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



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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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## 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, Hillsboro Associates, Inc.  
Chairman, UNA Special Funding Program

John C. Bierwirth  
Chairman, Grumman Corporation  
Governors

Morris B. Abram  
Partner  
Paul, Weiss, Rifkind, Wharton & Garrison

R. Manning Brown, Jr.  
Chairman, N.Y. Life Insurance Company

Kenneth R. Burroughs  
President  
Burroughs and Tschler Corporation

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

Dr. Armand Hammer  
Chairman  
Occidental Petroleum Corporation

Walter E. Hanson  
Chairman  
Peat, Marwick, Mitchell & Co.

Ruth J. Hinerfeld  
President, League of Women Voters

Clarice Kaufman  
Attorney  
Vice President, Pacific Chapter, UNA

Philip Klutznick  
Klutznick Investments

Edward Lamb  
President, Lamb Enterprises, Inc.

L.F. McCollum  
Chairman Emeritus  
Mercantile Texas Corporation

Patricia McKeever  
Vice President, JDR 3rd Fund  
Carmel Carrington Marr  
Commissioner  
N.Y. State Public Service Commission

William S. Renchard  
Chairman, Directors' Advisory Committee  
Chemical Bank

William Ruder  
President, Ruder & Finn, Inc.

Richard J. Schmeelk  
General Partner, Salomon Brothers

Joseph M. Segel  
Chairman, Presidential Airways

O. Pendleton Thomas  
Chairman, The B.F. Goodrich Company

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

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. Provenza

# United Nations Association of the United States of America



300 East 42nd Street, New York, NY 10017

Cable: UNASAMER

212 697 3232

Honorary Co-Chairmen

Arthur J. Goldberg  
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

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



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

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# United Nations Association of the United States of America



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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

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



# United Nations Association of the United States of America

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(in addition to the Officers and Governors)

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Atlantic Richfield Company
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- Frank A. Bauman**, Portland, Ore.  
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- Dr. Carol Adler Baumann**, Milwaukee, Wis.  
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Director and Senior Vice President  
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- Harlan Cleveland**, Princeton, N.J.  
Director, Program in International Affairs  
Aspen Institute for Humanistic Studies
- Ruth Steinkraus Cohen**, Westport, Conn.  
Chairman  
International Hospitality Committee of  
Fairfield County
- Frederick A. Collins, Jr.**, New York, N.Y.  
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International Telephone & Telegraph Corporation
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- Rita E. Hauser**, New York, N.Y.  
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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

## AMERICAN JEWISH ARCHIVES

### 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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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 Sipila, 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 IN JEWISH

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

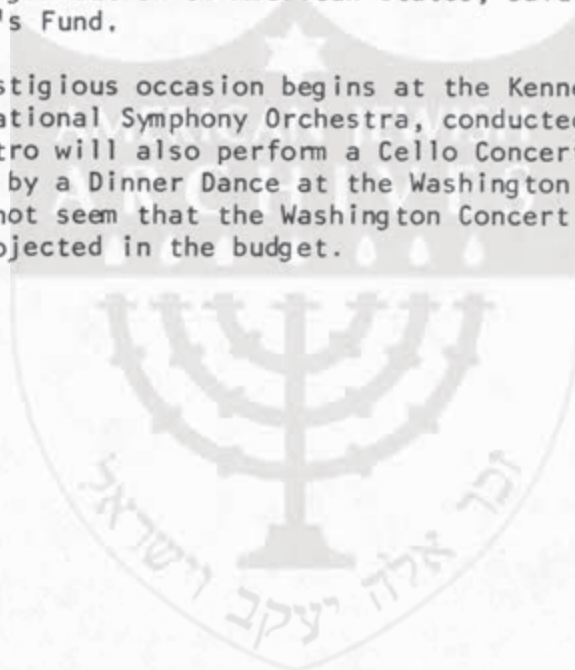
This event, on Friday evening, October 21st, in the Grand Ballroom of the Waldorf Astoria, under the chairmanship of George L. Shinn, Chairman of The First Boston Corporation, was held in honor of the Secretary-General and the Permanent Representatives of the UN member nations. As in the past, this gala 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.

## Carter's plutonium plan buys time to talk, but is it a bomb?

BY ELIZABETH SULLIVAN  
Reprinted with permission from the *Inter-Dependent*, of which the writer is an assistant 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's 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 scientists in community disarray 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 1972, when the now-gone Selassie government covered up a drought and famine that may have claimed as many as 100,000 lives. Similar coverups are currently being leveled against Ghana and Haiti, according to the *Inter-Dependent*, published by the private United Nations Association in New York.

The document is further supported by a UNA report that, from 1972 to 1976, 104 of the 42 countries considered the present in the world had major natural disasters requiring some measure of international assistance, and that in a third of 30 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, George Ball and Robert Rumphery, and entitled "Acts of Nature, Acts of Man: The Global Response to Natural Disasters."

It's full of thoughtful, frank-to-it suggestions (worked out, for a change, in consultation with many of the people who'd have to carry them out) to improve the biological, medical, financial and administrative response of international relief to prevent or at least merely keeping their nose above water as they take the measures of post-war countries that they have a legitimate claim on extra 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 assisting 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 T's 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 Inter-Dependent*, publication of the United Nations Association of the United States, from which it is reprinted with permission.

## Press freedom: a Third World definition of priority news

BY NARINDER AGGARWALA

Condensed from *The Inter-Dependent*, 1976 by the United Nations Association of the U.S.A. The writer is an Indian former 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, those championing 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 L. Luck

In *The Inter-Dependent*

The ongoing debate about the Soviet-American nuclear arms race has been down to two simple questions: "Who is ahead?" and "Does it make any difference?" A side the questions are simple, the answers aren't.

Mr. Luck is a professor of international and nuclear arms control at the United Nations Association of the U.S.A., which publishes *The Inter-Dependent*.

St. Louis Post-Dispatch

## THE NATIONAL OBSERVER'S Sounding Board

FROM OUR READERS... OUR STAFF... OTHER DISTINGUISHED CONTRIBUTORS

April 2, 1977

Andrew Young  
Assesses

Andrew Young

There is a serious relationship with the South African government, that the U.S. should not be seen as supporting a racist regime.

Mr. Young is the Secretary of State, U.S.A. He is the President of the U.S.A. He is the President of the U.S.A. He is the President of the U.S.A.

The challenge of forming and building a new South Africa is a task that the U.S. should not be seen as supporting a racist regime.

Mr. Young is the Secretary of State, U.S.A. He is the President of the U.S.A. He is the President of the U.S.A.

## The poor nations worry about malnutrition more than cancer

Cincinnati Post, April 8, 1977

## Peaceful Era in Space May Soon End

THE FUTURIST, June 1977

In the last few years, the Soviet Union "has tested its experimental 'hunter-killer' satellites in outer space at least four times," reports *The Inter-Dependent*, published by the United Nations Association of the United States. The U.S. government, though 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 Inter-Dependent*.

## What to do with dead nuclear plants?

Analysis by Elizabeth Sullivan

OLD NUCLEAR PLANTS die, but they don't just fade away. For all the talk about waste disposal, 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, waste disposal remains a hot, pilot-researching plant are already being built.

So, for the first time, the technological 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 Inter-Dependent*, a publication of the United Nations Association of the United States of America.

Chicago Sun-Times, September 15, 1977

## Famine in Ghana, Haiti Attributed to UN Agency Inaction

By R. H. BOYCE

Widespread famine in Haiti and Ghana is being blamed on the inaction of the United Nations Agency for Human Development.

Moreover, international agencies responsible for dealing with such situations have failed to provide the necessary aid to the United Nations Association of the United States, which is the only organization in the world that has published information on the situation in Haiti and Ghana.

Ghana and Haiti are nations in which famine is a constant threat. In 1976, the United Nations Agency for Human Development reported that the famine in Ghana was the worst since 1943, and that the famine in Haiti was the worst since 1944.

The United Nations Association of the U.S.A. is an independent organization concerned with the United Nations and its activities. It is the only organization in the world that has published information on the situation in Haiti and Ghana.

Knoxville, Tenn. News-Sentinel, August 12, 1977

Baton Rouge Advocate, March 1, 1977

## Oil: Major Spills Not Greatest Threat

Publicity about the rash of oil tanker accidents has died down, but Congress hasn't forgotten about the problems the mishaps caused and is now drafting legislation which would amend existing U.S. pollution jurisdiction in 200 miles offshore.

This is a move some say would finally open some international negotiations and thus cause more problems than it would solve. Reprinted from *The Inter-Dependent*, published by the United Nations Association of the United States.

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 admitted in an official statement shortly after the Cuban missile crisis had been resolved.

The statement has been interpreted as an acknowledgment that the leading "revolutionary power" has a vested interest in world peace.

An article by Alan Tonelson in the March issue of *The Inter-Dependent*, publication of the United Nations Association of the United States, has presented to Western analysts a convincing combination of logic and common sense and caution, cooperation and obstructionism.

By ROBERT TWEEDELL

Does Tonelson's concise and no doubt accurate description of the Soviet approach to disarmament indicate a form of Gorbachevianism? Or does it reflect the fears and fantasies and incompetence of Soviet Communist leadership? A definitive answer to 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, if not 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.



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



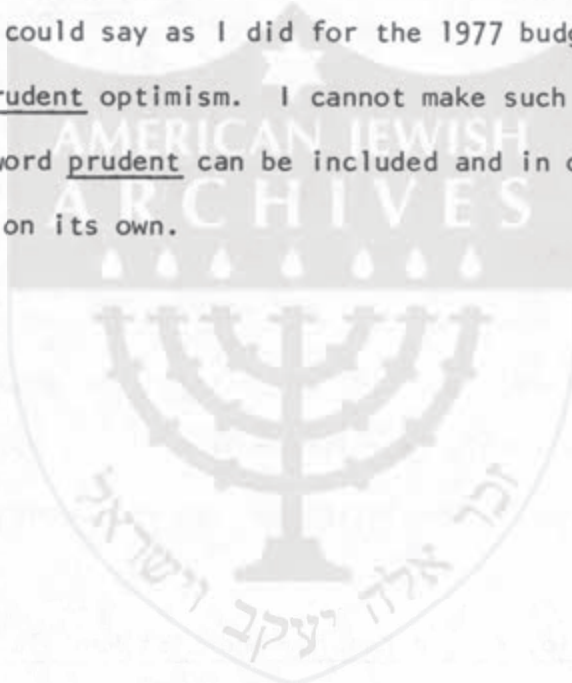
difficult to secure this sum and a good deal more in the year 1978.

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

0

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

1977 Budget

1978 Budget

\$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

1977 Budget

1978 Budget

\$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

1977 Budget

1978 Budget

\$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

1977 Budget

1978 Budget

\$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

- 0 -

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

1977 Budget

\$1,665,780

1978 Budget

\$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

1977 Budget

\$147,105

1978 Budget

\$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

1977 Budget

\$178,635

1978 Budget

\$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

1977 Budget

\$83,350

1978 Budget

\$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

1977 Budget

\$318,200

1978 Budget

\$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

1977 Budget

\$281,360

1978 Budget

\$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

1977 Budget

\$1,292,760

1978 Budget

\$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

1977 Budget

\$182,045

1978 Budget

\$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.





For the Twelve Months Ending December 31, 1978

S E C T I O N "A"					S E C T I O N "B"				
Column "A"	Column "B"	Column "C"	Column "D"	Column "E"	Column "F"	Column "G"	Column "Z"	Column "H"	Column "I"
Program/Activities	Expenses	Program Related or Restricted Fund Contributions	Self Generated Income	General Support Required		General Income			
1 Chapters, Divisions & Membership					1 Net Expenses to be Covered by General Contributions				1,210,365
A General Staff for C, D & M	118,705	- 0 -	- 0 -	118,705	2 Income General				
B Travel, Printing & Distribution Costs	46,690	- 0 -	- 0 -	46,690	3 Special Events				
C Membership, Records & List Rentals	100,530	- 0 -	22,500	78,030	4 Income	1,200,000			
D Membership Dues (Renewals)	- 0 -	- 0 -	269,000	(269,000)	5 Expenses	455,705	744,295		
E Payments to Chapters & Divisions	129,200	- 0 -	- 0 -	129,200	6 Less Washington Concert Office Expenses			76,660	
2 Total Chapters, Divisions & Membership	395,125	395,125	- 0 -	291,500	7 General Contributions				77,075
3 The Inter Dependent	174,535	- 0 -	25,000	149,535	8 Committed Five Year Funding Program Contributions Applicable to 1978				336,250
3A Publications Production Department	12,000	- 0 -	- 0 -	12,000	9				1,080,960
4 Council of Organizations	129,125	46,780	17,500	64,845	10 Income Required from New Contributions and Other Sources Applicable to 1978				316,485
5 U.N. Day Program	169,625	- 0 -	40,125	129,500	11 Net General Funds Available				1,397,445
6 Washington Office	80,425	- 0 -	- 0 -	80,425	12 Less Finance and Development Fund Expenses			187,080	1,210,365
7 World Federation of U.N. Associations	40,000	2,000	- 0 -	38,000	13 Net Surplus (Deficit)				- 0 -
8 Center for Int'l. Environment Info. Program	186,255	76,000	129,000	(18,745)	14 Summary				
9 Public Information Services	122,725	122,725	- 0 -	- 0 -	15 Grand Total Income				3,153,795
10 Issues Before the 33rd General Assembly	20,050	14,000	6,050	- 0 -	16 Grand Total Expenses				3,153,795
11 Biennial Convention	6,000	- 0 -	- 0 -	6,000	17 Net				- 0 -
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					

**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
<b>TOTAL INCOME - Section "B" Line 15, Column I</b>		<b>3,153,795</b>
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
<b>TOTAL EXPENSES - Section "B" Line 16</b>		<b>3,153,795</b>



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**UNITED NATIONS ASSOCIATION  
of the UNITED STATES of AMERICA**  
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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 December 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.

# UNITED NATIONS ASSOCIATION of the UNITED STATES of AMERICA

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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;

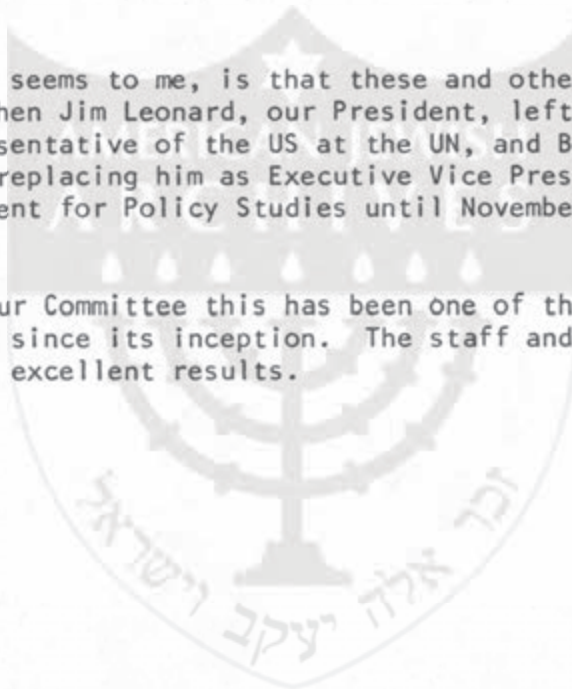
we supported our Chapters in California with a unique first-of-its kind Western Regional Leadership Conference;

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

### MEMORANDUM

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.