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**31st**  
**Public Relations**  
**Seminar**

May 9-12, 1982

Kiawah Island Inn  
Charleston, South Carolina

**Sunday, May 9**

2:00-6:30 p.m. Registration  
 6:30-7:30 p.m. Cocktail Reception—Salideck—Poolside  
 7:30-9:00 p.m. Dinner—Brigantine Room

**Monday, May 10**

7:00 a.m. Buffet Breakfast—Jasmine Porch and Sundancer  
 Special for New Members: Orientation Breakfast—  
 Veranda off the Brigantine Room

**MORNING SESSION—Brigantine Room**

8:30 a.m. **Welcome and Announcements**  
 Richard R. Mau, General Chairman  
 Thomas E. Burke, Program Chairman  
 Harold Burson, Secretary-Treasurer

8:45 a.m. Session Chairman: John J. Bell  
 "OUR CHANGING WORLD: THE NEW NORMALS"  
 Walter E. Hoadley  
 Senior Research Fellow, Hoover Institution

10:00 a.m. Recess (coffee)—Veranda

10:30 a.m. Session Chairman: Arthur G. Newmyer, Jr.  
 "THE CHANGING REALITIES OF AMERICAN  
 POLITICS"  
 Horace W. Busby  
 President, Horace W. Busby and Associates  
 Washington, D.C.

12:00 noon Lunch—on own

**AFTERNOON SESSION—Brigantine Room**

1:30 p.m. Session Chairman: Osgood Nichols  
 "CAN THE U.S. SURVIVE IN THE 1980's?"  
 Dr. Lester C. Thurow  
 Professor of Management & Economics  
 Sloan School of Management  
 Massachusetts Institute of Technology

3:00 p.m. Adjourn

6:15 p.m. Jeep train pick up to Mingo Point—Bellstand

6:30-7:30 p.m. Reception—Mingo Point

7:30-10:00 p.m. Pig and Oyster Roast—Mingo Point

**Tuesday, May 11**

7:00 a.m. Buffet Breakfast—Jasmine Porch and Sundancer  
 Seminar Nominating Committee Breakfast—  
 Charleston Gallery

**MORNING SESSION—Brigantine Room**

8:00-9:25 a.m. Session Chairman: Robert L. Fegley  
 "THE CEO IN PUBLIC AFFAIRS"  
 Reginald H. Jones  
 Chairman Emeritus—General Electric Company

9:25-9:45 a.m. Recess (coffee)—Veranda

9:45-11:10 a.m. Session Chairman: Kerry King  
 "CAN UNIONS SURVIVE SETTLING FOR LESS?"  
 A.H. Raskin  
 Former Chief Labor Correspondent of The New York  
 Times, now Associate Director of The National  
 News Council

11:10-11:30 a.m. Recess (coffee)—Veranda

11:30 a.m.-  
 12:55 p.m. Session Chairman: Marshall C. Lewis  
 "CONFRONTING THE NEW CONDITIONS OF  
 AMERICAN LIFE"  
 Daniel Yankelovich  
 Chairman  
 Yankelovich, Skelly & White Inc.

12:55 p.m. Adjourn  
 Lunch—on own

7:30-8:00 p.m. Cocktail Reception—Salideck—Poolside

8:30 p.m. Dinner/Dance—Brigantine Room  
 (Seating will be posted at the Brigantine Room  
 entrance)

**Arrangements for Spouses**

The Seminar Committee invites spouses to attend all of the general sessions as guest observers, honoring the tradition that only professional members will participate in Q&A sessions. Regular Seminar members customarily use available table space for note-taking, so additional seating is being provided in the general session meeting room to accommodate spouses.

**Wednesday, May 12**

7:00 a.m. Buffet Breakfast—Jasmine Porch and Sundancer  
 Seminar Committee Breakfast—Charleston Gallery

**MORNING SESSION—Brigantine Room**

8:30 a.m. Business Announcements by Seminar Officers  
 Session Chairman: James Keogh

8:45 a.m. "JAPAN—THE KEYSTONE OF UNITED STATES  
 RELATIONS WITH EAST ASIA"  
 The Honorable Robert S. Ingersoll  
 Former U.S. Ambassador to Japan  
 Former Deputy Secretary of State

10:00 a.m. Recess (coffee)—Veranda

10:30 a.m. Session Chairman: James Keogh  
 "REGULATING OUR RELATIONS WITH MOSCOW"  
 The Honorable Malcolm Toon  
 Former Ambassador to the Soviet Union, Israel,  
 Yugoslavia and Czechoslovakia

12:00 noon Adjourn  
 Lunch—on own  
 (This meal is covered under the Full American  
 Plan)

31st ANNUAL PUBLIC RELATIONS SEMINAR

May 9-12, 1982  
Kiawah Island Inn  
Charleston, South Carolina

A Summary Memorandum by Jean Way Schoonover, Historian Pro Tem

Officers of the 1982 Seminar were:

General Chairman - Richard R. Mau  
Program Chairman - Thomas E. Burke  
Secretary-Treasurer - Harold Burson

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The 31st Public Relations Seminar convened at Kiawah Island Inn, Charleston, S.C., on May 9 - 12, 1982. Attendance was the largest on record, attracting 122 seminarians and 93 spouses for a total of 215. Of this group 18 were first time invitees. Of 22 new members invited to join the Seminar this year, all but four were present.

Also present were Walter Barlow and Harold Brayman, two founding members who have attended every Seminar. One note of concern to the members was the fact that Lou Golden was taken ill and had to remain in the local hospital for a few days. He did recover fully, however, and was back at work in New York within a week or so.

The 1982 Seminar did not concentrate on a single theme as some recent ones have done, but addressed itself to a wide ranging series of topics relating to economic and political issues at home and abroad.

The subject matter and the quality of speakers and presentations obviously met the expectations of the Seminarians, since they rated the overall worth of the Seminar at a virtually perfect 99%.

May 10 - Morning Session

"OUR CHANGING WORLD: THE NEW NORMALS"

Walter E. Hoadley, Senior Research Fellow, Hoover Institution

The first speaker was Walter E. Hoadley, Senior Research Fellow, Hoover Institution, who scored an 81% "high" or "average plus" rating. Mr. Hoadley was introduced by John Bell, session chairman, as a globally known economist and financial executive whose major area of study at Hoover Institute is economic forecasting and policy decisions, inflation and the global financial system. He previously served as executive vice president and chief economist at the Bank of America, from 1968-81, and prior to that was chairman of the Federal Reserve Bank of Philadelphia. He is currently advisor to numerous high level economic and monetary committees.

He offered four conclusions about today's environment:

1. Most Americans are drifting through the '80s waiting for things to happen.
2. These are decidedly different times, requiring that we throw away half the book about how to cope.
3. We must rethink how we do things.
4. For public relations people, one of the most important jobs is to get our perspectives into the corporate board rooms.

Mr. Hoadley chided the business community for its wait-and-see attitude. He sees new kinds of managers coming along. The current managers are a highly risk-averse generation. Behind them is a generation well educated in technology, who define "normal" as "perfect." Behind them is another group who wants it all right now: skim the cream and take no risks.

We have to learn all over again how to lead, he said. We have lots of information but a questionable amount of intelligence and wisdom.

He urged less procrastination in decision making, playing to our strengths instead of to our weakness, more long term planning, more concentration on learning to compete overseas, learning other people's languages, etc.

He noted in the Q. and A. that only 12% of the globe are white and speak English, and that in Los Angeles schools, 83 different languages are taught...perhaps a harbinger of things to come for all Americans if we wish to stay ahead.

## "THE CHANGING REALITIES OF AMERICAN POLITICS"

Horace W. Busby, President, Horace W. Busby and Associates, Washington, D.C.

Session chairman, Arthur Newmyer introduced Horace W. Busby as one of the nation's most astute political analysts, one who predicted the Reagan landslide. Starting his Washington career from Texas in 1948, Busby has served as an assistant in both the House of Representatives and Senate and at the White House during President Lyndon Johnson's tenure. He publishes The Busby Papers, research and analysis studies focused on political change in the '80s, and is author of the "Republican Lock" theory about the GOP's hold on the Electoral College. He scored 95% with the group.

In this decade, said Mr. Busby, a phenomenon has appeared which could dominate all our thinking and actions: nowhere around the world is government succeeding. Examples of the failure of the U.S. government which he cited are: decline in public education, decline in mail delivery, loss of control of our southern frontier, decay of streets and highways, increase in fraudulent claims, and an enormous underground economy (estimate is \$90 billion a year).

The organization of American politics occurred in the 19th century, with no 20th century change so far, but a change will occur in this decade, not because of the politicians but because of changing forces in American life: center of power moved from industrial and financial base in the North and East to Sun Belt states in the South and West. There a different ethic of public policy exists: pay as you go, no huge deficit; right to work, no closed shops.

He cited other political changes: increase in population over 65, transfer of industrial jobs to the rim of the Pacific, changing from an oversupply to an under supply of labor, influence of fast growing black and Hispanic populations. Business and politics stand on the same constituency: the middle class, who have lost a lot in recent years. Business must continue to hold the confidence, trust, respect and support of the people in the middle. That's what the politics of the '80s is all about.

May 10 - Afternoon Session

"CAN THE U.S. SURVIVE IN THE 1980's?"

Dr. Lester C. Thurow, Professor of Management & Economics  
Sloan School of Management, Massachusetts Institute of Technology

Osgood Nichols, session chairman, introduced Dr. Lester C. Thurow as a noted economist who uses communications with greater skill than many of us. Dr. Thurow's book, The Zero Sum Society, was commended to Seminararians. Now 44, Dr. Thurow has been Professor of Economics and Management at M.I.T. since he was 30. He has been a member of the editorial board of the New York Times, economic columnist for the Times, the Los Angeles Times and the Boston Globe, a commentator for public television, and since 1981, a columnist for Newsweek. He scored an 85% rating.

Dr. Thurow warned that the 1980's will be fundamentally different from anything before because for the first time, America is in a competitive environment. For 30 years we had effortless superiority. Now we have to compete where we are not able to compete.

Today our lifestyle depends on imports, and becoming export-oriented will make America very different. We have to ask what others want us to make, not sell American-oriented products abroad. We have to learn others' languages, not rely on their using English.

Why has American productivity stopped growing:

1. Traditional veins of ore have petered out and we have not replaced them.
2. 13% decline in productivity can be traced to the growth of services-- health care, nursing homes, business consultants, lawyers, accountants. No output is produced in a litigious society.
3. Too little investment. American workers work with \$50,000 in equipment: less equipment per worker means less productivity.

To rebuild the economy, Dr. Thurow urges concentration on savings and investment, education to counteract current illiteracy, lack of engineers, and the disastrous state of science and math. American management needs to motivate employees, lengthen the time frame for awarding bonuses and incentives. Productivity is learning to do new things. America is confronted with the moral equivalent of defeat, but we haven't yet faced up to it.

In the Q. and A., Dr. Thurow made these points:

- . The excuse of subsidized foreign business is faulty and should not be used to explain failures. The Japanese make faster decisions, take more risks.

- . The Japanese threat is the best thing we have going for us, because it will change slow economic rot into a crisis.
- . Productivity is not one major thing; it is a lot of little problems.
- . As for new veins available to us, soft productivity is the key: office automation, fewer lawyers, accountants, supervision. Start quality circles; don't imprison yourself in dying industries.
- . Recognize that we have in fact been defeated. If not, we won't do the tough things. It won't take that long; we can regain our status in 10 years.

May 11 - Morning Session

"THE CEO IN PUBLIC AFFAIRS"

Reginald H. Jones, Chairman Emeritus - General Electric Company

Session chairman Robert L. Fegley proudly introduced, at long last, the man who over the years has been proposed as a Seminar speaker more often than any other--Reginald H. Jones, Chairman Emeritus, General Electric Company. Mr. Jones has been named as the most influential spokesman in the business world, one who has had a decisive impact on public policy. Since his retirement a year ago, he has made more speeches and been more active than ever before. The favorite speaker at this year's Seminar, he scored 97%.

Born in the U.K., Mr. Jones came to the U.S. as a boy, graduated from University of Pennsylvania and Wharton School, joined General Electric's Business Training Course in 1939, made his career with the company and became CEO in 1972.

In discussing the CEO in public affairs, Mr. Jones said he appreciates the name of "CEO activist" as one concerned with the externalities of the corporation, one who helps shape them rather than react, after first insuring that the corporation is running soundly.

Public relations professionals will play ever enlarging and critical roles: "you guide your CEO." The new breed of executives is concerned with formulation of policy, feel of the public pulse.

Suggestions to Seminararians:

1. Do your homework; know what the critics will say; don't be caught in errors of fact.



2. Choose with care the audiences to which you point your CEO; don't preach to the converted; get him to Washington often to visit both sides of Congress and the Executive branch; steer him to academia for talks with both faculty and students. You can't overrate the influence of academia in the public policy arena. Make him available to the media you select with lots of 10-minute phone calls where he can be open, available, good copy.
3. Build alliances for your position on public policy: labor, small business are good possibilities.
4. Build and maintain your credibility: don't go for short term advantage at the expense of long term reputation.
5. Seek to retain unity of the business community wherever possible.
6. Take positions on issues of public policy which advance the public interest; be a voice of reason.
7. Advance the communications skills of the CEO; don't be overly protective; make him be an involved personality.
8. The CEO is the steward over an amazing aggregation of resources. The most precious asset of any corporation is its public franchise. The corporation will exist only as long as the public wants it to exist.

During the Q. and A., Mr Jones discussed GE's matrix of public issues, and its five year plan updated yearly. Seminararians delighted in the personal anecdotes he recounted.

## "CAN UNIONS SURVIVE SETTLING FOR LESS?"

A.H. Raskin, Former Chief Labor Correspondent of The New York Times,  
now Associate Director of The National News Council

Session chairman Kerry King introduced A.H. "Abe" Raskin as a man who thinks independently, acts and speaks independently, a man who covered one of the great battles of contemporary life: business vs. organized labor. Mr. Raskin, who rated 54% with the group, served on the staff of The New York Times for 43 years before his retirement at the end of 1977. He was chief labor correspondent, assistant editor of the editorial page, and labor columnist. He is currently associate director of The National News Council, an independent, non-profit, voluntary organization concerned with advancing the freedom and responsibility of the nation's news organizations.

Mr. Raskin says we are at the watershed stage of industrial relations, moving toward a more democratic, less authoritarian workplace. If labor and management have wit and will, we can see the most dramatic changes since the New Deal. We could see peaceful reshaping of the paramilitary lines of control in business, and peace and productivity on the industrial front.

The reasons for this constructive scenario are as follows:

- . Willingness of unions to reopen contracts, accept pay freezes, etc.
- . An attitudinal revolution permeating management and labor involving reciprocity to make bargaining a 2-way street.
- . Willingness to give workers the role of full-fledged partners in operations.
- . Participatory approach permitting advance notice of new developments, exchanging views, regular meetings between union leaders and corporate boards.

The factors which can shatter this togetherness:

- . Unions' ingrained mistrust of management.
- . Settling for less is very difficult for any labor leader.
- . Fear of labor losing credibility.

It would be a tragedy to push organized labor into its grave, says Mr. Raskin, because we need a labor union movement with firm adherence to the enterprise system; without it industry would be victimized by wildcat strikes and labor anarchy.

He believes a fundamental switch is happening in favor of more participatory ways of addressing problems and solving them.

## "CONFRONTING THE NEW CONDITIONS OF AMERICAN LIFE"

Daniel Yankelovich, Chairman, Yankelovich, Skelly & White Inc.

Marshall Lewis, session chairman, introduced the next speaker as a man who while well known to users of brain scans, has been identified in the midwest as a relief pitcher for the White Sox, in New England as one of the brothers in a Dostoevsky novel: Dan Yankelovich. He posed the Seminar's question to Mr. Yankelovich by playing a country western song: "Are the good times really over for good?" Dan Yankelovich, founder and chairman of Yankelovich, Skelly & White, is also president of The Public Agenda Foundation, a non-profit, non-partisan organization which he founded in 1974 with Cyrus Vance. He rated an 81% in the evaluations.

In reviewing previous speakers' concern for current stagnation and sense of drift, Mr. Yankelovich pointed out three invariant stages which must occur before a problem can be solved: (1) growth in awareness that the problem exists; (2) ability to define the nature of the problem; (3) agreement on a practical solution. The problem has been cited as loss of competitiveness, but it is bigger than that. We are in a period of maximum confusion, and we can't take action because we haven't defined the problem. However frustrating, we should not leap into action, and we should not despair.

Must consider: people's expectations and the shift in expectations; what truly transforming changes make the 1980's a different decade; what inescapable issues these changes give rise to; and how to achieve a consensus and get things working again.

For 30 years we have been in a period of rising expectations, and we are now moving to falling expectations. Previously we believed: every year would be modestly better than the last; the country would take care of old people; all citizens enjoy rights and entitlements and it is the role of law to guarantee these entitlements; the government should not be pushed around by Iran, Cuba, Russia; economy is so all-powerful that it can produce a rising lifestyle; people do not need to work so hard or worry about a job; Americans know the difference between right and wrong. Every one of these expectations is now being questioned. This is accompanied by a feeling of loss.

As for the objective changes in our condition: we have moved from a country very far ahead into a fierce competitive picture; the work ethic has not been deteriorating, it has been growing stronger; this focuses on the fact that the problem is not in the culture, but in managerial style. Another transforming change is the fear of nuclear war. The reality is the achievement of nuclear parity by the Soviet Union. Limited nuclear war talk has convinced people it could happen, but it couldn't stay limited. This gives rise to the national security issue, one which will not go away until we have a reconciliation between the public state of mind and the government position.

Another change is our demography: the process of aging of Americans has created a change in the dependency ratio. When Social Security started, it was 9 - 1; last year it was 3 - 1; in 1990 it will be 2 - 1.

The reality is the growing realization that we can't build up defense and continue social programs and build an economy with increased productivity. We will not abandon social programs or go back to big government; we must find new approaches.

The fourth transforming change is the disarray in our social morality: the destigmatizing of America--bankruptcies, divorce, single women having babies, underground economy, fraudulent claims, etc. All this gives rise to questioning the moral authority of institutions. We are confronted with a serious mismatch between the objective condition and the social ethic. It requires an ethic of commitment, responsibility rather than entitlement, strong moral rules rather than weak emphasis on performance.

We will make it as a nation; we have American resources and patriotism, he concludes.

What is appropriate for public relations people in thinking about the problem? The need to sensitize companies to how class-ridden their behavior is in relation to their employees; the need to build a consensus within the company.

In the Q. and A., Mr. Yankelovich made these points:

- . Comparing ourselves with Britain, the class system did them in. Here we have more the attitude that we're all in the same boat.
- . The Japanese have realigned incentives for both management and the labor force.
- . The message to get to the public is one of sharing the pain. Fairness is a great motivating force. The Reagan program is perceived as unfair. It hasn't been translated into policy and practice in government or corporations.

#### May 12 - Morning Session

##### "JAPAN--THE KEYSTONE OF UNITED STATES RELATIONS WITH EAST ASIA"

The Honorable Robert S. Ingersoll, Former U.S. Ambassador to Japan  
Former Deputy Secretary of State

Session chairman James Keogh introduced The Honorable Robert S. Ingersoll, former U.S. Ambassador to Japan and former Deputy Secretary of State. Noting that they had both worked for Henry Kissinger, he said "That's the kind of thing that makes a bond among men."

During his career Mr. Ingersoll was Chairman of the Board and CEO of Borg-Warner Corporation. He holds trusteeships with The University of Chicago, the Aspen Institute for Humanistic Studies, and the California Institute of Technology. His speech scored 58% with Seminararians.

In East Asia, where the staggering diversity of political systems includes dictatorships, communism and democracy, Japan is by far the most important country, according to Ambassador Ingersoll, and a crucial element to U.S. security. Ambassador Mansfield echoes this view, noting that to the U.S. nobody is more important as a friend, trading partner and ally.

Japan's defense budget is growing, but so far it has failed to meet its own defense needs or its responsibility to the free world. Japan must do more, but the U.S. must not berate Japan for its failure. Japan can compensate for military shortcomings by contributing more to foreign aid.

With disputes over trade in textiles, television, steel and autos, the specter of protectionism is rising alarmingly in Congress. The determination to limit imports from Japan is stronger than ever, and reciprocity bills may be passed before the fall elections. This is impractical, according to Mr. Ingersoll, because our surplus in Europe is the same as the deficit with Japan, and Europe will move against us. We need to continue worldwide free trade to stimulate economic growth and new products. Protectionism will hurt the American consumer; Japanese imports have saved them one billion dollars, saved gasoline and spurred higher quality U.S. cars. Officially Japan's markets are no more closed than ours, but many informal barriers remain. Domestically produced goods are equated with patriotism. Imports of raw materials make Japanese heroes, but finished goods imports make them practically traitors. Japan is under pressure to remove both formal and informal barriers.

If Japan were neutral like India, we would lose bases and leadership in the Pacific, as well as a principal agricultural market. By the end of the '80s, East Asia will overshadow Europe as a trading market. Japan will continue to be the leading nation in East Asia. We are two democratic peoples with a common stake in world order.

In the Q. and A., Ambassador Ingersoll made these points:

- After the oil crisis, Japan's policy was to export at any price, with a bad result. The government should advertise in Japan why it is important to allow imports.
- . Management lessons we can learn from the Japanese, which they may have learned from us, include: hire at the lowest level, work as a team, emphasize quality and cost, make capital investments in a recession for future markets, think long term, promote top management through the ranks. Unions in Japan are companywide, not industrywide; they have the interest of the company at heart.
- . We Americans had better learn the customs and the language if we work in Japan.

## "REGULATING OUR RELATIONS WITH MOSCOW"

The Honorable Malcolm Toon, Former Ambassador to the Soviet Union, Israel, Yugoslavia and Czechoslovakia

Session chairman Keogh next introduced The Honorable Malcolm Toon, former Ambassador to the Soviet Union, Israel, Yugoslavia and Czechoslovakia, as the quintessential foreign service officer. He has served 24 years overseas in nine countries, with four major ambassadorships. He served seven years in the U.S.S.R., in three tours, resigning in 1979. Currently retired, Ambassador Toon is a director of Foremost-McKesson, a member of the Board of Trustees of Tufts University and a member of the Board of Visitors of The Fletcher School of Law & Diplomacy. His talk rated 81% with Seminarists.

The Polish situation was a significant development which deserves attention, according to Ambassador Toon. After the Afghan crisis, the Soviet has been more sensitive to its reputation abroad, in western Europe and the Third World. Russia would like to get back to detente with West Germany, France and the U.K. Their vital concerns are primacy of the Communist party and safety of lines of communications across Poland. The Soviets have wound up with an economic basket case on their hands.

U.S. didn't handle the situation well: entered sanctions alone with almost no support; sanctions were without any teeth. The result has been minimal: the Soviet has not changed its position at all.

Ambassador Toon offered guidelines in dealing with the Soviets:

- . Make an illusion-free assessment of the Soviet threat and how we deal with it.
- . Recognize that their long range political aim is the same as when first stated in 1917: recast the world in the Communist image.
- . Recognize that the Soviet attitude toward the U.S. is implacable hostility.
- . Have a clear understanding that the Soviet view is totally incompatible with everything we stand for.
- . Be aware that the Soviets take advantage of our trait of devotion to principals and our trait of impatience. We should staff negotiating teams with proven professionals. Have adequate military underpinning for whatever position we take, and a clear perception of our vital interests, both functional and geographic.
- . Recognize that there is no real community of interest except a mutual desire to avoid all-out nuclear war.

There is no community of interest between the U.S. and the Chinese, either, except concern about Russia. When the Chinese achieve their military and economic goals, they will be as much of a threat as Russia. We should go ahead with our relations with China, but with no illusions. We should not provide them any military or high tech items.

We must recognize that the Soviets will extend their power and that at home they will continue their indecently repressive treatment of their own people. But we must continue to deal with them. The Soviets are enemies of everything they don't control; and they have a contempt for weakness.

In the Q. and A. Ambassador Toon made these points:

- . The Soviets have no policy in the Middle East except to try to frustrate the Camp David accord.
- . Our vital interests include integrity of the Western Hemisphere, the NATO complex, a commitment to Israel, the integrity and independence of Japan, security of lines of supply to Europe, and the communications satellite network.
- . When Brezhnev leaves, there will not be a better climate, nor much worse, just more of the same.
- . As to whether we are bunglers and the Soviet is right, we are not always wrong; the Soviets are mostly wrong. Soviet economy is a total shambles.
- . Advice for a company trading with the Soviets: don't do it now; know the language; make the agreement specific.
- . As for influence in the Third World, the Soviets can't help Africa too much, but they will penetrate everywhere they can.

**PUBLIC RELATIONS  
SEMINAR COMMITTEE**

June 1982

1982 ATTENDEES at PUBLIC RELATIONS SEMINAR

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Harold Burson

18 January 1985

Larry Speakes.

Mary thanks for getting the President to sign the photo - I am most grateful.

I'll phone you soon about a date where we can get together with Larry Snodden. Most likely, it will be early Feb. - since he will be in Europ. Regards.  
Harold.

# Burson-Marsteller

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866 Third Avenue  
New York, N.Y. 10022  
212.752.8610

February 14, 1983

Mr. Joe M. Rodgers  
Vice Chairman  
JAMES S. BRADY PRESIDENTIAL FOUNDATION  
1735 Eye Street, N.W.  
Washington, D.C. 20006

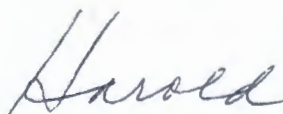
Dear Joe:

Here is a copy of a letter I have sent to the attached list of senior public relations officers of major corporations and public relations firms. I plan to augment this list with other names.

Hopefully, this will encourage some of my associates to contribute to this worthwhile effort. I shall be interested in knowing about the response.

Meanwhile, be assured that I am pleased to be involved in this activity.

Sincerely,



Harold Burson/m.

HB/dr  
attach.

bcc: **Larry Speakes**

# Burson-Marsteller

---

866 Third Avenue  
New York, N.Y. 10022  
212.752.8610

February 14, 1983

Mr. Joe M. Rodgers  
Vice Chairman  
JAMES S. BRADY PRESIDENTIAL FOUNDATION  
1735 Eye Street, N.W.  
Washington, D.C. 20006

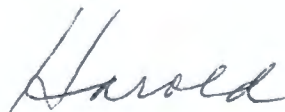
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Sincerely,



Harold Burson/m.

HB/dr  
attach.

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Executive Vice President  
Administration  
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Vice President  
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Information  
American Telephone and  
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2

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# James S. Brady Presidential Foundation

February 3, 1983

The Honorable Larry Speakes  
Deputy Press Secretary to  
the President  
The White House  
Washington, DC 20500


Dear Larry:

Thank you for your recommendation of Harold Burson to assist us in our fundraising effort. I referred your request to Joe Rodgers, who with Bob Strauss is heading up the effort, and he felt that we should encourage him to help.

Enclosed is the letter from Joe to Harold Burson. If you know of others in the public relations field that are interested, we will surely write them and encourage them as well.

We appreciate your interest and support, and look forward to hearing from you.

Very truly yours,

  
Patricia M. Frierson  
Director, Washington Office

Enclosure

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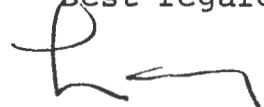
THE WHITE HOUSE  
WASHINGTON

January 11, 1983

Dear Harold:

Many thanks for sending along the copy --  
of your letter to the Brady Foundation  
and thanks even more for your generous  
donation. I know it will mean much to  
Jim and his family.

Best regards,



Larry Speakes  
Deputy Press Secretary  
to the President

Mr. Harold Burson  
866 Third Avenue  
New York, New York 10022

# Burson-Marsteller

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866 Third Avenue  
New York, N.Y. 10022  
212.752.8610

December 29, 1982

The James S. Brady Presidential  
Foundation  
1735 Eye Street, N.W.  
Suite #109  
Washington, D.C. 20006

Gentlemen:

Here is a check for \$1,000 representing the contribution  
of Burson-Marsteller to The James S. Brady Presidential  
Foundation. Feel free to identify Burson-Marsteller as  
a donor to this worthy undertaking.

Sincerely,



Harold Burson

HB/dr  
encl.

bcc: L. Speakes ✓