

MINUTES of the seventy-seventh meeting of the Directors of the Manufacturing Chemists' Association, Inc., held at The Union Club, New York City, on February 11, 1958, at 11:00 a.m. (EST).

There were present:

Messrs.	Lee V. Dauler	Harry B. McClure
	David H. Dawson	R. L. Murray
	William P. Drake	George L. Parkhurst
	Fred C. Foy	S. B. Penick, Jr.
	D. S. Frederick	R. W. Thomas
	Ernest Hart	George R. Vila
	John A. Hill	Robert I. Wishnick
	John E. Hull	

Alternates:

Howard S. Bunn (for Harry B. McClure -- luncheon only)
 Bert Cremers (for Robert B. Semple)
 William H. McLean (for John T. Connor)
 Max A. Minnig (for Robert I. Wishnick)
 Charles S. Munson (for John A. Hill)
 James G. Park (for O. V. Tracy)
 Carl F. Prutton (for Ernest Hart)
 P. C. Reilly (for C. B. Edwards)
 W. T. D. Ross (for H. Greville Smith)
 Donald Williams (for Mark E. Putnam)

General Counsel: Marx Leva - Fowler, Leva, Hawes & Symington

Present by Invitation: F. H. Carman - MCA
 Harry S. Ferguson - Allied Chemical & Dye Corporation
 A. E. Forster - Hercules Powder Company, Inc.
 R. S. Jane - Shawinigan Chemicals Limited
 Cleveland Lane - MCA
 Glen B. Miller - Allied Chemical & Dye Corporation
 (luncheon only)
 J. P. Remensnyder - Heyden Newport Chemical Corporation
 Arthur Smith, Jr. - The Dow Chemical Company

In calling the meeting to order, Mr. Hart welcomed the guests and alternates who were present and urged them to participate in the discussions.

I. MINUTES OF JANUARY 14, 1958, MEETING.

The Minutes of the January 14, 1958, meeting were duly approved as submitted to the members.

II. REPORT OF THE EXECUTIVE COMMITTEE.

Chairman McClure stated that a breakfast meeting of the Executive Committee had taken place that day and that a number of the items discussed would be taken up in their respective places on the Board agenda.

He then advised members that the Association Policy Study Committee had held its organizational meeting, had started on consideration of long-term program appropriate for MCA, and would report at a later date.

III. TREASURER'S REPORT.

(a) Financial Report, June 1957 - January 1958. General Hull explained a number of items in the financial report for the eight months ending January 31, 1958, and

ON MOTION duly made and seconded, it was

VOTED: That the report be accepted and placed on file.

(b) Finance Committee. A report of the Finance Committee will be made at the next meeting of the Board.

IV. BOARD OF DIRECTORS.

(a) Nominating Committee. Chairman John A. Hill, for his Committee, nominated Mr. Glen B. Miller, Allied Chemical & Dye Corporation, to fill the vacancy on the Board of Directors created by the resignation of Mr. F. J. Emmerich, to serve until the next Annual Meeting.

ON MOTION duly made and seconded, it was

VOTED: That this nomination be approved.

(b) Membership Committee. Chairman Robert I. Wishnick, for his Committee, reported that applications had been received from Foster Grant Co., Inc., and Lithium Corporation of America, Inc., and that, in the opinion of the Membership Committee, both are qualified for membership under the Association's By-Laws.

ON MOTION duly made and seconded, it was

VOTED: That the applications be approved subject to the 30-day notification to members provided under Article III, Section 4, of the By-Laws.

(c) Program Committee. Chairman S. B. Penick, Jr., advised that Mr. Gordon Gray had accepted the invitation to be the main speaker for the banquet Friday evening at the Annual Meeting of the Association in June, and that other pertinent program information had already been reported.

General Hull advised that the Secretary had visited The Greenbrier and could now report that restrictions on attendance will not be necessary, since ample facilities will be available. Also, there will be a special train from New York City as in the past.

(d) March Directors Meeting in California. Mr. Parkhurst commented briefly on arrangements for the West Coast meeting, March 25 - 27, and on direct question stated that formal attire would not be required and urged that members keep in mind the possible need for sport clothes. Chairman Hart then suggested that the staff in collaboration with Mr. Parkhurst get out a letter regarding any last minute arrangements and information.

(e) Retirement Plan. Mr. McClure reported that the Executive Committee that morning had considered a recommendation of the Pension Committee that a minor amendment be made to the retirement plan in order to comply with a letter received from the Internal Revenue Service, and recommended that the Board authorize the President to execute the amendment.

ON MOTION duly made and seconded, it was

VOTED: That the Board of Directors hereby authorizes the President to execute an amendment to the Pension Trust Agreement as follows:

In accordance with the provisions of Section 14 of the Pension Trust Agreement between MANUFACTURING CHEMISTS' ASSOCIATION, INC., and CLYDE D. MARLATT, Trustee, dated November 29, 1949, the Pension Trust Agreement is hereby amended as follows:

Section 4. The last paragraph of Section 4 is amended by changing the period to a semi-colon and adding the following language:

"provided, however, that such reduced benefits shall not exceed the value of the employee's vested benefits under Section 7 at the time of such retirement."

This amendment shall be effective upon the date on which a duly executed copy thereof is delivered to the Trustee, accompanied by a duly executed copy of a resolution of the Board of Directors of the Association authorizing this amendment.

V. COMMITTEE APPOINTMENTS.

(a) MCA Representative, ASA Nuclear Standards Board. The appointment of Harold E. Thayer, Mallinckrodt Chemical Works, replacing George F. Jenkins, Union Carbide Corporation, was approved.

(b) Study Committee -- Proposal of ASA Chemical Industry Advisory Board. At the December 10, 1957, meeting, the Chairman of the Board was authorized to appoint

a small subcommittee to study, in the light of MCA policy as reaffirmed at the December 10 meeting of the Board, the proposal of the Chemical Industry Advisory Board of ASA that it assume the status of a Chemical Standards Board within the ASA and that its scope be enlarged to permit it to consider official requests from the U. S. Government for product standards. The following appointments were approved:

C. F. Prutton, Chairman - Food Machinery and Chemical Corporation
 A. B. Steele - Union Carbide Corporation
 Howard Nason - Monsanto Chemical Company

Additional nominees are to be suggested by Dr. Dawson, E. I. du Pont de Nemours & Co., Inc., and Mr. Connor, Merck & Co., Inc.

VI. STAFF REPORT AND MISCELLANEOUS ITEMS.

(a) Education. General Hull stated that the Education Advisory Committee had approved the outlines (Story Boards) for the two films programed in the current education budget, and that the production of these films is now in progress.

(b) Public Relations. Mr. Arthur Smith, Jr., Chairman of the Public Relations Advisory Committee, was called into the meeting and presented a brief of the report of his Committee, copy of which report is attached. Mr. Smith stated that this report had the approval of the Public Relations Policy Committee. In conclusion, he urged that Board members have this report studied within their own organizations and report any pertinent comments to the Chairman of the Board.

Mr. Hart then expressed appreciation for the report and the fine work of the Public Relations Advisory Committee, which was unanimously concurred in by the Board.

(c) International Trade and Tariff. General Hull reported that the National Industrial Conference Board study had now been completed and that the cost of the project in excess of the funds provided by MCA, other associations, and interested members would be absorbed by the Conference Board.

He then reported that the Chairman of the International Trade and Tariff Committee was currently working on a statement for presentation in the forthcoming hearings of the House Ways and Means Committee considering the Administration bill to extend the Trade Agreements Act for another five years, with a 25% reduction in duties and certain other provisions. The basic principles of the statement to be presented will be to urge that the Trade Agreements Act not be extended for more than three years and not more than 15% reduction in duties be authorized, that the escape clause provisions for protection of domestic industry be strengthened, that the reductions in duties be gradual and on a selective basis, and that more time be permitted in peril point proceedings. Generally, this was the Association position three years ago and also that resulting from a poll of the Committee in December 1957 in preparation for the Boggs Subcommittee panel discussions.

Mr. McClure stated that the Executive Committee had discussed this at length in the morning meeting, particularly as to whether there should be a change of policy or reaffirmation of the position taken by the International Trade and Tariff Committee. It had been agreed by the Executive Committee, and it so recommended, that the Board should affirm the position recommended by the International Trade and Tariff Committee and that the statement for presentation in the current hearings be referred to the Executive Committee for clearance.

Following a discussion of general policy on support of, opposition to, or a qualified position with respect to the Administration proposal for extension of the Trade Agreements Act, an informal poll of the Board indicated that a substantial majority favored the position of the International Trade and Tariff Committee, although one or more were in favor of full Administration support, and at least two members were opposed to any extension. The majority of the Board, approving the position of the International Trade and Tariff Committee, agreed that this would form the basis for the testimony to be presented at the hearings of the Congressional Committee subject to prior approval of the statement by the Executive Committee. It was then proposed that it may be desirable at some subsequent date when time permits to take a poll of the entire MCA membership on foreign trade policy, and, if it is evident that there is a difference of opinion within the chemical industry, it might be appropriate to make this known to the Congress. While this was discussed, there was no action taken on this suggestion.

(d) Tax Policy Appearance. General Hull reported that the Chairman of the MCA Tax Policy Committee, Mr. W. A. Crichley, appeared before the House Ways and Means Committee and presented the Association's statement on tax matters which was approved by the Board at its January meeting. Hearings were continued, but it is not contemplated that MCA will appear again before this Committee.

(e) Metals Activity. General Hull stated that the staff had now received nominations from most of our member metals producers for representation on pertinent technical and functional committees. Three candidates for the MCA staff position in connection with this activity have been interviewed to date, and it would appear that a selection can be made soon.

General Hull then advised that some of the metal producers had proposed that a statement be made to the Joint Atomic Energy Committee, now holding hearings on the atomic energy program regarding Administration policy on materials, but that the Executive Committee had decided that there was too short a time to develop a considered policy and position on such an important subject for an appearance at the current hearing.

(f) Board Approval of Committee Action. In commenting on the problems involved in obtaining approval or clearance by the Board on policy or change in policy on various matters, Mr. McClure stated that it was the view of the Executive Committee that the Board must have sufficient time to consider any such matter of policy and the chairman of each MCA committee should be informed that, except in real emergencies

when the Executive Committee must act, matters dealing with MCA policy and requiring Board approval, such as proposed statements to be made at Congressional hearings, should be in the hands of the Board members at least two weeks prior to the date of the Board meeting at which they are to be considered. The Board concurred in this view, and the President will transmit to each committee chairman by letter instructions to this effect.

(g) Chemical Packaging. Mr. Carman reported that a number of members manufacturing synthetic rubber have suggested industry-wide consideration of packaging and handling problems in connection with rubber, and MCA's Chemical Packaging Committee plans to make preliminary inquiries to determine the facts and to see if a project, possibly more broadly based than synthetic rubber, may be desirable. It was emphasized that the discussions to date are only exploratory.

(h) Good Faith in Pricing Legislation, S. 11. General Hull advised that the Senate Judiciary Committee had scheduled consideration of this bill for February 24 and that it has been difficult to obtain an accurate estimate of what may happen. He stated that amendments to S. 11 to reduce the objectionable aspects of the bill may be made before it is reported to the Senate by the Judiciary Committee.

The U. S. Chamber of Commerce conducted a referendum on a proposed policy declaration that "good faith" meeting of a competitor's prices should continue to be an absolute defense to charges of violation of price discrimination provisions of the Robinson-Patman Act; the results were 2,795 "yes" to 290 "no." Thus, the Chamber has established its policy against S. 11 and H.R. 11 by a vote of nearly ten to one.

(i) Chemicals in Foods. Mr. McClure reported that the Executive Committee, together with invited guests, that morning had reached a unanimity of view on the position that should be taken by the Association at this time with respect to pending legislation in the Congress. He then reviewed the Minutes of the January 14 meeting and submitted a resolution which the Executive Committee recommended for Board adoption. (The resolution recommended by the Executive Committee, which was approved by the Board following a general discussion, is set out below.)

It was brought out in the discussion which preceded action on the resolution that MCA, along with other interested groups, is still opposed to legislation giving FDA the authority to decide on functionality of additives. Following the general discussion referred to above,

ON MOTION duly made and seconded, it was

VOTED: That the Board of Directors approves the recommendation of the Chemicals in Foods Committee which was presented at the January 1958 Board meeting;

Provided, however, that in the discussions contemplated by the recommendation, the President of MCA or such person or persons

as he may designate for such purpose shall first seek to achieve the enactment of a bill such as H. R. 8390; and if the President concludes that such a bill probably cannot be enacted at the current session of Congress, then the second objective to be sought is the enactment of a bill such as H. R. 8390 but containing an added provision recognizing that such legislation may if necessary be superseded after a period of years by more drastic legislation; and if the President concludes that a bill such as H. R. 8390 even as thus modified probably cannot be enacted at the current session of Congress, then the President shall consult with the Executive Committee as to the additional steps, if any, which should be taken.

There being no further business to come before the meeting, it was unanimously resolved to adjourn.

F. H. Carman
Acting Secretary

APPROVED: Ernest Hart
Chairman

Enclosure

Manufacturing Chemists' Association, Inc.

(FOUNDED 1872)

1625 EYE STREET, N. W.

WASHINGTON 6, D. C.

February 7, 1958

To: Board of Directors
From: Public Relations Advisory Committee
Subject: Public Relations Program

It seems appropriate at this time to review the original objectives of the MCA Public Relations program established by the Board of Directors in 1952. We believe it important also to take a look at the way in which the program has been implemented to determine whether changes of approach have been indicated, and to evaluate the scope of the program in relation to the staff available to carry it out.

Considering the percentage of MCA's budget going into the public relations effort, the committee was unanimously of the opinion that a rather complete analysis should be made, even though it ran a little longer than reports that customarily go to the Board.

Arthur Smith, Jr.
Chairman

A REPORT ON MCA'S PUBLIC RELATIONS PROGRAM

February 7, 1958

I. INTRODUCTION

On May 13, 1952, the Board of Directors approved a recommendation for a long-range public relations program for the Manufacturing Chemists' Association. The recommendation had the objective of winning better public understanding of the chemical industry in order that the industry could continue to provide better service to the public, and to operate at a fair profit in a free economy.

It was recognized that such understanding could not be had without an intelligent, long-range public relations program contemplating action on two fronts: first the positive -- fostering adequate public appreciation of the industry's contributions to the health, employment, income, standard of living, and general well-being of the public; second the defensive -- attacking the misconceptions that tend to undermine the standing of the industry in the public mind.

The program was to be directed toward specific groups within the public generally, chiefly to opinion leaders. It was planned to win the attention and the understanding of these people by a program designed to bring home three things:

1. The importance of the chemical industry in everyday life and in improving future standards of living;
2. The contributions the industry is making to increase the protection of the public in matters of defense, health, and the use of natural resources;
3. The economic conditions the industry must have if it is to thrive and increase its contributions to the public welfare.

It was pointed out that the penalty for failing to have these points widely understood and accepted would not be some vague, intangible slap on the wrist called "bad public relations", a penalty to which there was no reason for top management to pay any serious attention. The point

was made that if public understanding of and regard for the chemical industry were not improved, and soon, the industry would never be free of the threat of restrictive and oppressive action that could reduce earnings and make effective functioning difficult. It was also pointed out that emergency issues could be settled satisfactorily only against a previously constructed background of sound public relations and established public understanding.

The program was based on five considerations, as follows:

1. That the industry must enjoy public understanding and good will to grow and progress;
2. That the industry was confronted by many industry-wide problems in public relations that could be dealt with more efficiently by an industry program than by scattered efforts of individual companies;
3. That these problems often arose from the public's failure to understand industry objectives and activities and from the industry's tendency to concentrate on its internal and technical problems;
4. That MCA was the logical organization to sponsor an industry-wide public relations program;
5. That the industry's record of accomplishment constituted a most attractive story of wide interest to the general public, the telling of which should result in widespread public support.

II. A SUMMARY OF PUBLIC RELATIONS ACTIVITIES SINCE JUNE 1, 1952

Nearly six years have passed since that decision was made, and the results that have flowed from it have had profound effects upon public opinion of the chemical industry, upon the industry's awareness and practice of sound public relations techniques, and upon the organizational structure of MCA.

1. Facts Book. Three editions of the Chemical Industry Facts Book have been written and published. This is now an established information source on the industry for editors, educators, Federal and state officials, banks and investment houses, and others. More than 100,000 copies of each biennial edition have been distributed by MCA and member companies.

2. Chemical News, a bimonthly newspaper-style publication on the industry, has been published since 1954. Originally designed as a source for editors, this publication has achieved increasing press usage every year. In addition, it is being sent to a growing list of government officials, educators and opinion leaders and is widely used as a source for company publications. Present circulation is 32,000. As an indication of its growing acceptance, requests to be added to the mailing list have been averaging 100 per month for several months.

3. General Publicity. MCA has sought to become a well-regarded source of authoritative information on the chemical industry. By providing service as well as information to a growing number of editors and writers, MCA is accomplishing this objective. In the past year MCA has provided favorable industry information for stories in Life, Saturday Evening Post, Fortune, Readers Digest, the Associated Press and other wire services, and many others. The MCA Information Service handles an average of 35 press inquiries a month.

In addition to these activities, Chemical News, and the Facts Book, MCA has maintained a regular news release program. This has consisted of general industry stories, such as the annual expansion survey, stories on education, safety, pollution control, and publicity on other MCA activities.

4. Chemical Industry Activities Committees and CPW. An important part of the MCA program has been Chemical Progress Week. Four annual observances, coordinated by the MCA staff, have reached uncounted thousands throughout the nation with favorable information about the industry. In addition, this program has assisted many existing company public relations programs and generated new or expanded programs on the part of many companies. The program has also demonstrated the usefulness of cooperative effort by companies within communities.

A natural outgrowth of CPW has been the Chemical Industry Activity Committee program. A number of CPW committees, having a good organization and believing they could be more effective on a year-round basis, formed continuing committees. The PRAC drew up a plan to make such year-round activities a national program under MCA sponsorship. This program, under Board sponsorship, is now being organized. It provides for continuing cooperative public relations and education activities in areas where the industry operates.

5. Education. From its inception the PRAC program included education activities and cooperation with schools, with the main objective of interesting qualified students in careers in science or engineering. One of MCA's first activities in this field was the publication of a vocational guidance manual which was widely used by member companies. In 1955 the PRAC

suggested to the Board that a special Education Advisory Committee be established to deal with Association activities in this field. The EAC drew up and has been working on the program now underway. This program, in addition to serving well its primary function, has developed into one of the strongest public relations assets of the chemical industry.

6. Other MCA Activities. For many years MCA has engaged in a number of activities of broad public relations benefit to the industry. These have included the air and water pollution abatement programs, the safety program, labeling and precautionary information activities, transportation, and many others. Since its organization the public relations department has served to make these activities better known and to assist their work, wherever possible, by the use of public relations techniques. Thus, the well-deserved public recognition for these works has been increased.

III. GENERAL PUBLIC RELATIONS PROBLEMS OF THE CHEMICAL INDUSTRY

A continuing public relations program that has built up a good reputation over a period of years provides the best insurance that any specific public relations problem can be met successfully. Many basic problems endure for years, based on ingrained beliefs of people, and new ones continually arise with changes in the situation. To evaluate a program or plan future action, it is necessary first to examine the public relations problems that may affect the industry at the time. Here is a brief review of the chemical industry's present basic public relations problems.

1. Fear of Chemicals. Many people regard chemicals, chemical products, or processes as dangerous or obnoxious. This fear is reflected in attitudes on the use of chemicals in foods, customer reactions to products, the chemical industry as a place to work or the location of chemical plants. It has cropped up recently in growing public concern as to whether chemicals cause cancer. Fear of chemicals, when it becomes widespread, complicates marketing, increases costs and adds to administrative problems. It often results in demands for restrictive legislation or controls by Federal, state or municipal governments. It is hard to imagine an area in which understanding is more badly needed.

2. Lack of understanding of chemistry as a vital function in modern life. Chemistry is one of the more complex sciences. Most people do not understand how chemistry or chemical actions are used to provide many of the things they use. Generally, most people have a greater understanding of such things as electricity, how automobiles run, and

many mechanical operations. This is true because they are much more familiar with these things, but have few occasions to use a chemical reaction which they recognize as such. Certainly they have a wholly inadequate understanding of how vitally important this industry is to them as individuals.

Applications of chemistry probably benefit them in more ways than any other science. It is believed that constant reiteration of this idea, along with clear examples, can overcome the unfamiliarity that exists and greatly expand appreciation and understanding of the industry.

3. Lack of understanding of how the chemical industry operates.

There are many and important differences between the chemical industry and most others. Generalizations about American industry often do not apply in our case. Public understanding of the industry or lack of it has bearing upon capital investment; recruiting of able personnel; community acceptance; union activity, and especially on Federal and state regulations and legislation. The chemical industry's tariff problems are significantly different from those of the domestic watch manufacturers, for instance, but frequently are treated as though they were the same. An outstanding example of this lack of understanding was the appointment of a railroad man to head up the war rubber program. Here, too, understanding is essential, to the industry directly but indirectly to the nation if misunderstanding leads to unwise and oppressive treatment of chemical companies.

4. Lack of public understanding of industry's role in the growing importance of science and technology.

Satellites and similar developments have had a profound impact on public thinking on these matters. It is a safe generalization that many Americans have felt, until recently, that science was a way of achieving faster automobiles or thinner television sets. Despite this, there was still a general mistrust of science or, at best, a feeling that it was unconnected with everyday life. More recent developments may have made many people believe that science, per se, can be the salvation of America and democracy. Even so, the role of industry as a translator of science into human benefits is not generally understood. The result is a growing belief in this country that science should be chiefly the responsibility of the Federal Government.

We are well into a period when an understanding of science, and how it can best be applied, is essential to our present and future well-being. The chemical industry's stake in this understanding is vital to its future. Continued lack of understanding can affect availability of manpower, public confidence in the industry (note how failures in this area have affected confidence in the government and

armed forces), investment and financing, consumer acceptance of products, world opinion, and Federal Government action.

IV CURRENT, SPECIFIC PROBLEMS

The general long-range problems of the industry are major contributors to a number of current, specific problem areas. These can be summarized as follows:

1. Scientific and Technical manpower. This problem is now well known. It arises from a combination of rapidly growing needs for qualified personnel, and an apathy or antipathy of young people toward careers in these areas.
2. Acceptance of products. Consumer knowledge that something is the product of chemical production is recognized by many companies as a mixed, if not negative, selling point. No food or soap producer, for example, admits that his products contain or are largely chemicals. This is recognition of two widely-held concepts: That chemicals are dangerous, or that they are inferior substitutes.
3. Investment and capital. The price of chemical stocks on the New York Stock Exchange dropped \$2 billion in 1957. This was not as much as for other industry groups, but illustrates an attitude expressed by one analyst that, as far as investment in the chemical industry was concerned, the bloom was off the rose.
4. Legislative programs. There are a number of Federal legislative programs which, if carried out as proposed, can have adverse effect on the industry. These, outlined in more detail in MCA legislative bulletins, include: Anti-trust and related matters, chemicals in foods, income taxes, foreign trade, and new regulations on shipping, labeling, pollution and other matters.

V. MCA AS AN INSTRUMENT TO CONDUCT PUBLIC RELATIONS FOR THE CHEMICAL INDUSTRY

MCA by its very nature is the ideal, and indeed the only instrument through which public relations can be conducted for the chemical industry as a whole. We do not feel that it is necessary to argue this question here, but several points should be made:

1. There is no other industry-wide organization that could undertake the task.

2. MCA, as an organization, can represent the industry more effectively than can individual companies, operating independently. This is true despite the fact that individual companies can and do make extremely important public relations contributions to the industry as a whole.
3. MCA serves as an information gathering agency and also serves as a medium through which its members can make their views known. This is especially true because MCA, through Board and committee action, serves to identify and define interests and problems common to the whole industry, and to develop programs for common benefit.

At the same time, it must be recognized that there are certain limitations upon MCA's scope, and these should be listed here:

1. It cannot gather or disseminate information that is in violation of the anti-trust laws.
2. It cannot promote the products or interests of any one company member or group of members over those of any others.
3. It has a limited staff and budget. Its capabilities for industry public relations are limited to that permitted by the best use of staff and budget.
4. Since maximum agreement on what is to be done by an association often involves reconciling a number of viewpoints, public relations action is often slower and less flexible than in individual companies.

VI. CONCLUSIONS AND RECOMMENDATIONS

It is the considered judgment of the Public Relations Advisory Committee that the objectives and approach to MCA's public relations program are as sound today as when formulated in 1952.

The MCA public relations program does not and for obvious reasons cannot involve lobbying or other attempts to influence legislation directly. Rather, it is based on the belief that if an effective job is done to create public understanding of what the chemical industry does, and how and why it does it, a long step will have been taken toward solving problems in this and other areas.

We do not see any need, generally speaking, for a change in emphasis, but rather are convinced that what is required is to continue and strengthen methods of reaching these objectives. The present setup is, we believe, sufficiently flexible to be adjusted to any circumstances that are likely to arise in the foreseeable future.

We believe the program can be improved by the adoption of a central theme that can be used repeatedly by the MCA and by its member companies over a continuing period. The following theme has been suggested:

Chemical research and the applications of chemistry
do more than any other science to benefit mankind.

As for the staff, although it is small, it is admirably equipped to handle the program. However, the fact that it is small highlights the great importance of not diverting its energies to tasks that are not immediately concerned with the implementation of MCA's public relations program. The temptation to use it for projects that are, however attractive, extraneous to that program is very real, but it is the feeling of the Public Relations Advisory Committee that it must be resisted if the most effective results are to be obtained.

Finally, and ancillary to the preceding paragraph, the Committee would like to express its great satisfaction with the way Mr. Lane and his staff have handled an over-all job that could well tax the abilities of a larger group. It would also like to thank the Board for its cooperative and understanding support of the work of both this Committee and the staff.

Respectfully submitted,

Arthur Smith Jr., Chairman