of \$19,000 is comparately large because we finally had to raise salaries of our staff in Washington to a professional level. These people can no longer be categorized as the "youth" who originally started this operation. They are full fledged professionals who carry on a much expanded, high level, effective program, providing information for the Congress and the Administration. There is also one additional staff person -- a parttime intern. There is also a normal, inflationary increase provided for in this program.

Line 7 - World Federation of UN Associations

1977 Budget

\$36,200

1978 Budget

\$40,000

Of this projected gross increase of \$4,000, \$2,000 reflects the difference in exchange rate between Swiss francs and American dollars, and \$2,000 is provided for travel, with a designated grant in the same amount projected under Column C. Thus, the net increase is only \$2,000.

Line 8 - Center for International Environmental Information

1977 Budget

\$195,000

1978 Budget

\$186,255

This continues to be projected on a fully funded basis which now provides us with a 10% overhead figure, thus the net income for general funds in Column E.

Line 9 - Public Information Service

1977 Budget

\$102,205

1978 Budget

\$122,725

This is also a fully funded program with a projected increase, but no net effect on the general fund.

Line 10 - Issues before the 33rd General Assembly

<u>1977 Budget</u>	<u>1978 Budget</u>
\$17,000	\$20,050

The \$3,000 gross increase projected covers inflation in printing, and reflects more accurately the experience in the cost of design and promotion for 1977. The project is projected on a fully funded basis, with anticipated grants totaling \$14,000 (Column C) and income from sales totaling \$6,000 (Column D). We have no reason at this time to be optimistic that we will in fact secure the anticipated grants of \$14,000. We think, however, that this is a very important project; that it would be a real loss if we were to discontinue it. Nevertheless, considering the several variables in our income projection, it is my intention to seek this grant support in the early part of 1978, and if we do not secure these grants by June, to then confer with the Finance and Budget Committee to determine whether or not to go ahead with the program.

Line 11 - Biennial Convention

<u>1977 Budget</u>	<u>1978 Budget</u>
\$42,035	\$6,000

This is not an actual comparison since we held the convention in 1977. The amount projected for 1978 includes anticipated meetings of the Nominating Committee and the Convention Advisory Committee in preparation for the convention in 1979.

Line 12 - Subtotal of all program activities exclusive of policy studies

<u>1977 Budget</u>	<u>1978 Budget</u>
\$1,201,505	\$1,335,865

While the gross difference is approximately \$134,000 more than budgeted in 1977 on a net basis, we are projecting only a \$24,000 increase of general

support required (Column E).

Line 14 - Total Policy Studies

<u>1977 Budget</u>	<u>1978 Budget</u>
\$384,275	\$471,505

In this area we project a substantial gross increase in expenditure of approximately \$87,000. The following are the details:

Line 13A - General Administration for Policy Studies

<u>1977 Budget</u>	<u>1978 Budget</u>
\$74,760	\$78,125

This item provides for the Vice President for Policy Studies, a secretary and general expenses of an administrative nature. It is approximately \$3,500 over what was projected in 1977.

Line 13B - Economic Policy Council

<u>1977 Budget</u>	<u>1978 Budget</u>
\$170,000	\$180,890

We are projecting expenses of approximately \$11,000 higher than 1977, which is a more accurate projection since we have now had a year's experience of operating this program. We are projecting this as fully funded with a certain amount of overhead for general funds.

Line 13C - Soviet Parallel Studies Program

<u>1977 Budget</u>	<u>1978 Budget</u>
\$120,640	\$127,285

This line includes two panels; one on arms control, and one on economics, projected on a fully funded basis, although we were unable to fully fund it in 1977 and do not know where all the funds will come from for 1978. We have some committed grants totaling approximately \$50,000 and we intend to solicit others. However, even if we don't secure all the funding projected and necessary, we consider this program so important as to



warrant spending general funds for it. In this case, as in the case of other programs where designated funds are projected but not yet committed, in the event we don't secure fully designated grants, we are hopeful that our Five Year Funding program will secure a sufficient sum in surplus of the amount projected in Section B, Line 10, to make up for any shortfall.

Line 13D - Human Rights Panel

1977 Budget

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1978 Budget

\$85,205

This is a new panel we are launching at the request of the Policy Studies Committee and the Board of Governors. Here, too, we are projecting full funding with no knowledge yet of where these funds will come from. The same situation arises here as applies to the Parallel Studies Program above. There is no comparative figure since this is the launching of a new Panel, and the 1977 Budget included the phasing out of the International Disaster Relief Panel.

Line 14 - Total Policy Studies Program

We are projecting the net draw on general funds for the total program at approximately \$21,000, almost exactly the same amount as projected in 1977, Column E.

Line 15 - Contingency

1977 Budget

\$80,000

1978 Budget

\$80,000

Once again we project a contingency sum of \$80,000, the same amount that was projected in 1976 and 1977. It is from this fund that we plan to cover cost-of-living or merit increases for the staff for 1978 as well as any other contingencies which might arise. This is a low contingency fund for a budget projecting expenditures of more than \$3 million. A reasonable contingency for such a budget

would be 5% or \$150,000.

Line 16 - Total Program/Activities

<u>1977 Budget</u>	<u>1978 Budget</u>
\$1,665,780	\$1,887,370

Expenses projected in this area are \$1,887,000, an increase of \$220,000 over last year. If our designated income projections hold up, the approximately \$667,000 sum required from general funds, Column E, will be only about \$24,000 over the budget for 1977.

Line 18 - Executive Office and Board

<u>1977 Budget</u>	<u>1978 Budget</u>
\$147,105	\$152,630

We project a gross expenditure of approximately \$5,000 over last year. This apparent minimal increase is misleading. Last year's budget included the major portion of the salary of the President, and 50% of the salary of the Executive Vice President, plus the same portion for their assistants. For 1978 this budget includes the full salary of the President, plus an additional assistant, plus the inclusion of the salary of one additional secretary who, in fact, works in another department for which we have no budget. There is, as you know, at the present time no Executive Vice President.

Line 19 - Administrative Services

<u>1977 Budget</u>	<u>1978 Budget</u>
\$178,635	\$198,450

There are ten people covered by this title including the Accounting Department, Office Management, Mail Room, printing and shipping. All of these people were awarded increases, in some cases cost-of-living, at the beginning of 1977, so that almost 50% of the \$20,000 increase projected is the cost of salary and fringe

benefit increases. The other increases reflect the inflationary spiral for all the technical support area which services the entire staff.

Line 20 - Rent, Light and other Overhead

<u>1977 Budget</u>	<u>1978 Budget</u>
\$142,200	\$195,900

The major portion of this \$50,000 increase is related to rent increase of approximately \$40,000. Had we stayed at the Carnegie Endowment building we would have anticipated a rent increase of approximately \$18,000 for 9,000 sq. ft. As you know, when we moved to our new quarters we expanded to 12,400 sq. ft., and in September of 1977 we took an additional 2,300 sq. ft. While this may appear to be an unduly sharp expansion, in fact it only reflects the physical space required to carry out our projected program for 1978. Here we should point out that the success of a program organization such as ours is measured in terms of its budget. In 1976 our budget was approximately \$2.2 million. In 1977 our budget is approximately \$2.8 million, and our projection for 1978 is over \$3.1 million. As you know, in each of the two years 1975 and 1976 for the operating year we produced a surplus, and the Association is presently in the black. It is too early to tell at this time the final results of 1977, but I anticipate that we will at least end up with a balanced budget.

Line 21 - Total General Administrative Expenses

<u>1977 Budget</u>	<u>1978 Budget</u>
\$467,940	\$546,980

The \$79,000 increase in this area is about the normal increase that would relate to the increase in the overall budget. As a matter of fact, total general administrative costs are about 17% of our gross budget; the same percentage figure as in 1977. By any measure this is a good percentage.

Line 22 - Sub Total

1977 Budget

\$2,133,720

1978 Budget

\$2,434,350

Line 23 - General Support Required (Column E)

1977 Budget

\$1,110,715

1978 Budget

\$1,210,365

The net amount of general support funds required for the entire program is about \$100,000 over the sum required for the 1977 budget.

SECTION B - INCOME

Line 3 - Special Events

Line 4 - Income

1977 Budget

\$1,092,000

1978 Budget

\$1,200,000

We are projecting a gross increase from Special Events at approximately \$110,000 over 1977. The expenses projected in these areas relate to experience and to the income projection. We made one change in the budgeting process by separating out on Line 6 the actual cost of the Washington Concert Special Events office.

Our Spring Dinner this year netted \$150,000 above the amount projected in the budget. At this writing it seems like the UN Ball may come in on target and I am hopeful that the Washington Concert will at least reach budget projections. Given these experiences, while we have projected income at a higher level for the Special Events for 1978, we still did not project income for the Spring Dinner at the extraordinarily high level of June 1977. In the 1977 budget we projected

a net income of \$25,000 from "UN Visits (State)" which we did not realize. We have no such projection in this budget.

Line 7 - General Contributions

<u>1977 Budget</u>	<u>1978 Budget</u>
\$83,350	\$77,075

This projection is slightly lower than the sum projected in 1977 as a result of an item-by-item examination of these contributions.

Line 8 - Committed Five-Year Funding Program, Contributions Applicable for 1978

<u>1977 Budget</u>	<u>1978 Budget</u>
\$318,200	\$336,250

This \$18,000 increase in commitments over last year reflects new Five-Year Funding pledges.

Line 10 - Income Required from New Contributions and Other Sources Applicable to 1978

<u>1977 Budget</u>	<u>1978 Budget</u>
\$281,360	\$316,485

\$316,485 is the difference between the expenses projected for 1978 and the projections of income, designated and general, in which we have some measure of confidence. This would be entirely new money which we must raise from sources not now identified. We anticipate that most of this sum, or perhaps more, will be raised through the Five-Year Funding Program and, hopefully, from increased income from Special Events and other areas. This figure is only slightly higher than the amount needed in the 1977 budget, and considering the amount of the total budget, the increase is about what we expected. But, as mentioned previously, I am less comfortable with this projection since it is still necessary to secure approximately \$140,000 of the 1977 figure before December 31st.



Line 11 - Net General Funds Available

<u>1977 Budget</u>	<u>1978 Budget</u>
\$1,292,760	\$1,397,445

The net increased draw on General Support Funds is projected at approximately \$100,000 over 1977. This will generate approximately \$220,000 in additional program expenditures, Section A, Line 16, Column B.

Line 12 - Less Finance and Development Fund and Expenses

<u>1977 Budget</u>	<u>1978 Budget</u>
\$182,045	\$187,080

This apparent minimal \$5,000 increase in expenses over 1977 is somewhat misleading. In 1977 a large portion of the Executive Vice President and assistant's salaries and fringe benefits were charged into this Department. However, there is projected in the 1978 budget the salary and some expenses for a new Director for the Five-Year Funding Program, plus salary and fringe increases awarded in 1977.

SUMMATION

I would be less sanguine about suggesting a budget of the magnitude of this one were it not for the fact that we are finally launching our Five-Year Funding Program. I am uncomfortable about some of the income projections but I have to rationalize that we have a better chance to secure some of the designated grants with our new Vice President for Policy Studies on board, and with the success of our Policy Studies Program in the past year.

Due to the serious illness of the Director of our Washington Special Events Office, and consequently, the need for the Director of Financial Development and Administration to spend a major portion of his time on the Washington concert and hence, less time on the UN Ball, and on the launching of the Five-Year Funding Program, there may possibly be some unevenness in our Fall 1977 income projections. Now that we are aware of the problem, we have time to solve it for 1978.

I must reemphasize that our Program staff is not satisfied with this budget. In a sense, they feel they are being harnessed and unable to forge ahead. I sympathize with them and I believe it is this very quality which makes our Association successful. Nevertheless, we intend to execute the strictest control over this 1978 budget. There will continue to be monthly reviews of every budget item, and the staff will be continually alerted to the need to save.

CALENDAR YEAR 1978  
BUDGET  
UNA - USA, INC.  
For the Twelve Months Ending December 31, 1978

SECTION "A"				
Column "A"	Column "B"	Column "C"	Column "D"	Column "E"
Program/Activities	Expenses	Program Related or Restricted Fund Con- tributions	Self Generated Income	General Support Required
1 Chapters, Divisions & Membership				
A General Staff for C, D & M	118,705	- 0 -	- 0 -	118,705
B Travel, Printing & Distribution Costs	46,690	- 0 -	- 0 -	46,690
C Membership, Records & List Rentals	100,530	- 0 -	22,500	78,030
D Membership Dues (Renewals)	- 0 -	- 0 -	269,000	(269,000)
E Payments to Chapters & Divisions	129,200	- 0 -	- 0 -	129,200
2 Total Chapters, Divisions & Membership	395,125	395,125	- 0 -	291,500
3 The Inter Dependent	174,535	- 0 -	25,000	149,535
3A Publications Production Department	12,000	- 0 -	- 0 -	12,000
4 Council of Organizations	129,125	46,780	17,500	64,845
5 U.N. Day Program	169,625	- 0 -	40,125	129,500
6 Washington Office	80,425	- 0 -	- 0 -	80,425
7 World Federation of U.N. Associations	40,000	2,000	- 0 -	38,000
8 Center for Int'l. Environment Info. Program	186,255	76,000	129,000	(18,745)
9 Public Information Services	122,725	122,725	- 0 -	- 0 -
10 Issues Before the 33rd General Assembly	20,050	14,000	6,050	- 0 -
11 Biennial Convention	6,000	- 0 -	- 0 -	6,000
12 Sub-Total	1,335,865	261,505	509,175	565,185
13 Policy Studies				
A General	78,125	- 0 -	- 0 -	78,125
B Economic Policy Council	180,890	200,000	- 0 -	(19,110)
C Soviet Parallel Studies Program	127,285	153,100	- 0 -	(25,815)
D Human Rights	85,205	96,605	- 0 -	(11,400)
14 Total Policy Studies	471,505	471,505	- 0 -	21,800
15 Contingency	80,000	- 0 -	- 0 -	80,000
16 Total Program/Activities	1,887,370	711,210	509,175	666,985
17 General & Administrative Expenses				
18 Executive Office & Board	152,630	- 0 -	- 0 -	152,630
19 Administrative Services	198,450	- 0 -	- 0 -	198,450
20 Rent, Light & Other Overhead	195,900	- 0 -	3,600	192,300
21 Total General & Administrative Expenses	546,980	- 0 -	3,600	543,380
22 Sub-Total	2,434,350	711,210	512,775	
23 NET EXPENSES TO BE COVERED BY GENERAL CONTRIBUTIONS				1,210,365

SECTION "B"				
Column "F"	Column "G"	Column "Z"	Column "H"	Column "I"
General Income				
1 Net Expenses to be Covered by General Contributions				1,210,365
2 Income General				
3 Special Events				
4 Income	1,200,000			
5 Expenses	455,705	744,295		
6 Less Washington Concert Office Expenses		76,660		
			667,635	
7 General Contributions			77,075	
8 Committed Five Year Funding Program Contributions Applicable to 1978			336,250	
9			1,080,960	
10 Income Required from New Contributions and Other Sources Applicable to 1978			316,485	
11 Net General Funds Available			1,397,445	
12 Less Finance and Development Fund Expenses			187,080	1,210,365
13 Net Surplus (Deficit)				- 0 -
14 Summary				
15 Grand Total Income				3,153,795
16 Grand Total Expenses				3,153,795
17 Net				- 0 -

RECAP SUMMARY				
INCOME -	Section "A" Line 22, Column C			711,210
	Section "A" Line 22, Column D			512,775
	General Income			
	Section "B" Line 4, Column G			1,200,000
	Section "B" Line 7, Column H			77,075
	Section "B" Line 8, Column H			336,250
	Section "B" Line 10, Column H			316,485
TOTAL INCOME -	Section "B" Line 15, Column I			3,153,795
EXPENSES -	Section "A" Line 22, Column B			2,434,350
	Section "B" Line 5, Column G			455,705
	Section "B" Line 12, Column H			187,080
	Section "B" Line 6, Column Z			76,660
TOTAL EXPENSES -	Section "B" Line 16			3,153,795

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October 31st, 1977

## MEMORANDUM

**TO: THE BOARD OF DIRECTORS and  
THE NATIONAL COUNCIL**

**FROM: HARRY W. KNIGHT, TREASURER and  
CHAIRMAN OF THE FINANCE AND BUDGET COMMITTEE**

**RE: MEETING OF THE FINANCE AND BUDGET COMMITTEE,  
OCTOBER 11, 1977**

The Agenda for the Finance and Budget Committee meeting on  
October 11th dealt with four major items:

- I. An assessment of our financial situation  
for 1977;
- II. Projected Budget for 1978;
- III. The launching of our Special Five-Year  
Funding Program;
- IV. Special Endowment Fund.

### I. FINANCIAL SITUATION - 1977

Although our President, Bob Ratner, expressed the belief  
that there was still a chance that we would end the year  
with a balanced budget, he has raised the possibility of  
a deficit. While the year started off well, particularly  
the Spring Dinner which grossed over \$500,000 and producing  
\$150,000 more than budget projections, some projected  
sources of revenue may not reach expectations.

In our 1977 budget we had projected income of approximately  
\$280,000 needed from completely new sources. Only \$140,000  
of those funds have been realized to date, thus \$140,000 is  
still to be raised between now and the end of the year. Bob  
is not sanguine that this total sum can be raised by Decem-  
ber 31st. We had anticipated that the Five-Year Funding  
Program would be in full swing by this time which would have  
provided the additional income required in this category.

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Other disappointments include the loss of \$25,000 income projected for The UN Visits Pennsylvania and the net gain from the Washington Concert may be only \$125,000, about \$80,000 less than we projected in the budget. The UN Ball reached its budget projection of \$200,000.

We carefully examined the pluses and minuses of the projection between now and the end of the year and believe the chances are good that we will end the year in the black.

## II. BUDGET FOR 1978

We reviewed the budget projections for 1978 and feel that they are sound given the variables pointed out in Bob's Memorandum "Notes to the 1978 Budget". The success of our programs generates the need to continue on at least the same level as this year and, if possible, on an increased level. The 1978 budget projects a total expenditure of more than \$3 Million. Much of the increase over 1977 budget projections can be accounted for by inflation, with some minimum expansion. Although we think it is a sound budget, we have determined that we will monitor income levels in the early part of the year. In the event that they do not hold up to expectations, we have asked Bob to draw up a "Plan B" which would indicate which areas of expenditure would be reduced if that became necessary.

## III. FIVE-YEAR FUNDING PROGRAM

As previously indicated we feel that this campaign deserves the highest priority of all elements of our Association. There is a meeting scheduled for 3:30 P.M. following the Board of Directors meeting on Monday, November 14th to launch this program. We anticipate that many of our Directors and some corporate and labor leaders who are not on our Board will attend this meeting and support the campaign in response to the program presentation which will be made by Governor Scranton and others.

## IV. ENDOWMENT FUND

Bob Ratner reported to us the efforts made to match the conditional Endowment Grant made by Mr. McDonnell. Unfortunately, we have not been successful in matching this sum of \$630,000. One potential contributor indicated that at some future date, the end of 1978 or the beginning of 1979, he might be able to make a contribution equal to about \$500,000 in a foreign currency. A condition of the Endowment Grant was that the sum be matched by December 31st of this year.

A think it only appropriate to point out that considering the tremendously active programs of the Association in the year 1977 - - -

we had the best Convention we have ever had;

we produced one Policy Panel Report (ACTS OF NATURE-ACTS OF MAN:  
THE GLOBAL RESPONSE TO NATURAL DISASTERS);

we spent a good deal of effort in furthering the recommendations of another Policy Panel Report (CONTROLLING THE CONVENTIONAL ARMS RACE);

we had the first full twelve months' operation of the Economic Policy Council;

we launched a new major phase of our Soviet Parallel Studies Program;

we launched a new Policy Panel on Human Rights;

we supported our Chapters in California with a unique first-of-its kind Western Regional Leadership Conference;

there has been greater program coordination with an outstanding CCDP Steering Committee - - -

I could go on and on.

What's significant, it seems to me, is that these and other UNA programs moved forward in this year when Jim Leonard, our President, left in March to become Deputy Permanent Representative of the US at the UN, and Bob Ratner became President with nobody replacing him as Executive Vice President. Also, we did not have a Vice President for Policy Studies until November 1st when Pete Day started.

Thus, in the view of our Committee this has been one of the most outstanding years that UNA has had since its inception. The staff and leadership are to be commended for these excellent results.

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October 31st, 1977

### BACKGROUND MEMORANDUM

TO: THE BOARD OF DIRECTORS and  
THE NATIONAL COUNCIL

FROM: Robert M. Ratner

SUBJECT: THE UN AND THE PANAMA CANAL TREATIES

While we may or may not get an opportunity to discuss this issue and, of course, no action will be taken on it if we do not, I feel it is useful material for you to have. (Possibly under Agenda Item VIII)

Since the new Panama Canal treaties were signed in Washington, the Congress has been deluged with mail resulting from an organized letter-writing campaign. Most of this mail has been in opposition to the treaties, and most claim that the Panama Canal is part of the United States. Even under the terms of the original US-Panamanian treaty, this is clearly not the case. (The Liberty Lobby's Emergency Liberty Letter of August 19, 1977, sent to thousands of Americans, is headlined: "The Panama Canal Will Or Will Not Be Given Away In The Next Few Weeks.")

According to Senate sources, constituent mail is running heavily against the new treaties, with many Senators claiming that they have virtually no letters of support for the treaties.

In response to this situation, two separate groups are being formed to support the treaties. The first is a committee of prominent citizens which will use the media to advance public understanding of and support for the treaties.

The second is a coalition of organizations with an active interest in US foreign policy. The coalition, the full membership of which is attached, is being

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organized and administered by New Directions and the Overseas Development Council.

UNA-USA has been asked to join this coalition. The effect of this action would be that UNA would endorse the Panama Canal treaties. Since this is obviously a serious and important step for us to take, I believe it ought to be discussed at the meetings of the Governors and Directors on November 13th and 14th. For that reason I have provided the following background material for your consideration.

#### HISTORIC BACKGROUND

One of the issues frequently raised with President Carter during his recent visit to the UN was US attitudes toward the proposed treaties on the Panama Canal. For many developing countries in general, and Latin American countries in particular, these treaties symbolize US willingness to deal with the Third World on a basis of equality.

In January 1964, when riots broke out in Panama claiming twenty-one dead and over two hundred injured, the UN Security Council met in emergency session. Recognizing the potential for further violence, and even the possibility of the canal being closed, the US Ambassador to the UN, Adlai Stevenson, explained:

"...it is our earnest hope that this episode will constitute only a temporary obstacle in the continuing development of friendly relations between my country and the Republic of Panama. The way to resolve differences, as the Presidents of our two Republics have agreed, is not by violence, but by peaceful means. We are ready through direct discussions with the Panamanian Government to try to resolve such differences as may exist."

A year later, in January 1965, the two countries began negotiating their differences. Those negotiations continued--on and off--for twelve years, resulting in the two Panama Canal treaties now before the US Senate.

During the decade of negotiations between the US and Panama, the issue of a new canal treaty has come before the UN several times. Most often, it has been raised by other countries as evidence of the colonialist intentions or callousness of the United States toward developing nations. The peaceful negotiations, and the resultant treaties, are clear evidence of the desire of the US to develop a new and more positive policy toward the Third World. As Secretary of State Vance said on 26 September 1977 before the Senate Foreign Relations Committee:

"For years Latin American peoples and governments have viewed our negotiations with Panama over the Canal as a litmus of our intentions toward their countries. They symbolize our intentions toward the hemisphere. And they



prove, once and for all, the falsity of the tired charges that we are imperialistic exploiters bent only on extracting Latin American raw materials and using the continent for our own economic interest."

#### UN SECURITY COUNCIL 1973

In March of 1973, the Security Council met in Panama to discuss Latin American matters in general, with an inevitable focus on US-Panamanian relations. At that time, the United States vetoed a resolution introduced by Panama and seven other developing nations which, in effect, called upon the United States to return control over the Canal Zone to Panama. The Security Council vote was thirteen in favor, one against (the United States), and one abstention (the United Kingdom).

#### UN GENERAL ASSEMBLY

Last December, during the closing days of the 1976 UN General Assembly session, the issue of the Panama Canal negotiations was brought up. At that time, the Assembly adopted, by consensus, resolution 142 which, among other things, expressed in conciliatory terms the wish of the Assembly

...for a successful outcome of the negotiations for the conclusion of a new treaty on the Panama Canal, which will eliminate the causes of conflict between the Republic of Panama and the United States of America...

The Assembly went on to affirm its support for the "Declaration of Principles," signed by Panamanian Foreign Minister Tack and US Secretary of State Kissinger in February 1974. Specifically, the General Assembly resolution endorsed the section of the Tack-Kissinger agreement which reads:

Panamanian territory of which the Panama Canal is a part shall be returned promptly to the jurisdiction of the Republic of Panama and the Republic of Panama "will assume total responsibility for the operation of the Canal upon termination of the treaty."

#### UN WATER CONFERENCE

The Panama Canal issue came before the UN once again in March of this year at the UN Water Conference in Argentina. Panama and sixteen other Latin American countries introduced a resolution which expressed the Conference's wish

...that the negotiations being conducted by the Republic

of Panama and the USA will culminate at the earliest possible time in a just and equitable solution that will permit the Republic of Panama fully to exercise its sovereign rights in the part of its territory known as the Canal Zone and, consequently, to formulate a national policy for the full development of water resources.

The resolution was adopted without vote.

It is clear that the majority of countries in the world--both developed and developing--consider the Panama Canal Zone to be properly part of the territory of the Republic of Panama. Moreover, most of the countries which are dependent on the canal (five Latin American countries ship over one-third of their total foreign trade through the canal; the US ships one-sixth) support a gradual transition of control over the canal to Panama. (Most US companies involved in Latin American trade and shipping through the canal also support a transition to Panamanian control, according to the two industry spokesmen of the Council of the Americas and the US Chamber of Commerce.) Finally, the position supported by the UN General Assembly and the UN Water Conference is substantially identical to that held by Presidents Ford and Carter.

Attachment

ORGANIZATIONS WHICH HAVE AGREED TO AFFILIATE WITH THE  
COORDINATING COMMITTEE FOR THE PANAMA CANAL TREATIES  
SPONSORED BY NEW DIRECTIONS

AFL-CIO

Communication Workers of America  
Overseas Development Council  
Washington Office on Latin America (Protestant Church supported)  
Presbyterian Church  
World Federalists, USA  
U.S. Catholic Conference  
National Council of Churches  
Friends Committee on National Legislation  
United Methodist Church  
United Methodist Women  
Church of the Brethren  
Americans for Democratic Action  
New Directions  
Democratic National Committee  
United Auto Workers  
New Democratic Coalition

ADDITIONAL ORGANIZATIONS WHICH HAVE BEEN INVITED TO AFFILIATE WITH  
THE COORDINATING COMMITTEE FOR THE PANAMA CANAL TREATIES  
SPONSORED BY NEW DIRECTIONS

United Nations Association  
United Steelworkers  
Network (of American Nuns)  
Unitarian Universalist Association  
Mennonite Central Council  
Emergency Committee for American Trade  
U.S. Chamber of Commerce  
League of Women Voters  
National Farmers Union  
Natural Resources Defense Council  
Members of Congress for Peace Through Law  
Center for Defense Information  
National Wildlife Federation  
Friends of the Earth  
Council of the Americas  
Sierra Club  
Coalition for a New Foreign & Military Policy  
Common Cause  
Junior Chamber of Commerce  
American Friends Service Committee

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October 27th, 1977

### M E M O R A N D U M

TO: THE BOARD OF DIRECTORS and  
THE NATIONAL COUNCIL

FROM: ROBERT M. RATNER, PRESIDENT

Attached is a document prepared by our Director Jack Massen  
about the establishment of DISARMAMENT DAY, on Sunday,  
May 21st, 1978.

The proposal is being presented to the CCDP Steering  
Committee which will meet over the week-end immediately  
preceding our Board of Directors meeting. Their recom-  
mendations on this proposal will be reviewed by the Board  
of Governors and subsequently reported to the Board of  
Directors.

The attached material is simply for your information.

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October 15, 1977

To: Board of Directors, UNA-USA

From: John B. Massen, Board Member

Subject: Annual world-wide Disarmament Day, beginning Sunday, May 21, 1978

I have asked President Robert M. Ratner to place on the agenda for the Board meeting on November 14 my proposal for adoption of these two motions:

1. The UNA-USA should take appropriate action to initiate and urge consideration by the United Nations General Assembly of the adoption of a resolution authorizing and directing the Secretary General to proclaim annually a world-wide Disarmament Day. The suggested date for 1978 is Sunday, May 21.

2. The UNA-USA should take appropriate action to proclaim a national Disarmament Day annually, beginning in 1978 on Sunday, May 21.

I believe these motions should be adopted for the following reasons:

Mankind's most urgent need is to end the worldwide arms race. The UN General Assembly has scheduled a Special Session on Disarmament to convene on Tuesday, May 23, 1978. This MUST begin a long and difficult process of negotiations that will generate very substantial and continuing multi-lateral and step-by-step disarmament. A Disarmament Day observed throughout the world is needed to provide an annual focus for the year-round aspirations and efforts of all peoples to demand of their governments substantial and continuing disarmament. Annual observance of Disarmament Day should continue indefinitely, until the threat of nuclear annihilation is forever banished from the world and until the enormous human and increasingly scarce material resources now squandered on wasteful military purposes are shifted to meeting urgent and basic human needs. Until this shift occurs, the other critical problems of mankind will never be solved. When there is no longer need for a Disarmament Day, it can be re-named Peace Day.

There is no more appropriate initiator of this proposal to the UN General Assembly than this Association which has just launched a nation-wide disarmament educational campaign, Operation Turning Point. And, just as our government should at long last take major initiatives for world-wide disarmament at the Special Session, it is especially fitting and important that the United States be the first nation in which an annual Disarmament Day is proclaimed and widely observed. Peoples and governments throughout the world will be deeply encouraged by demonstration of an American commitment to world-wide disarmament, and the Special Session itself will thereby be stimulated to greater efforts and results.

United Nations Day is annually proclaimed in the U.S. because of the efforts of this Association. It serves a valuable and even indispensable symbol and focus of the Association's year-round educational efforts, and provides the occasion for reflection and re-dedication to the purposes of the U.N. that would hardly occur without such a symbolic and timely focus. There is an identical need for an annual Disarmament Day. Proclamation of Disarmament Day by this Association will have a "ripple" effect, since state and local governments will be encouraged by citizen groups to adopt similar proclamations, just as they have adopted proclamations for world citizenship and for reduced military spending.

In the United States, there is an urgent need for a Disarmament Day as a counter to Armed Forces Day. The Pentagon may spend in one year over 44 million of our tax dollars promoting itself, and the Pentagon is the only Executive Branch agency with offices for its "congressional liaison" employees right in congressional office

buildings. Disarmament Day is also needed in America to focus public attention on the urgent need for legislation to ease and facilitate conversion of production and employment from military purposes to peaceful purposes that meet the enormous accumulated unmet needs of the American people. Whether such legislation is adopted is one of the most significant measures of the depth of the commitment of our government and our people to peace. Without such legislation, there can be no "credible" posture for disarmament negotiations.

Dean Rusk said on 9/18/74 in his testimony to the Senate Foreign Relations Committee hearings on Detente: "We must recognize that these (SALT) agreements are somewhat like building a dam one-eighth of the way across the river. . . If real progress is to be made, the approach must be wholesale rather than retail and must involve dramatic simplicity. . . If you have that much overkill we really ought to do our best to find some way to cut down in a very farreaching way the actual numbers of these wretched weapons. . . I still believe myself that one nuclear power is too many. . . If we could find some way to deal with the problem of verification, I today would strongly support going right back to zero nuclear weapons, because in terms of the safety of the American people it is obvious to me that we are much less safe today than we were before these wretched weapons ever came into existence."

George Kistiakowski, inventor of the implosion mechanism of the first atom bomb and science advisor to President Eisenhower, said in 1975: "I estimate that the probability of a nuclear war occurring in any twelve-month period ahead is actually increasing. . . What is most frightening about this arms race is that we are setting an example for the rest of the world about the importance of having nuclear weapons. . . There are no cases in history of absolutely insane arms races ending peacefully simply by laying down of arms. Arms races usually end up in wars."

George F. Kennan last year closed his long review of US-Soviet relations since 1917 with this somber warning: "Certain of the trends of international life at this moment for which the United States has a very special responsibility, notably the steady expansion and proliferation of nuclear weaponry and the preposterous development of the export of arms from major industrial countries, are ones which it is impossible to project much farther into the future without inviting catastrophes too apocalyptic to contemplate. The greatest mistake American policymakers could make, as the country moves into the years of a new Administration, would be to assume that time is not running out on all of us, themselves included."

Frank Barnaby, director of the Stockholm International Peace Research Institute, recently said: "The probability of nuclear world war is steadily increasing. If just the consequences of recent advances in military technology and the world-wide spread of this technology are considered, this conclusion is virtually inescapable. But there are other reasons for this pessimistic conclusion. . . The current arms control approaches have failed."

Samuel H. Day, Jr., recently ended a book review as follows: Other books have made the same point with vigor and clarity in the last three decades. It is unlikely that our political leaders will assure us a better chance of survival, "as the advent of the cruise missile, the neutron bomb and a good many other nuclear warfare refinements makes all too clear. And so one is left with the conclusion which seems to leap from the pages of Overkill and The Day Before Doomsday but which neither author can bring himself to state explicitly. This is that only nuclear war itself (hopefully a limited one) can make disarmament the political imperative that it has become."

Disarmament Day is needed in the U.S. to help mobilize our people to save us all from disaster. The UNA-USA can and must play a vital part in this mobilization. Adoption by the Board of the two proposed motions is an essential step.