



Max M. Kampelman Papers

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REMARKS BY MAX M. KAMPELMAN
AMERICAN ACADEMY OF ACHIEVEMENT

Minneapolis, Minn.

July 6, 1984

The advance notices refer to my career in the law and my recent experiences in diplomacy. My mind, however, goes back to earlier days as a college and night law student. My daytime work was selling magazines and Fuller brushes, perspiring in a steel factory, and steaming sweaters in a garment manufacturing plant.

This is a program dealing with awards for "Excellence". But I recall the afternoon I was fired as a waiter at a summer resort in the Catskill Mountains. It took quite a bit of effort to persuade the hotel owner to keep me on as a busboy and dishwasher.

Achievement for me was reached during my last year in college with jobs as a bookstore clerk, running the coat room concession at the weekly Saturday night dances, and representing on campus The New York Times and a local merchant renting tuxedos for the junior and senior proms.

Mine has been a fortunate life and an extensively varied one. Moving from the factory into the trade unions, organizing and arranging union education classes while studying law at night, opened up stimulating vistas. I recall going into scores of homes and interviewing women who were taking work

home from factories and sewing buttons on sweaters at rates far lower than the prevailing legal minimum wage. These were fine hard working folk who had turned their homes into factories to help support their families.

The war period brought with it soil conservation work, serving as an attendant in an institution for feeble-minded children, and volunteering to be a human guinea pig in a starvation experiment which brought my weight down to under 100 pounds -- all of this leading to my becoming a teacher here at the University of Minnesota, with its immense satisfactions. This introduced me to the then mayor of this beautiful city, Hubert Humphrey and the most enriching relationship of my life (other than my marriage to my wife). Our association and friendship deepened as this cherished friend and teacher moved on to become a United States Senator, Vice-President of the United States and candidate for President of the United States. He was a politician who understood that in a democracy the political process was the primary educational experience of the body politic. Always a teacher he used to say "You tell 'em what your gonna tell them; you tell them; and you then tell them what you told them." Seeing these green, yellow and red lights on here governing my time, I recall Muriel's admonitions to Humphrey: "Hubert, a speech does not have to be eternal to be immortal." To the time-keeper I say Humphrey had a great influence on my life!

It is, however, to today and tomorrow rather than to yesterday that I look. Let me, therefore, share a few experiences with you about my three years as an Ambassador representing our country at an East-West conference in Madrid. I was appointed to that task by President Carter and reappointed by President Reagan. During that period I spent close to 400 hours of private negotiations with my Soviet counterparts. These were serious talks by serious people dealing with serious subjects. But the memories are human.

I will long remember a brief coffee session that I arranged for a visiting Congressional group with the head of the Soviet delegation, then a 75-year old Deputy Foreign Minister, a member of the Communist Party Central Committee and former editor of Pravda and Izvestia. The brief coffee period became two and one half hours. Its theme was set by one member of Congress, a Catholic priest, wearing his collar, talking with vehemence, conviction and eloquence about the persecution of Soviet Jews. I frequently contemplate the impression Father Drinan made on the Soviet delegation that day.

I remeber an intense conversation with Avital Scharansky who had come to Madrid to urge the release of her husband from a Soviet prison. His crime was that he took the Helsinki Final Act, about which we were talking in Madrid, at its face value and formed a group to monitor compliance with its human rights provisions, something he had a right to do under the accords. Mrs. Schransky and I talked in the delegates lounge because we

wanted the other delegates to see her. Her husband is still suffering in jail.

And there is the exchange with an eastern European ambassador during which I talked about the 1,200 families seeking to leave his country for ours whose applications had not been acted upon by his government. A week or ten days later he came to me with 600 names, said their visas had been issued and the remaining families on the list would be acted upon within a matter of weeks. They were.

There comes to mind a day I delivered a statement documenting the terrifying growth of offensive Soviet military power. At the conclusion of our session that morning, the head of a Warsaw Pact delegation came to me and quietly said: "I did not know any of that." He did not question my facts.

I will remember a speech in which I quoted earlier Soviet and Eastern European statements by their diplomat completely contradicting that which they were then telling us in Madrid. At the conclusion of that session, I went over to one Eastern European colleague and said: "I had one more quotation that I left out." He looked at me, took my hand, and whispered: "Thank you very much, my good friend." My birthday was a few days later; and in my hotel room that day was a case of wine from his country.

And I will long remember the talk I made setting forth the profound differences between the totalitarian system of the Soviet Union and American democracy. I had first noted the great similarities between our countries, the Cossacks and the

cowboys, the fact that we had never fought a war against each other. My talk, in some ways a lecture on political philosophy, was a plea for humanizing our relations. A few weeks later, at a dinner, an ambassador from one of the Communist countries, with more vodka in him than was prudent, took me aside to acknowledge the speech and to say he was taking it home for his son to read.

I conclude these brief and human recollections of one phase of an active public life by suggesting to you that you are indeed highly fortunate young men and women. You are fortunate not only because you have special gifts, proved by your presence here today. You and I are most particularly fortunate because we live in a great country, a free and democratic country.

There is a continuing struggle in civilization to enhance that part of the human process that is represented by light rather than by darkness. No matter what we do with our lives, each of us will have the opportunity to make a contribution toward strengthening the forces of light -- in our families, our communities, our country, and in the world. We can express our gratitude for the good fortune that is ours by making certain that our children and future generations will be part of a world in which people can live in peace, freedom, and dignity.

Thank you.

GUEST OF HONOR GUIDANCE
FOR ACADEMY NEWS RELEASES

TO: Wayne R. Reynolds, Managing Director
American Academy of Achievement
P.O. Box 548
Malibu, California 90265

*Sent 1/9/84
with portrait*

Your announcement in connection with my attendance at the 1984 Banquet of the Golden Plate as a guest of honor and recipient of the Golden Plate Award may be mailed to the news editors of the following newspapers...plus the trade or professional journals as listed:

<u>NEWSPAPERS</u>	<u>ADDRESS</u>	<u>CITY</u>	<u>ZIP</u>
The Washington Times	3600 New York Ave., N.E.	Wash., D.C.	20002
The Washington Post	1150 15th Street, N.W.	Wash., D.C.	20005
The Jewish Week	529 14th Street, N.W.	Wash., D.C.	20004

<u>PROFESSIONAL JOURNALS</u>	<u>ADDRESS</u>	<u>CITY</u>	<u>ZIP</u>
The Legal Times	1666 Connecticut Ave., N.W.	Wash., D.C.	20009
The American Lawyer	205 Lexington Avenue	N.Y., N.Y.	10016
Freedom at Issue	20 West 40th St.	N.Y., N.Y.	10018

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sent biog.
Jenrick letter
freedom Hall

December 28, 1983

Mr. Wayne R. Reynolds
Managing Director
American Academy of Achievement
P.O. Box 548
Malibu, California 90265

Dear Mr. Reynolds:

I am writing to acknowledge receipt of the very fine invitation of December 23 extended to me by my good friends Clark Clifford and Sol Linowitz, both of whom are indeed worthy of many honors for their outstanding achievements. It is a pleasure for me to accept the invitation to join the American Academy of Achievement as a guest of honor at the 1984 Salute to Excellence weekend in Minneapolis this coming July. I have had an opportunity to examine the materials enclosed with the invitation and they are most impressive. My wife will join me.

I look forward to receiving additional information about the weekend plans, as well as more specific details of what might be expected from me as a contribution to your symposium series.

Sincerely,

Max M. Kampelman

NMK:nct

cc: Clark M. Clifford
Sol M. Linowitz

bcc: Arthur Feder

REMARKS BY MAX M. KAMPELMAN
AMERICAN ACADEMY OF ACHIEVEMENT

MINNEAPOLIS, MINN.

JULY 6, 1984

IN THINKING ABOUT MY CAREER IN THE LAW AND MY RECENT EXPERIENCES IN DIPLOMACY, MY MIND GOES BACK TO EARLIER DAYS AS A COLLEGE AND LAW STUDENT, ATTENDING CLASSES AT NIGHT. MY WORK THEN ENCOMPASSED SELLING MAGAZINES AND FULLER BRUSHES, PERSPIRING IN A STEEL FACTORY, AND STEAMING SWEATERS IN A GARMENT MANUFACTURING COMPANY.

THIS IS A PROGRAM DEALING WITH AWARDS FOR "EXCELLENCE". BUT I RECALL THE AFTERNOON I WAS FIRED AS A WAITER AT A SUMMER RESORT IN THE CATSKILL MOUNTAINS. IT TOOK QUITE A BIT OF EFFORT TO PERSUADE THE HOTEL OWNER TO KEEP ME ON AS A BUSBOY AND DISHWASHER.

SUCCESS FOR ME WAS REACHED DURING MY LAST YEAR IN COLLEGE WITH JOBS AS A BOOKSTORE CLERK, RUNNING THE COAT ROOM CONCESSION AT THE WEEKLY SATURDAY NIGHT DANCES, AND REPRESENTING ON CAMPUS THE NEW YORK TIMES AND A LOCAL MERCHANT RENTING TUXEDOS FOR THE JUNIOR AND SENIOR PROMS.

MINE HAS BEEN A FORTUNATE LIFE AND AN EXTENSIVELY VARIED ONE. MOVING FROM THE FACTORY INTO THE TRADE UNIONS, ORGANIZING ON PICKET LINES AND ARRANGING UNION EDUCATIONAL CLASSES WHILE STUDYING LAW AT NIGHT, OPENED UP STIMULATING VISTAS.

I RECALL GOING INTO SCORES OF HOMES AND INTERVIEWING WOMEN WHO WERE TAKING WORK HOME FROM FACTORIES AND SEWING BUTTONS ON SWEATERS AT RATES FAR LOWER THAN THE PREVAILING LEGAL MINIMUM WAGE. THESE WERE FINE HARD WORKING FOLK WHO HAD TURNED THEIR HOMES INTO FACTORIES TO HELP SUPPORT THEIR FAMILIES.

THE WAR PERIOD BROUGHT WITH IT SOIL CONSERVATION WORK IN TREE REFORESTATION, BEING AN ATTENDANT IN AN INSTITUTION FOR FEEBLEMINDED CHILDREN, SERVING AS A HUMAN GUINEA PIG IN AN EXPERIMENT WHICH BROUGHT MY WEIGHT DOWN TO ABOUT 100 POUNDS -- ALL OF THIS LEADING TO MY BECOMING A TEACHER HERE AT THE UNIVERSITY OF MINNESOTA, WITH ITS IMMENSE SATISFACTIONS. THIS INTRODUCED ME TO THE THEN MAYOR OF THIS BEAUTIFUL CITY, HUBERT HUMPHREY. OUR ASSOCIATION AND FRIENDSHIP DEEPENED AS THIS CHERISHED FRIEND AND TEACHER MOVED ON TO BECOME A UNITED STATES SENATOR, VICE-PRESIDENT OF THE UNITED STATES AND CANDIDATE FOR PRESIDENT OF THE UNITED STATES.

IT IS, HOWEVER, TO TODAY AND TOMORROW RATHER THAN TO YESTERDAY THAT WE MUST DWELL. LET ME, THEREFORE, SHARE A FEW EXPERIENCES WITH YOU ABOUT MY THREE YEARS AS A DIPLOMAT REPRESENTING OUR COUNTRY AT A THIRTY-FIVE NATION CONFERENCE IN MADRID. OUR TASK WAS TO COVER THE GAMUT OF EAST-WEST RELATIONS. DURING THAT PERIOD I SPENT CLOSE TO 400 HOURS OF PRIVATE NEGOTIATIONS WITH MY SOVIET COUNTERPARTS.

THESE WERE SERIOUS TALKS BY SERIOUS PEOPLE DEALING WITH SERIOUS SUBJECTS. BUT THE MEMORIES ARE HUMAN.

I WILL LONG REMEMBER A BRIEF COFFEE SESSION THAT I ARRANGED FOR A VISITING CONGRESSIONAL GROUP WITH THE HEAD OF THE SOVIET DELEGATION, THEN A 75-YEAR OLD DEPUTY FOREIGN MINISTER, A MEMBER OF THE CENTRAL COMMITTEE AND FORMER EDITOR OF PRAVDA AND IZVESTIA. THE BRIEF COFFEE PERIOD BECAME TWO AND ONE HALF HOURS. ITS THEME WAS SET BY ONE MEMBER OF CONGRESS, A CATHOLIC PRIEST, WEARING HIS COLLAR, TALKING WITH VEHEMENCE, CONVICTION AND ELOQUENCE ABOUT THE PERSECUTION OF SOVIET JEWS. I FREQUENTLY CONTEMPLATE THE IMPRESSION FATHER DRINAN MADE ON THE SOVIET DELEGATION THAT DAY.

I REMEMBER AN INTENSE CONVERSATION WITH AVITAL SCHARANSKY WHO HAD COME TO MADRID TO URGE THE RELEASE OF HER HUSBAND FROM A SOVIET PRISON. HIS CRIME WAS THAT HE TOOK THE HELSINKI FINAL ACT, ABOUT WHICH WE WERE TALKING IN MADRID, AT ITS FACE VALUE AND FORMED A GROUP TO MONITOR COMPLIANCE WITH ITS HUMAN RIGHTS PROVISIONS, SOMETHING HE HAD A RIGHT TO DO UNDER THE ACCORDS. MRS. SCHARANSKY AND I TALKED IN THE DELEGATES LOUNGE BECAUSE I WANTED THE OTHER DELEGATES TO SEE HER. HER HUSBAND IS STILL SUFFERING IN JAIL.

AND THERE IS THE EXCHANGE WITH AN EASTERN EUROPEAN AMBASSADOR DURING WHICH I TALKED ABOUT THE 1200 FAMILIES SEEKING TO LEAVE HIS COUNTRY FOR OURS WHOSE APPLICATIONS HAD NOT BEEN ACTED UPON. A WEEK OR TEN DAYS LATER HE CAME TO ME WITH 600 NAMES, SAID THEIR VISAS HAD BEEN ISSUED AND THE REMAINING FAMILIES ON THE LIST WOULD BE ACTED UPON WITHIN A MATTER OF WEEKS. THEY WERE.

THERE COMES TO MIND A DAY I DELIVERED A STATEMENT DOCUMENTING THE TERRIFYING GROWTH OF OFFENSIVE SOVIET MILITARY POWER. AT THE CONCLUSION OF OUR SESSION THAT MORNING, THE HEAD OF A WARSAW PACT DELEGATION CAME TO ME AND QUIETLY SAID: "I DID NOT KNOW ANY OF THAT." HE DID NOT QUESTION MY FACTS.

I WILL REMEMBER A SPEECH IN WHICH I QUOTED EARLIER SOVIET AND EASTERN EUROPEAN STATEMENTS BY THEIR DIPLOMATS COMPLETELY CONTRADICTING THAT WHICH THEY WERE THEN TELLING US IN MADRID. AT THE CONCLUSION OF THAT SESSION, I WENT OVER TO ONE EASTERN EUROPEAN COLLEAGUE AND SAID: "I HAD ONE MORE QUOTATION THAT I LEFT OUT." HE LOOKED AT ME, TOOK MY HAND, AND WHISPERED: "THANK YOU VERY MUCH, MY GOOD FRIEND." MY BIRTHDAY WAS A FEW DAYS LATER; AND IN MY HOTEL ROOM THAT DAY WAS A CASE OF WINE FROM HIS COUNTRY.

AND I WILL LONG REMEMBER THE TALK I MADE SETTING FORTH THE PROFOUND DIFFERENCES BETWEEN THE TOTALITARIAN SYSTEM OF THE SOVIET UNION AND AMERICAN DEMOCRACY. I HAD FIRST

NOTED THE GREAT SIMILARITIES BETWEEN OUR COUNTRIES, THE COSSACKS AND THE COWBOYS, THE FACT THAT WE HAD NEVER FOUGHT A WAR AGAINST EACH OTHER. MY TALK, IN SOME WAYS A LECTURE ON POLITICAL PHILOSOPHY, WAS A PLEA FOR HUMANIZING OUR RELATIONS. A FEW WEEKS LATER, AT A DINNER, AN AMBASSADOR FROM ONE OF THE COMMUNIST COUNTRIES, WITH MORE VODKA IN HIM THAN WAS PRUDENT, TOOK ME ASIDE TO ACKNOWLEDGE THE SPEECH AND TO SAY HE WAS TAKING IT HOME FOR HIS SON TO READ.

I CONCLUDE THESE BRIEF AND HUMAN RECOLLECTIONS OF ONE PHASE OF AN ACTIVE PUBLIC LIFE BY SUGGESTING TO YOU THAT YOU ARE INDEED HIGHLY FORTUNATE YOUNG MEN AND WOMEN. YOU ARE FORTUNATE NOT ONLY BECAUSE YOU HAVE GREAT TALENT, PROVED BY YOUR PRESENCE HERE TODAY. YOU AND I ARE MOST PARTICULARLY FORTUNATE BECAUSE WE LIVE IN A GREAT COUNTRY, A FREE AND DEMOCRATIC COUNTRY.

THERE IS A CONTINUING STRUGGLE IN CIVILIZATION TO ENHANCE THAT PART OF THE HUMAN PROCESS THAT IS REPRESENTED BY LIGHT RATHER THAN BY DARKNESS. NO MATTER WHAT WE DO WITH OUR LIVES, EACH OF US WILL HAVE THE OPPORTUNITY TO MAKE A CONTRIBUTION TOWARD STRENGTHENING THE FORCES OF LIGHT -- IN OUR FAMILIES, OUR COMMUNITIES, OUR COUNTRY, AND IN THE WORLD. WE CAN EXPRESS OUR GRATITUDE FOR THE GOOD FORTUNE THAT IS OURS BY MAKING CERTAIN THAT OUR CHILDREN

AND FUTURE GENERATIONS WILL BE ABLE TO LIVE IN A WORLD IN
WHICH PEOPLE CAN LIVE IN PEACE, FREEDOM, AND DIGNITY.

THANK YOU.

REMARKS BY
MAX M. KAMPELMAN
AMERICAN ACADEMY OF ACHIEVEMENT

MINNEAPOLIS, MINNESOTA

JULY 7, 1984

THANK YOU. IT IS A PRIVILEGE FOR ME TO BE RECEIVING THIS AWARD FROM A DEAR FRIEND, SOL LINOWITZ, A PATRIOTIC AMERICAN OF EXTRAORDINARY TALENT AND WISDOM, WHO HAS SERVED US ALL IN HIS PUBLIC LIFE WITH DIGNITY AND EXCELLENCE. I ASSURE YOU THAT I SHALL TREASURE THIS GOLDEN PLATE AND WHAT IT REPRESENTS.

THE MOMENT, HOWEVER, CALLS FOR MORE THAN PERSONAL SATISFACTION. IT CALLS, RATHER, FOR AN EXPRESSION OF DEEP APPRECIATION AT OUR GOOD FORTUNE THAT WE LIVE IN THIS GREAT DEMOCRACY. WE KNOW THAT DEMOCRACY, WHICH DERIVES FROM OUR RELIGIOUS PRINCIPLES OF HUMAN BROTHERHOOD IS THE BEST POLITICAL SYSTEM YET DEVISED BY THE HUMAN MIND. ONLY POLITICAL FREEDOM PERMITS THE HUMAN BEING TO ASPIRE AND ATTAIN NEW HEIGHTS OF ACHIEVEMENT.

BUT THE OBSTACLES TOWARD THE FULFILLMENT OF OUR ASPIRATIONS ARE ALSO REAL. THESE ARE IGNORANCE, AVARICE, CRUELTY, BIGOTRY. THUS THE CHALLENGE. WE WHO BENEFIT FROM THE BLESSINGS OF DEMOCRACY HAVE A RESPONSIBILITY TO SEE TO IT THAT IT SURVIVES FOR OUR CHILDREN AND FOR FUTURE GENERATIONS. THE LAW OF PERPETUAL MOTION IN POLITICS HAS NOT YET BEEN DISCOVERED. WE CANNOT TAKE THE FUTURE OF DEMOCRACY FOR GRANTED. WE MUST SUPPLY THE MOTION THAT WILL PERPETUATE AND STRENGTHEN THE FREEDOM AND PEACE THAT WE SEEK FOR OURSELVES AND OTHERS.

EACH GENERATION FACES THIS CHALLENGE. ON EACH OF US IS BOTH THE BURDEN AND THE OPPORTUNITY TO STRETCH OURSELVES INTO A HIGHER DIMENSION OF SELF, INTO A MOLD WHICH RELIGIOUS PEOPLE CALL THE GOD-LIKE IN EACH OF US.

THE BEST WAY ANY OF US CAN SAY "THANK YOU" TONIGHT IS TO DEDICATE OURSELVES TO HELP OUR CIVILIZATION EVOLVE INTO THAT WHICH IS WORTHY OF THE CHILDREN OF GOD.

THANK YOU.

ACADEMY
"PROGRESS
REPORT"—
SPRING, 1984

AMERICAN ACADEMY OF ACHIEVEMENT





NEWS

To: Academy Members and Friends
From: Brian and Wayne Reynolds

Approximately forty guests of honor have now been confirmed for the not-yet-completed roster of guests of honor for the 1984 Salute to Excellence weekend... to be headquartered at the new Hyatt Regency Minneapolis, July 5-7.

That 23rd annual program will get underway with a reception and dinner on Thursday evening, July 5; move on into the weekend symposium series... where each guest of honor will reminisce briefly on career highlights and perhaps new challenges on the horizon; continue with the outing and dinner on Friday evening, July 6, at the historic Lafayette Club

on the shores of beautiful Lake Minnetonka; and culminate with the black-tie Banquet of the Golden Plate on the evening of Saturday, July 7.

Also included with this report are the 1984 Salute to Excellence weekend schedule... and a number of news-story copies regarding national magazine and major newspaper coverage of some of our most interesting personalities from among the Patrons of the Academy and the Golden Plate Awards Council.

Confirmation of participation has now been received from more than ten of the most eminent past honorees of the Academy who have been invited back, to help present the Golden Plate Awards at the 1984 program.

The 1987 Salute to Excellence weekend will be held July 2-4 in San Francisco... culminating with the black-tie Banquet of the Golden Plate on Saturday evening, July 4, in the Grand Ballroom of the Fairmont Hotel. The "Host Co-Chairman" for our 26th annual event will be: Harry A. Merlo; Ernest W. Hahn; and 1981 Academy guest of honor Dr. Herbert W. Boyer, co-founder of Genentech Corporation.

ACADEMY OFFICERS FOR 1984:



- HARRY A. MERLO, of Portland, Oregon — 1974 guest of honor, Chairman of Louisiana-Pacific Corporation, and 1984 Academy Board Chairman.
- IRWIN L. JACOBS of Minneapolis — 1981 guest of honor, founder of Jacobs Industries, and the Academy's 1984 "Host Chairman."



- HAROLD D. HOLDER of Tampa, Florida — 1983 guest of honor, Chairman of American Agronomics Corporation, and 1984 Academy President.
- ERNEST W. HAHN of Rancho Santa Fe, California — 1974 guest of honor, Chairman of Ernest W. Hahn, Inc., 1984 Academy Endowment Fund Chairman, and the nation's strongest supporter of the American Academy of Achievement.



The above named group of Academy leaders recently converged... with Brian and Wayne Reynolds... at Minneapolis for a special meeting of the executive committee — on the coldest day in the city's history, when the chill factor hit a record mark of 50 below zero. (We understand that the chill will be gone in time for the Academy weekend next July.)

THE 1984 BANQUET OF THE GOLDEN PLATE GUESTS OF HONOR

(confirmed to date)

HENRY T. BAHNSON, M.D., Professor and Chairman of the Department of Surgery, The University of Pittsburgh School of Medicine — President of the American College of Surgeons.

ARNOLD BERNHARD, renowned investment advisor... New York City — a son of "an Austrian coffee merchant"... who was raised in Brooklyn... graduated from Williams College, Phi Beta Kappa... then "got a job writing theatre reviews for Time magazine in 1925" at \$10 a week... quit to "work with a legendary Wall Street speculator"... lost his job during the Depression... created "The Value Line Investment Survey" in 1935, as "a rational way to evaluate stocks"... which today has 111,400 subscribers... he has been saluted recently by Forbes and Time magazine as "one of America's wealthiest self-made men."

DR. ERNEST L. BOYER, President of the Carnegie Foundation for the Advancement of Teaching... Princeton, New Jersey — the Commissioner of Education under the Carter Administration and former Chancellor of the 64-campus State University of New York... he has been selected, in a national vote of his peers, as "America's most influential man in education."

PHILIP CALDWELL, Dearborn, Michigan — Board Chairman of The Ford Motor Company.

DEACON CHIU, Board Chairman of the Far East Bank, Limited... Hong Kong — a "former ticket taker in a Shanghai movie house," he has been saluted recently by Forbes magazine as the founder of a "diversified empire that embraces banking, hotels, entertainment, and property development including California's Marineland."

DR. MILDRED COHN, Benjamin Rush Professor of Physiological Chemistry, Emeritus... at the Institute of Cancer Research in Philadelphia... the former President of the American Society of Biological Chemists... and one of the first women elected to the National Academy of Sciences — a child of immigrant parents... who "finds both excitement and solace in her scientific work"... and whose "joy comes from penetrating the mysteries of nature"... she is the recipient of the American Chemical Society's Garvan Medal, the Franklin Institute's Cresson Medal, and the 1983 National Medal of Science... the "highest honor America bestows upon its scientific pioneers."

THE HONORABLE MARTHA LAYNE COLLINS, Governor of Kentucky, Frankfort — a former Kentucky Derby Queen and Louisville school teacher... who first entered politics in 1971 as Senator Wendell Ford's district coordinator... later won a statewide election to become Supreme Court clerk... and, in 1979, became the Lieutenant Governor... she recently was elected to the highest political office in the Bluegrass State... as the "only woman governor in the United States."



NICHOLAS L. DEAK, Founder and Chairman of Deak-Perera... "the largest foreign-currency exchange firm in the world"... New York City — the son of an old Hungarian banking family... who "operated behind enemy lines for the American OSS during World War II"... this scholar/soldier/entrepreneur is "the moving spirit" behind his "private empire" which "buys and sells currency and 120 different kinds of travelers checks in just as many languages"... meantime "selling gold bullion, gold coins, gold certificates, and gold investment jewelry"... as "the largest retailers of gold in the United States"... and operating a "small but intriguing international network of banks"... to earn the title as the "Money Man of the World."

ALAN DERSHOWITZ, Professor of Law at Harvard Law School... Cambridge — a magna cum laude graduate from Yale Law School who later became, at age 28, "the youngest tenured full professor in the history of Harvard Law School"... he is heralded as "the most creative, most bombastic, and most sophisticated criminal lawyer in the country"... as well as "America's most articulate and uncompromising protector of the rights of criminal defendants."

KARL ELLER, Chairman/CEO of the Circle K Corporation and Board Chairman of Swensen's Ice Cream Company... Phoenix, Arizona — a former college football halfback who, in 10 years, built a small billboard company into Combined Communications Corporation... "one of the largest mass media enterprises in the nation"... then sold the company to Gannett, and went on to the Presidency of Columbia Pictures Communications... where "he initiated and orchestrated the \$280 million merger with Coca-Cola"... he most recently acquired the 2,200 Circle K stores... the "nation's second-largest grocery convenience chain" with \$1.3 billion in annual revenues.

THOMAS F. FRIST, JR., M.D., Co-Founder, President and CEO of Hospital Corporation of America ... "the largest hospital management company in the world"... Nashville, Tennessee — an energetic 44-year-old physician and entrepreneur who co-founded his company only 15 years ago... and has led its "remarkable growth" to annual sales of over \$3.5 billion through 376 owned and managed hospitals... as "the first company in New York Stock Exchange history to reach \$1 billion in sales within 10 years of its founding"... he has been selected recently as "the most outstanding chief executive officer in the Hospital Management industry."



FRANCESCO GALESII, Chairman of the Galesi Group... "one of America's largest privately-held companies"... New York City — acclaimed recently by Forbes and Fortune magazines as the Princeton graduate... a son of Italian immigrants... whose dashing charm, personal magnetism and "extraordinary entrepreneurial instincts" led to his ever larger successes in converting city dumps and inner-city "empty industrial space"

into shopping plazas and industrial parks, and enable him... as "one of America's wealthiest self-made men"... to expand into manufacturing operations and telecommunication companies.

DR. GEORGE GALLUP, Founder and Chairman of The Gallup Poll, Princeton, New Jersey — featured in Esquire magazine's tribute to "the 50 most influential Americans of this century"... this former college professor and New York advertising researcher pioneered the formula of "using methodical means" in sampling the "public pulse" across the country... to "make it possible to know what the people are thinking, issue by issue, moment to moment."

EDWARD L. GAYLORD, Chairman of Oklahoma Publishing Company... a privately-held conglomerate... Oklahoma City — the son of E.K. Gaylord (a 1968 Academy honoree)... this "veteran newspaper publisher and broadcaster" built a "diversified communications empire" that embraces Oklahoma's largest and most influential newspaper ("The Daily Oklahoman"), 7 television stations across the nation, real estate, magazines, TV shows, and radio stations... and recently purchased, for \$270 million, Nashville's famed Grand Ole Opry... a 120-acre country music showpark, stage, hotel, television network (currently on 1,032 cable systems) and Country Music Network (that "beams out live to over 10 million people seven nights a week").



J. PETER GRACE, Chairman/CEO of W. R. Grace & Co., New York City... and President Reagan's appointed Chairman of the "Private Sector Survey on Cost Control in the Federal Government"—acclaimed by the national press and in a "Lessons of Leadership" feature by Nation's Business as the "Amazing Peter Grace"... he is the head of a \$6 billion international conglomerate which has 225 plants in 41 countries... with interests in chemicals, natural resources, and consumer services... and has been his company's leader for nearly 40 years... "longer than any other chief executive of a major U.S. industrial corporation."



FRANCO HARRIS, "one of the greatest players in professional football history"... selected as the NFL's "Player of the Decade"... The Pittsburgh Steelers — one of the nation's top running backs at Penn State University... who was drafted in the first-round by the Steelers in 1972... and, over the last 12 years, has accumulated a remarkable 29 NFL records... including seven consecutive 1,000 yard seasons, most yards rushing and most touchdowns in post-season championship games, and the Super Bowl career record for yards rushing... while leading his team to four Super Bowl football championships (highlighted by his "Immaculate Reception"... a 60-yard touchdown catch in 1972 that defeated Oakland in the final five seconds... an incredible play that is hailed as "the most dramatic moment in playoff history")... he will enter next season poised to break Jim Brown's record of 12,312 yards... and become "the leading rusher in the history of professional football."



DR. ROBERT HOFSTADTER, Max H. Stein Professor of Physics at Stanford University... and its former Director of the High Energy Physics Laboratory — an eminent research pioneer whose honors include "California Scientist of the Year"... and the Nobel Prize in Physics... for his "pioneering studies of electron scattering in atomic nuclei and for his discoveries concerning the structure of nucleons."

...and, his son, DR. DOUGLAS R. HOFSTADTER, Professor of Computer Science at the Massachusetts Institute of Technology, Cambridge — recipient of the Pulitzer Prize for his non-fiction book... "Godel, Escher, Bach: An Eternal Golden Braid"... which has been hailed as "a triumph of cleverness, a bravura performance, an incredible intellectual debut"... and drew, from Scientific American magazine, the accolade: "Every few decades an unknown author brings out a book of such depth, clarity, range, wit, beauty and originality that it is recognized at once as a major literary event. This is such a work."

ROBERT S. HOWARD, Founder and President of Howard Publications... Rancho Santa Fe, California — a former reporter for a Minnesota weekly publication... who "bounced from paper to paper and state to state"... he "bought his first newspaper (the Casper, Wyoming Star-Tribune) in 1961"... and now owns 18 daily newspapers... to earn his recent listing by Forbes magazine in its tribute to America's 400 wealthiest men.

THE HONORABLE MAX M. KAMPELMAN, past Chairman of the Woodrow Wilson International Center for Scholars and senior partner at Fried, Frank, Harris, Shriver & Kampelman... Washington, D.C. — a distinguished attorney who "entered the Washington scene as an aide to Hubert Humphrey" in the late 1940s... then "emerged himself in difficult, urgent national problems over the last 35 years"... and "recently concluded President Reagan's only successful negotiations" with the Soviet Union as the Ambassador and Chairman of the U.S. Delegation at the European security talks in Madrid... he has been acclaimed recently in a Wall Street Journal essay as "A Secretary of State for All Seasons"... "the epitome of the Citizen-Diplomat."

ERIC R. KANDEL, M.D., Professor of Physiology and Psychiatry at the College of Physicians and Surgeons at Columbia University... and Director of its Center for Neurobiology and Behavior... New York City — distinguished researcher whose "new discoveries about the mechanisms and functioning of the brain as it affects behavior, learning and memory may lead to greater knowledge of the causes of failing memory (a characteristic of Alzheimer's disease)"... a promising advance "in the midst of the most exciting scientific era since the dawn of the space age"... he is the co-recipient of the 1983 Albert Lasker Basic Medical Research Award... the "highest honor in American medicine."

GENERAL PAUL X. KELLEY, USMC... Commandant of the United States Marine Corps... Washington, D.C. — spotlighted in Newsweek as a "tough kid from Boston who was decorated five times in Vietnam"... this 33-year veteran of dedicated service to his nation had been three years ago, "assigned the daunting task of creating a Rapid Deployment Force that would deal quickly with crises in the Persian Gulf"... and today is the outspoken commander of America's most respected combat elite.

DONALD P. KELLY, Chairman of Esmark Inc., Chicago — featured in a Fortune magazine essay, and by The Wall Street Journal, for his Horatio Alger-rise, over thirty years, to the leadership of a six-billion-dollar conglomerate which, in a recent "one-billion-dollar deal," acquired Norton Simon Inc.... "in the biggest coup of his career."



VICTOR K. KIAM II, Chairman and President of Remington Products, Inc.... Bridgeport, Connecticut — a graduate of Yale, and the Harvard Business School... a "spirited entrepreneur"... who bought the Remington "micro-screen shaver" business in 1979 "amidst a crunching recession, after the company lost \$30 million"... and has since doubled its annual sales to \$100 million in 38 countries around the globe... he has been featured recently by Business Week, Time, and a "60 Minutes" television essay as "perhaps the world's best known American businessman."



SANDRA L. KURTZIG, Founder and Chairman of ASK Computer Systems, Inc., Los Altos, California — saluted recently by Forbes and in a Wall Street Journal front-page essay for her "meteoric rise" in the world of electronics, this 36-year-old "Computer Software Queen"... armed with degrees from UCLA and Stanford in mathematics, chemistry, and aeronautical engineering... quit her job as a marketing specialist with General Electric to launch her own business with \$2,000 only ten years ago... "from a second-hand desk in her apartment bedroom"... selling packaged software systems to factory managers... and today, as majority owner of her firm, is worth over 70 million dollars.



SAMUEL J. LeFRAK, Board Chairman of The LeFrak Organization, Forest Hills, New York — the "second largest landlord in New York City"... owner of 32,000 apartments... he has diversified interests across the United States, including oil and gas, music publishing, television and theatre production, and real estate development... as "one of the wealthiest self-made men in America."

DR. SOIA MENTSCHIKOFF, recently retired Dean of the University of Miami School of Law... Coral Gables, Florida — an internationally renowned legal scholar.

THOMAS S. MONAGHAN, Founder/Chairman/President of Domino's Pizza, Inc. ... "the world's largest pizza delivery company and the second largest pizza chain in the country"... Ann Arbor, Michigan — a lad who was raised in an orphanage and foster homes, he "parlayed a \$500 investment in an Ypsilanti pizza parlor into a chain that numbers over 1,000 restaurants today... with annual sales of \$400 million"... which has enabled him to recently attain one of his special dreams: the \$50 million purchase of the Detroit Tigers baseball team.

VERNON B. MOUNTCASTLE, JR., M.D., Professor at the Bard Laboratories of Neurophysiology, The Johns Hopkins School of Medicine... Baltimore — the "intellectual progenitor" of scores of today's brain scientists... and a specialist in the study of "the cellular architecture of the brains of primates," whose "discoveries have illuminated the brain's ability to perceive and organize information and to translate sensory impulses into behavior"... he is the co-recipient of the 1983 Albert Lasker Basic Medical Research Award... the "highest honor in American medicine."

ROY H. PARK, Founder and President of Park Communications, Inc., Ithaca, New York — a poor farm boy who worked his way through North Carolina State by writing for the Associated Press, this "energetic workaholic" utilized his "extraordinary business acumen" in progressing through newspaper reporting, public relations, magazine publishing, creating an advertising agency and the Duncan Hines cake mix business... then launched his communications empire which today... under his personal ownership as one of "America's wealthiest self-made men"... embraces 14 radio stations, 7 television stations, and 65 newspapers across the country... meantime devoting his services to more than 50 civic and charitable organizations... which "have brought him innumerable awards and honors."



T. BOONE PICKENS, Founder/Chairman/President of Mesa Petroleum Corporation... Amarillo, Texas — heralded in recent cover stories by Fortune and Financial World as "Boone Pickens, Company Hunter"... this "classic country boy" from a small town in Oklahoma launched his career in oil as a geologist... soon became restless and went into business for himself with \$2,500 and a \$100,000 line of credit... then dedicated

his "exploration and production skills" and "his adeptness at spotting trends in the industry" to lead his company's growth to two-billion-dollars in assets today... and has drawn recent national headlines with his "daring and innovative acquisition attempts and hefty investments in other oil companies."

SIDNEY R. RABB, Founder and Board Chairman of The Stop & Shop Stores, Inc., Boston — a food merchandising pioneer who has been recently saluted as "one of the 50 most philanthropic living Americans."

DR. JOHN D. ROBERTS, Institute Professor of Chemistry at the California Institute of Technology... and its recently retired Provost and Dean of the Faculty... Pasadena — an eminent scientist whose "genius for new experimental techniques" has "led to four decades of pioneering research that has helped shape the development of modern physical organic chemistry"... he is the 1983 recipient of Willard Gibbs Medal, presented by the American Chemical Society for outstanding achievement.

BROOKS ROBINSON, Lutherville, Maryland — the Baltimore Orioles' immortal third baseman... and a 1983 inductee into the Baseball Hall of Fame.



DR. CARLO RUBBIA, Professor of Physics at Harvard University... Cambridge — heralded recently by the international press as the head of a research team... comprised of 120 scientists from seven nations... that "discovered a massive sub-atomic particle that links two of the basic forces of nature"... an experiment hailed as "the scientific find of the decade"... he has been designated by Discover Magazine as the 1984 "Scientist of the Year."

HOWARD SCHNELLENBERGER, Head Coach of the national collegiate football champions... The University of Miami Hurricanes... and the 1983 "Coach of the Year"... Coral Gables, Florida — the "hard-eyed, rough-hewn" field general who played for two years under Paul (Bear) Bryant at Kentucky... and ran Bryant's offense at Alabama to national football championships in 1964 and 1965... then coached with George Allen to the NFL playoffs and Miami's Don Shula to two Super Bowls... arrived at the U. of Miami in 1979... after the Hurricanes "had a losing season in 8 of their last 10 seasons"... and, on New Year's Day, led his team to a 31-30 victory over previously unbeaten Nebraska... in the Orange Bowl... before 72,549 impassioned fans and a national television audience of millions... in "one of the most electrifying championship games in the history of college football."

PROFESSOR HERWIG SCHOPPER, Director-General of the European Organization of Nuclear Research (CERN) at Geneva, Switzerland — "one of the world's leading scientists and statesmen"... who was responsible for the construction, in 1977, of the "largest electron-positron colliding beam accelerator in the world"... he currently is spearheading the construction "of the largest accelerator of this century"... which will "extend our knowledge to the ultimate frontier of physics."

DR. IRWIN SHAPIRO, Director of the Harvard-Smithsonian Center for Astrophysics, Cambridge — "one of the world's leading experts in radar astronomy"... whose "ideas have leapt ahead of the standard pace of science"... he has been heralded recently as the "bright new star" at the Smithsonian, where he oversees the research of his dedicated team of astronomers who "study the evolution of matter from the early infancy of our universe to the formation of the planets."

F. MASON SONES, JR., M.D., Senior Physician, Department of Cardiology at The Cleveland Clinic — extolled for his development of "a diagnostic technique in which high-speed X-ray moving pictures measure the heart's activities, pinpointing the blockage of an artery"... a procedure which "has made possible much of today's heart surgery, including 170,000 coronary artery-bypass operations conducted annually in the USA"... he is the recipient of the 1983 Albert Lasker Clinical Medical Research Award... the "highest honor in American medicine."

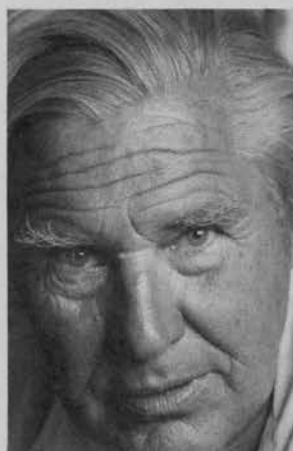
WILLIAM SPOOR, Minneapolis — Board Chairman of the Pillsbury Company.

SIRJANG LAL "JUGI" TANDON, Founder/Chairman/President of Tandon Corporation... the "world's largest producer of random disk drives for microcomputers"... Chatsworth, California — a 42-year-old mechanical engineer who emigrated from India in 1960 with a \$3,000 loan from his parents... worked as a busboy to finance his college education... went to work for IBM and Memorex... became a U.S. citizen in 1974... risked his \$7,000 cash the next year "to launch his company in a one-room garage"... then spearheaded its phenomenal growth which brought its sales from nothing to 1983 annual revenue of \$300 million... he has been acclaimed recently by Fortune, The New York Times, and Forbes as "The hard driver atop the disk-drive heap"... one of "America's wealthiest self-made men."

ROBERT EDWARD (TED) TURNER, Founder and Chairman of Turner Broadcasting System... owner of the Atlanta Braves baseball team... and champion yachtsman — featured in the "Forbes 400" essay on America's wealthiest men, this dynamic entrepreneur took over, at age 24, his late father's bankrupt billboard company... sold space aggressively to rescue the legacy... then expanded into TV stations, the Atlanta baseball franchise... and "pioneered the satellite cable TV news network... now in 20 million households."



DR. ROBERT A. WEINBERG, Professor of Biology at MIT's Center for Cancer Research, Cambridge, Massachusetts — a "persistent, experimental biologist" who "symbolizes the dramatic new research in cancer-causing genes"... his "drive, ingenuity, and consistency of purpose" have carried him to "pre-eminence" among his pioneering peers who are "unlocking the cells that hold cancer's secrets"... led to his selection by Discover Magazine as the 1983 "Scientist of the Year"... and, very recently, his designation as the recipient of the Armand Hammer \$25,000 prize for cancer research.



OLAF WIEGHORST, the "master chronicler of the Old West"... El Cajon, California — a lad in Denmark who became a professional acrobat at age nine in 1908... ended his formal education in the fifth grade while taking up drawing and painting... continued his love of horses as a circus stunt rider... served as cabin boy on a Danish steamer headed for the U.S., with a "dream to be a cowboy in the American West"... became fascinated with "a newsreel showing American cavalrymen chasing Pancho Villa"... and enlisted in the U.S. Cavalry for three years (1919-1922) patrolling the Mexican border on horseback... returned to New York City as a mounted policeman for 20 years... retired in 1944, at age 46, to become a full-time painter though he "never received any formal art training"... "struggled for a decade before hitting his stride as a foremost cowboy artist"... and, today... at age 86... is the "highest-paid living western painter in the world"... and the recipient of the Cowboy Hall of Fame Gold Medal.

CLAYTON W. WILLIAMS, JR., "perhaps the largest individual oil producer in Texas"... Midland — a former insurance salesman who quit his \$10,000-a-year job in 1957, and started his career as an oil man with \$2,000 in savings... he struggled through the 1960s, then had successive major oil finds... and now heads a privately-held corporation with \$1.2 billion in revenues, including six ranches, 300,000 acres of land, and an immense office complex.

MORE NEWS of Past Honorees

More interesting news about some of our past honorees:

GENERAL CHUCK YEAGER, 1974 honoree... has become "America's hero of the year"—through his special role and background in the three-hour movie tribute to the nation's aviation and space age pioneers, "The Right Stuff."

DR. HENRY J. TAUBE, 1965 honoree... Professor of Physics at Stanford University — is the recipient of the 1983 Nobel Prize in Physics.

JOE THEISMANN, 1983 honoree... Quarterback of The Washington Redskins — was selected as the NFL "Player of the Year" and then faced **JIM PLUNKETT**, 1981 honoree as Quarterback of The Los Angeles Raiders, in the 1984 Super Bowl football championship.

DR. EDWARD TELLER, 1961 honoree... Professor at Stanford's Hoover Institution and **DR. PHILIP W. ANDERSON**, 1978 honoree... Professor of Physics at Princeton University — were recipients of the 1983 National Medal of Science, the "highest honor America bestows upon its scientific pioneers."

ERMA BOMBECK, 1978 honoree... syndicated humor columnist — hit the #1 best-seller mark (again) with her book, "Motherhood, the Second Oldest Profession."

JAMES MICHENER, 1971 honoree... Pulitzer Prize novelist — also hit the #1 best-seller mark (again) with his book, "Poland."

DR. MAURICE HILLEMANN, 1975 honoree... Merck, Sharpe & Dome Laboratories — is the co-recipient of the 1983 Albert Lasker Award... the "highest honor in American medicine."

MARY KAY, 1980 honoree... Chairman of Mary Kay Cosmetics — received the 1983 "Entrepreneur of the Year" Award from the Edwin L. Cox School of Business at Southern Methodist University.

WAYNE GRETZKY, 1983 honoree... hockey's 23-year-old sensation — recently smashed several of his own scoring records with his incredible streak of consecutive-game scoring.

RALPH SAMPSON, 1983 honoree... of the Houston Rockets Basketball Team — was the only rookie in the recent NBA All-Star game.

ERIC DICKERSON, past recipient, as a high school student in 1979, of the Academy's Golden Eagle Award for the Promise of Greatness... now with The Los Angeles Rams — broke National Football League rushing mark for rookies and was chosen... in one of the national polls... as the 1983 "Player of the Year."

WAYMAN TISDALE, 1982 recipient, as a high school student, of the Academy's Golden Eagle Award for the Promise of Greatness... now attending the University of Oklahoma — was the only freshman named to the collegiate basketball All-American team.

ERNEST W. HAHN, 1974 Academy Guest of Honor

10 Part V/Thursday, December 15, 1983

Los Angeles Times

Millionaire Mall Man Has His Own Builds \$90-Million Palm Desert Town Center for Himself

By DANA KENNEDY

PALM DESERT—Let's talk malls. With Ernest W. Hahn, the multimillionaire developer of more than 40 regional shopping centers nationwide, it's a topic that colors all conversation.

More than just a retail genius or department-store architect, Hahn is one of the founding fathers of Southern California's shopping malls, the downtown of yesterday.

He's been instrumental in building the Fox Hills Mall, Hawthorne Plaza, Los Cerritos Center, Santa Anita Fashion Park and Santa Monica Place, among others.

Eighteen years ago, as a fledgling general contractor, Hahn built his first shopping center—Le Cumbre in Santa Barbara. He said it came just a few years after the "start of the industry"—the first regional shopping mall ever built in Minneapolis in 1957.

A Mall All His Own

Since then, Hahn has created an unparalleled shopping center and development empire. Hahn is king in a world bounded by Morrow's Nut House, J.C. Penney, Waldenbooks, May Co. and See's Candy.

At 64, Hahn, whose net worth was estimated at roughly \$120 million in a recent issue of *Forbes* magazine, has slowed down. Though still chairman of the board of the Hahn Co., he sold the firm to a Canadian corporation a few years ago and is now less involved in the day-to-day activities of the company.

Approaching retirement, Hahn's last few years have been spent in pursuit of a pet project, but in his case, nothing as sedentary as stamp collecting or bird watching.

Hahn decided to build a mall that would be all his own.

And so the recent opening of the \$90-million Palm

Desert Town Center, the only such shopping complex in the Coachella Valley.

Says Hahn: "It's nice having a mall in my own backyard."

Hahn lives a few miles down the street from the center in the tiny, moneyed enclave of Indian Wells. He says the Town Center is for both the locals in the Palm Springs area, who up until now have been an hour away from the nearest major shopping complex, and the movers and shakers who inhabit the desert on a part-time basis.

In an area where the street names ring with the sounds of the celebrities that inhabit them—Bob Hope Drive, Gerald Ford Road, Frank Sinatra Drive—and even medical care is tinged with glamour—the Betty Ford Center, the Annenberg Center for Health Sciences—Hahn is leaving his own legacy: a personalized shopping mall.

For example, his favorite local restaurant, Cleve's in Palm Desert, was born again at the mall as Cleve's Too, thanks to urging from Hahn, and his favorite tobacco shop from Solana Beach was reincarnated in Hahn's new little city as Palm Desert Tobacco.

Road Began in Hawthorne

A man whose conversation consists in large part of talk about square footage, parking spaces, demographics, trade areas and other mall-ese, Hahn finds it difficult to describe his lifework in the abstract.

"Obviously, I'm very sentimentally involved with this project," he says. "If it were just a business venture, I wouldn't have built it at a time when the mortgage market was at an all-time high. This area is a special place for me. I have many friends here."

"I've never missed (playing in) a Bob Hope Desert



LARRY SHARKEY / Los Angeles Times

Ernest W. Hahn in the Palm Desert Town Center shopping mall, which he built for \$90 million.

Classic. My wife and I have a lot of friends here. It's a natural haven."

The road toward Hahn's eventual status as a shopping-center magnate and friend to celebrities began in a corner of a used furniture store in Hawthorne in the late 1940s. Hahn, who left high school to work as a messenger for the Bank of America, formed his company in 1946 with a friend and then took it over completely 10 years later.

Married 43 years to a woman he has known "since fifth grade in Hawthorne," Hahn built an empire founded on "family, everything I do is family" and prides himself on counting some of the same employees on his payroll today as when he first began.

"When I started out I had no money and it was a constant struggle," Hahn says. "But you never stop. You

still have to constantly fight and compete, but at the same time that's what keeps me going. The business has always stimulated me."

As the fourth largest developer of shopping malls in the world, Hahn sees himself as more than just an entrepreneur.

"Shopping malls fill a great void today," he says. "I think it's the only way we have now for people to go out and enjoy social and cultural activities."

"I'm just glad I had the money to spend on this one," says Hahn, who bought the mall from his parent corporation. "It's very satisfying to look around and see that it's all finally here."

Kennedy is a Palm Desert free-lance writer.

For 87 years the Smucker family has been making jams, jellies and a lot of money. The question is what to do next?

A bread-&-butter business

By Paul B. Brown

PAUL H. SMUCKER, 66, who looks and sounds like actor Jimmy Stewart, is showing a visitor around Orrville, Ohio (pop. 7,511), about an hour's drive south of Cleveland. "That's my grandfather's house," says the proud chairman of the J.M. Smucker Co. as he pulls out of corporate headquarters on Strawberry Lane. "Grandfather's farm, where it all began, was out back. We use the house for special meetings now." He turns left onto Main Street and about five blocks later points to a large white house on a hill. "That was my father's house. Tim [Smucker's eldest son and company president] and his family live there now." Another couple of turns and Smucker points out his own home, a California contemporary, five minutes from the office.

"We like it here in Orrville," Smucker says. "It has been good to us."

Sure has. Smucker's, which got its start when Paul Smucker's grandfather, Jerome, began selling his homemade apple butter 87 years ago, is now the nation's leading producer of jams, jellies and preserves. Fiscal 1983 sales of \$200 million included roughly \$150 million from jams and jellies—almost a third of the market. Other major product lines include fruit syrups, ice cream toppings and a mixture of peanut butter and jelly called Goober Jelly. The business has produced consistently

sweet profits. Its five-year average return on equity is 15.7%. The first half of fiscal 1984 promises another good year. Sales of \$107 million were up 9% over last year, and net income of \$6.4 million rose 11%.

But Paul Smucker is not all smiles. There is the future to worry over. "You know," he says, "we are having the hardest time finding a company to join us." Smucker's needs a good acquisition. There is little growth, may-

be 2% a year, in sight for the jam-and-jelly market. The main competitors—Welch's, Borden's Bama brand and Kraft—fight hard, both nationally and regionally, as do generic and private label producers.

Smucker's has had its share of lousy acquisitions. A packaging plant, a gourmet gift business and a line of pickles all eventually had to be sold. Smucker's has more successfully strengthened itself internally. It is lean and mean. Sales have doubled since 1973, but the work force has shrunk by 15%. The company is competing harder, too, in places such as the Deep South, where its share of the market now is only 15%. In places such as San Francisco, where Smucker's has won nearly two-thirds of the market, it intends to increase profit by selling more exotic, higher-margin jams and jellies.

Still, the company needs diversity. "We have met a lot of good people and made a lot of friends, and I have even been buying this one guy's lunch for 12 years," Paul Smucker says of his search for an acquisition, "but nothing has happened."

Smucker's recently bought the Dickinson Family, Inc., producers of gourmet jams and jellies, and the Magic Shell line of ice cream toppings from Foremost-McKesson. Although those products make a neat fit and are starting to perform much better, they account for only 5% of Smucker's sales.

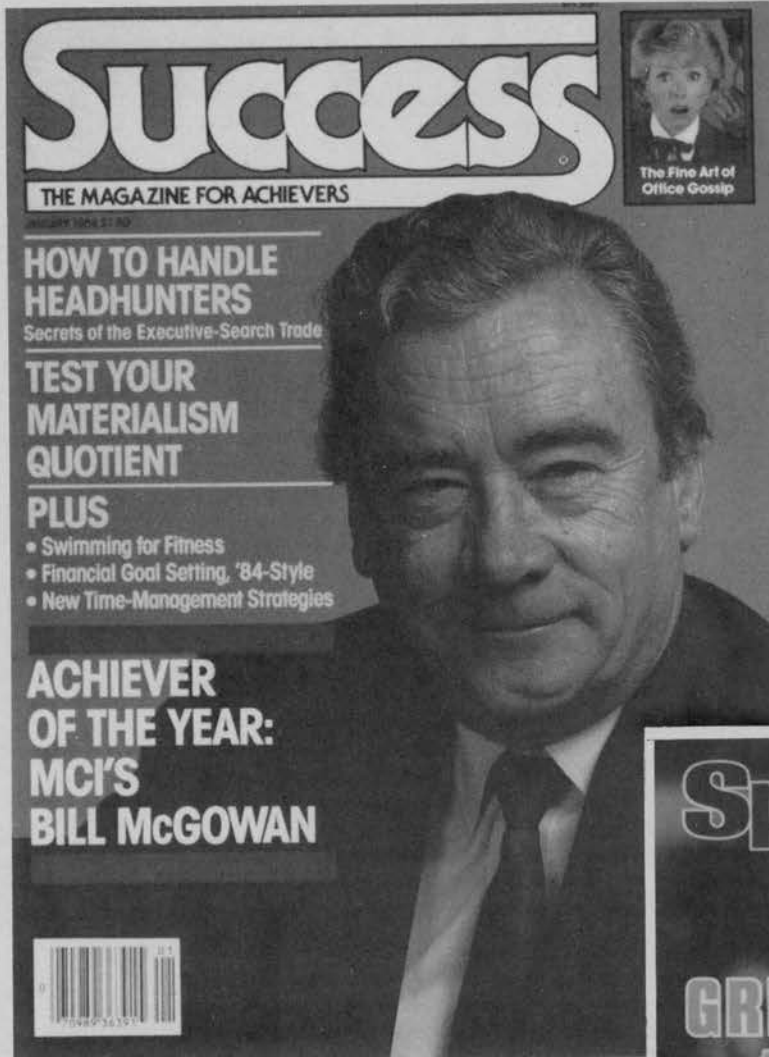
Other small and medium-size companies commonly experience Smucker's difficulty in expanding and diversifying without compromising the bread-and-butter business. Luckily for shareholders, the Smuckers are dealing with the problem while the company's finances are in top shape. The family, which controls 30% of the stock, enjoys the luxury of not being forced to sell out. (If the Smuckers did sell at recent stock prices, they'd get about \$45 million.)

"One of the reasons I showed you Orrville is that I wanted you to understand where we come from," Paul Smucker tells his guest. "How we believe in treating the other fellow as we would like to be treated, and putting out the very best product we can. I am not sure we could do that working for someone else." ■

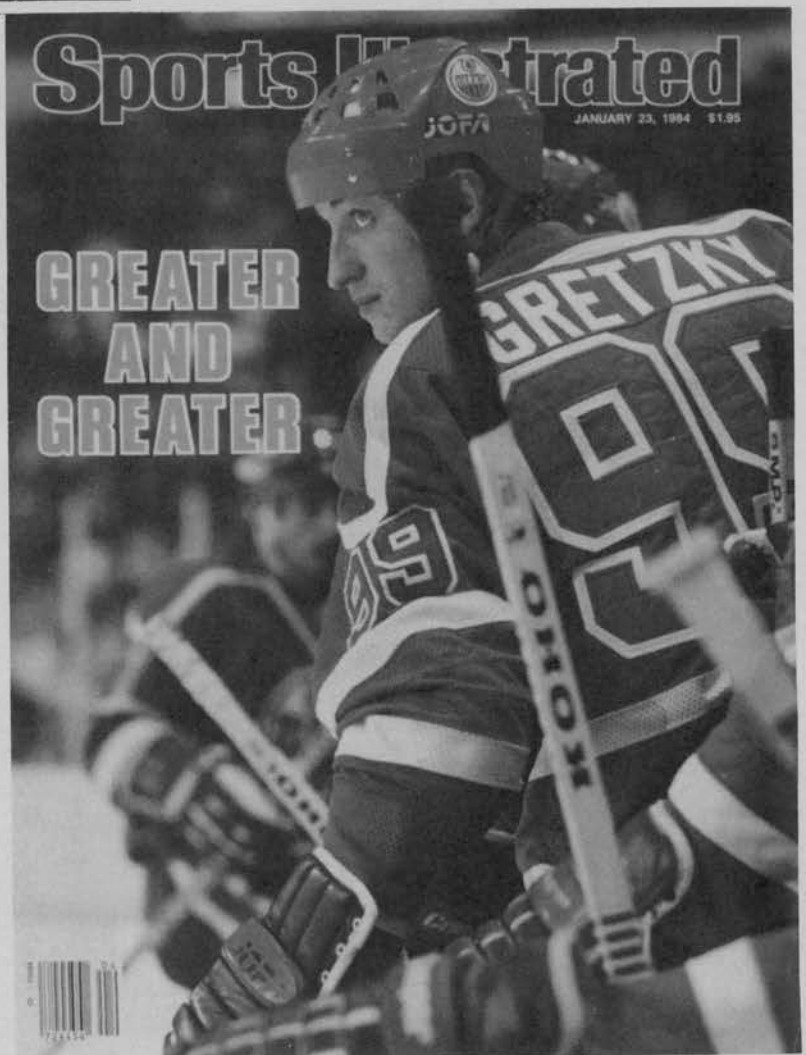


The Smuckers: Tim, Paul and Executive Vice President Kim Sweet success so far.

WILLIAM G. McGOWAN, 1983 Academy Honoree.



WAYNE GRETZKY, 1983 Academy Honoree.



Los Angeles Times

Sunday, January 8, 1984

BUSINESS

Ivan Boesky: A Crafty Wall Street Trader Looks West

By MICHAEL A. HILTZIK, Times Staff Writer

NEW YORK—Among the telephone calls that deserve a place in Wall Street legend, consider one that a Paine Webber executive named James W. Miller made on June 12, 1980, to the office of Ivan F. Boesky.

As a result of the activities that call set in motion, trading in the stock of a New York wood-and-paper company called Diamond International Corp. became so chaotic that it was suspended on two stock exchanges. Paine Webber itself was later cited by the Securities and Exchange Commission for aiding in an illegal tender offer, but an administrative law judge handling the case chose not to impose sanctions.

And Ivan Boesky, standing serenely over the anarchic market in Diamond stock, managed to sell Miller almost all the Diamond he had to offer for \$12.9 million.

The substance of Miller's call was simple: He represented an unidentified client that wanted to purchase slightly less than 10% of Diamond International's shares that day or not at all. Did Boesky have shares to sell, Miller asked. And could he put the word out on Wall Street that Paine Webber was buying?

Paine Webber need not have been surprised that its overture to Boesky produced a selling stampede. For at the time, as now, Ivan F. Boesky was perhaps the most influential and widely watched member of a tiny cadre of traders known as "risk arbitrageurs."

Enviably Reputation

By buying and selling shares in companies embroiled in takeovers or other major corporate reorganizations, risk arbitrageurs have sculpted an image for themselves as the financial community's smartest, craftiest, and frequently richest members.

Able to commit vast amounts of capital, much of it borrowed, to takeover stocks, risk arbitrageurs have been known to make 100% to 1,000% on their investments.

The "risk" element need be taken seriously as well. On one celebrated deal, the collapse of Gulf Oil Corp.'s 1982 bid for Cities Service Co., losses among Wall Street traders are estimated to have run as high as \$500 million.

Boesky was the first to establish a "boutique" arbitrage firm, a small independent firm devoted to a limited number of clients. Today, he heads a network of trading companies that under the umbrella of the Ivan F. Boesky Corp. manage more than \$500 million in assets.

His personal wealth, reportedly seeded in part from the less than \$700,000 staked him in 1975 by his wife's wealthy family—her father, Ben Silberstein, founded the Beverly Hills Hotel—has grown to \$150 million, according to a recent *Forbes* magazine estimate.

Through Beverly Hills Hotel Corp., Boesky controls Vagabond Hotels, a San Diego-based chain of medium-priced inns that last fall in a public offering of securities raised \$35 million in capital for Boesky's arbitrage and "merchant banking" activities (essentially the purchase of interests in companies with reorganization potential).

Among his first moves after that

was an agreement to purchase of a controlling interest in Financial Corp. of Santa Barbara, parent of a savings-and-loan association with strategic financial implications for Boesky's business.

Boesky's California holdings point up Boesky's skill at "leverage," the art of using other peoples' money to enhance the potency of one's own capital. In fact, there are those who say that Boesky's true genius lies not in arbitrage but in leverage.

When Vagabond Hotels made a \$96-million public offering of stock and debentures last fall, fully \$35 million of the total was earmarked not for the hotel business but for Boesky's merchant banking and risk-arbitrage trading—an extraordinary application of public investors'

funds but an opportunity, as Vagabond contended at the time, for the public to ride Boesky's arbitrage coattails.

As for Financial Corp. of Santa Barbara, parent of the ailing Santa Barbara Savings & Loan Assn., of which Vagabond has agreed to purchase 56%, observers of California's S&L community see less value for Boesky in the institution's financial results—which are dismal compared to many other S&Ls in the state—than in the extraordinary investment and leverage powers that state-chartered S&Ls receive this year.

Under provisions of California S&L law in effect this year, those institutions can concentrate nearly 25% of their assets in investments outside the traditional range of savings and loan associations.

While S&Ls have generally been limited to mortgage-type loans, California associations now can originate commercial and corporate loans (up to 7.5% of their assets, with an increase next year to 10%), buy such loans from other California banks (another 10%), and even invest in outside corporations' common stock (up to 5% of the S&L's assets).

Federally chartered S&Ls can make only a fraction of those investments. And while federal regulators say they won't allow any newly chartered associations to make more than 10% of their investments outside the traditional fields, existing institutions such as Santa Barbara Savings will be subject only to the state law's broader limitations.

Bargain Money

S&L money is extraordinarily well-leveraged and priced at bargain rates. For \$1 of capital, the S&L can invest more than \$32 of depositors' money, a degree of leverage unmatched at any other type of financial institution. By comparison, commercial banks can only invest up to \$19 of depositors' money for every \$1 in capital, depending on their size and nature. (Before Boesky's purchase, Santa Barbara Savings had about \$97 million in net capital and \$1.3 billion in deposits.)

And the average California S&L's cost of funds is about 9%, compared to the prime rate for bank borrowings, a conventional supply of leverage for Boesky and other traders, of 11%. The depositors' money, of course, is also federally insured.

Boesky scoffs at such conjecture over his plans for Santa Barbara Savings. "We plan to run Santa Barbara as a traditional savings and loan," he says.

But California-based observers see inescapable logic in Boesky's move. "The acquisition of financial institutions has been almost exclusively based on the expansion of investment rights," says Edward Carpenter, a Newport Beach-based S&L consultant. "My view is that the major benefit of having an S&L is leveraging public funds. It is an insured source of investment capital."

One former employee, referring to the federal insurance that pro

There is still much more opportunity than capital. The most significant corporate reorganization in history is ahead of us: divestitures, spinoffs, proxy fights, leveraged buy-outs, everything is there... Anytime something is being put together or taken apart, that is an arbitrage opportunity.

— Ivan F. Boesky

IRWIN L. JACOBS, 1981 Academy Guest of Honor
and our 1984 "Host Chairman" at Minneapolis.

PROFILE/IRWIN ROSS

IRWIN JACOBS FROM BAGS TO MONEYBAGS

■ Irwin L. Jacobs, the brash, irrepressible Minneapolis entrepreneur who is again in the news with his agreement to buy sickly Kaiser Steel Corp., has long shown an extraordinary capacity to sniff out values—whether in surplus merchandise or in derelict businesses. He has made millions reviving ailing companies or dismembering them and selling their parts—a specialty that has left him with the unflattering and in some ways misleading tag of "Irv the Liquidator."

The Kaiser purchase, valued at \$278 million, is a kind of mid-career climax for Jacobs—his biggest deal ever. Jacobs recently turned 42, and for the last seven years has regularly popped up in the business headlines with takeover bids, tender offers both friendly and unfriendly, threats of proxy fights, a corporate bankruptcy, and lots of litigation. His brass-knuckle approach and his reputation as a liquidator evoke a mixture of fear and tension in many companies he goes after. He created his biggest stir in an acrimonious 15-month losing battle to capture Pabst Brewing Co. It was a typical Jacobs loss, though he and his associates walked away with a profit of \$16.5 million when they sold their stock last year to the winner, G. Heileman Brewing Co.

In many ways Jacobs, a tall, hulking man with curly black hair and a beguiling grin, is a highly improbable fellow to be dealmaking in the corporate stratosphere. He honed his talents in one of the more obscure backwaters of American business—the buying and reselling of used bags—and later achieved his first local celebrity in the liquidation of close-out and salvaged merchandise at Minneapolis retail stores.

Now one of the Midwest's more conspicuous consumers, Jacobs would do Vebien Research Associates. Brian O'Reilly

proud. He tools around Minneapolis in a Rolls-Royce Silver Shadow II, alternating with a black Mercedes coupe; his wife, Alexandra, has a matching Mercedes sedan. The Jacobses and their five children live in the posh Minneapolis suburb of Wayzata in an enormous white brick house that was featured in the 1972 movie *The Heartbreak Kid*.

Among Jacobs's many embellishments since he bought the house is the vast expanse of two-inch marble on the kitchen, pantry, and greenhouse floors. These days nobody puts marble of that thickness on floors, but Jacobs confides that he got a good buy when the old Federal Reserve Bank building was being torn down in Minneapolis.

IN BUSINESS Jacobs is as visible as his silver Rolls. He is easy to reach and frequently answers his own phone. Trained as a salesman, he regards the telephone as an extension of his personality and can quickly get on terms of relaxed confidentiality with total strangers. He also seems to have a Rolodex in his head and rarely tosses out the name of a person to be telephoned without appending the phone number.

When he's after something, Jacobs moves fast. Last December, on a vacation in Palm Beach, he saw an oceanfront house that both he and Alexandra wanted, so three days later



From behind an ersatz Louis XV desk, picked up cheaply at an art auction, Irwin Jacobs wheels and deals. The portrait shows his son and four daughters, ages 12 to 19.

he bought it for \$2.5 million cash. "Of course cash," he says. "Who can afford a mortgage with these interest rates?" He adds, characteristically, that he talked the price down from \$3.7 million.

Jacobs is just as swift in business. Last April, while deeply involved in the negotiations over Kaiser, he bought Bekins Co. for nearly \$90 million—\$85 million of it borrowed—in less than a week. Tipped off on a

Friday by Bear Stearns, the New York securities firm, that the moving and storage company had rejected an offer from the Belzberg brothers of Canada, Jacobs and his colleagues bought 9.5% of the shares the next Monday. He spent most of the day on the phone arranging bank financing. On Tuesday he proposed a tender offer of \$23 a share—\$2 more than a second Belzberg bid and enough to clinch the deal.

While all the attention centers on Jacobs, he is anything but a one-man shop. He has three principal colleagues and advisers who are partners more than employees. Each has a substantial stake in every big deal. Daniel T. Lindsay, 39, and Dennis M. Mathisen, 44, are lawyers who worked on Jacobs's affairs before joining him; Gerald A. Schwalbach, 38, is an accountant and former Arthur Andersen partner. The three bring to the Ja-

cobs operation a level of technical skill that his abbreviated education denied him, and they handle a lot of the work usually done by investment bankers.

Jacobs can never remember a time when he was not fascinated by business. His father, Samuel, an immigrant from Russia, set up a company called Northwestern Bag in Minneapolis in 1941, the year Irwin was born. From the age of 8, Irwin would travel

PHOTOGRAPHS BY ALEX KATSE

SEPTEMBER 19, 1983 FORTUNE 151



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Executive Director

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Wayne R. Reynolds
Managing Director

Honoree Headquarters
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1984

"SALUTE TO EXCELLENCE" WEEKEND SCHEDULE

(all events at the Hyatt Regency Minneapolis unless otherwise specified)

THURSDAY, JULY 5:

Pick-up of adult guests of honor at the Minneapolis airport... limousine to hotel	all weekend
Honor students see Academy greeter at Budget airport desk for bus to hotel	all afternoon
Adults' Registration... meet Reception Committee... Convention Desk, lobby level	all weekend
Students' Registration... pick-up badges... Convention Desk, lobby level	all afternoon
Students' informal get-together... boys pick-up tuxedos... Nicollet Ballroom	all afternoon
Students' reception — Nicollet Ballroom (Coca-Cola hospitality headquarters)	6:30 to 7 pm
Reception for adult honored guests/spouses — Regency Room	6:30 to 7 pm
Dinner/Introduction of honorees* — Greenway Ballroom, second floor	7 to 9:30 pm
Dance (for students and courageous adults) — Nicollet Ballroom	9:30 to 11:30 pm
Optional reception for adult guests/spouses — Regency Room	9:30 to 11:30 pm

FRIDAY, JULY 6:

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 8:30 am
Symposium** for all guests... recess at mid-point — Greenway Ballroom	9 to 11:30 am
Lunch... and featured speaker... open seating — Greenway Ballroom	Noon to 1:30
Symposium for all guests... brief recess at mid-point — Greenway Ballroom	2 to 2:30 pm
Students' series of bus departures from hotel to swim/outing at Lake Minnetonka	First bus at 4
Adults' series of bus departures from hotel to outing at Lake Minnetonka (Lafayette Club)	First bus at 6
Reception/Dinner/U.S.A.F. "Singing Sergeants"/Symposium — Lafayette Club	7 to 10:30 pm
Series of bus departures from Lake Minnetonka... back to the hotel	Start at 10:30
Dance (for students and courageous adults) — Lafayette Club	10:30 to Midnite

SATURDAY, JULY 7:

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 8:30 am
Symposium for all guests... mid-point recess — Greenway Ballroom	9 to 11:30 am
"Golden Eagle Awards" lunch in tribute to USA students — Greenway Ballroom	Noon to 2 pm
Guests of Honor informal chat with honor students — Greenway Ballroom	2 to 2:30 pm
Final symposium for all guests... brief recess at mid-point — Greenway Ballroom	3 to 5 pm
Recess... and change for the Banquet (girl students pick-up corsages)	5 to 6:30 pm
Private reception for all head-table guests — Greenway Ballroom	6:30 to 7 pm
BANQUET OF THE GOLDEN PLATE*** — Nicollet Ballroom (Doors open to Nicollet Ballroom at 6:30 pm)	7 to 11 pm
Private Reception for all head-table guests/spouses — Regency Ballroom	after Banquet
Dance (for students and courageous adults) — Greenway Ballroom	after Banquet

SUNDAY, JULY 8:

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 9 am
After hotel check-out... series of bus departures to the Minneapolis airport	all morning
"Board of Patrons" breakfast meeting/election of officers — Regency Room	8 to 8:30 am
Annual meeting of the Academy's "Board of Directors" — Regency Room	8:30 to 9 am

*dressy, but not black-tie.

**brief narratives by honorees... open questions from the audience.

***short or long gowns for ladies; white or dark dinner jacket for men.



PROUDLY PRESENTS
THE 1984 CAPTAINS OF ACHIEVEMENT—
RECIPIENTS OF THE GOLDEN PLATE AWARD
AS "REPRESENTATIVES OF THE MANY WHO EXCEL"
IN THE GREAT WALKS OF LIFE

ERNEST L. BOYER, Ph.D.

President of the Carnegie Foundation for the Advancement of Teaching... Princeton, New Jersey – the Commissioner of Education under the Carter Administration and former Chancellor of the 64-campus State University of New York... "the largest university in the United States, with over 350,000 students"... he is the recipient of honorary degrees from 48 colleges and universities... and has been selected, in a national vote of his peers, as "America's most influential man in education."

PHILIP CALDWELL

Board Chairman and Chief Executive Officer of Ford Motor Company... Dearborn, Michigan – a former small town Ohio newsboy who "delivered handbills weekly to every house in the village and clerked on Saturdays in the village grocery store," this story-book hero of a diversified 30-year career in the company... including senior management responsibilities for automotive and truck operations in North America and for the company's international activities... who accepted the challenge of succeeding Henry Ford II... and spearheaded the firm's "re-design of its products" and "restructure of its production facilities"... during a motor-manufacturing effort which has been hailed as "the largest peacetime industrial revolution in the world's history"... he is the "first non-member of the Ford family to head the company since its inception 81 years ago" and has been the brilliant architect behind Ford's return to new prosperity.

THE HONORABLE JIMMY CARTER

The 39th President of the United States... Plains, Georgia – a farm lad who "escaped" his small town by going to Annapolis... did his graduate work in nuclear physics under Admiral Hyman Rickover... lived in many parts of the United States, during his Naval career, and served around the world... resigned his commission when his father died in 1953 and returned to Plains... where he "did the manual labor while his wife, Rosalynn, kept the books"... became involved in community affairs, serving as deacon and Sunday School teacher... later was elected to the State Senate...

before becoming Georgia's Governor in 1971... and then progressed (although virtually unknown to most of the nation's voters) to the "political miracle" of the century... through his "extraordinary tenacity," his "boundless self-confidence," his "trust me" appeal, and his "sunburst of a smile"... by capturing America's highest political office... to earn the 1976 designation as Time magazine's "Man of the Year."

DEACON CHIU

Entrepreneur extraordinaire... and Chairman of the Far East Bank, Limited... Hong Kong – a former young penniless immigrant from Shanghai who sold his wife's jewelry "to fund his entry into business"... then progressed from a tiny second-run movie hall to an international dynasty that "stretches across the globe"... embracing a bank, countless entertainment complexes, bowling alleys, a flour mill, real estate, a television station, and 16 hotels in the world's major cities... this quiet, modest, tireless, philanthropic tycoon recently launched a 1.4 billion dollar resort development at Discovery Bay in Australia that has a ten-year plan for its construction of hotels and condominiums that will make it renowned around the world.

MILDRED COHN, Ph.D.

Benjamin Rush Professor of Physiological Chemistry, Emeritus... at the Institute of Cancer Research in Philadelphia... the former President of the American Society of Biological Chemists... and one of the first women elected to the National Academy of Sciences – a child of immigrant parents... who "finds both excitement and solace in her scientific work"... and whose "joy comes from penetrating the mysteries of nature"... she is the recipient of the American Chemical Society's Garvan Medal, the Franklin Institute's Cresson Medal, and the 1983 National Medal of Science... the "highest honor America bestows upon its scientific pioneers."

THE HONORABLE MARTHA LAYNE COLLINS

Governor of Kentucky, Frankfort – a former Kentucky Derby Queen and



HENRY T. BAHNSON, M.D.

Professor and Chairman of the Department of Surgery at the University of Pittsburgh School of Medicine... Chief of Surgery at the University Health Center... and the 1984 President of the American College of Surgeons – a former "undersized" college football player... graduating summa cum laude from Davidson College and then "first in his class" at Harvard Medical School... who became an associate of the famed Dr. Alfred Blalock... and later "a legendary figure" at Johns Hopkins Hospital where he received his training... he is an "early day hero in cardiac surgery and in vascular surgery"... "one of the first to carry out removal of aneurysms of the thoracic aorta"... whose "sterling character" and "great accomplishments" as the inspiring leader of a team of pioneering surgeons... specializing in life-saving organ transplants... have earned him a place in medical history... and the 1983 designation as "Pittsburgh's Man of the Year."

Louisville school teacher... who first entered politics in 1971 as Senator Wendell Ford's district coordinator... later won a statewide election to become Supreme Court clerk... and, in 1979, became the Lieutenant Governor... she recently was elected to the highest political office in the Bluegrass State... as the "only woman governor in the United States."

NICHOLAS L. DEAK

Founder and Chairman of Deak-Perera... "the largest foreign-currency exchange firm in the world"... New York City - the son of an old Hungarian banking family... who "operated behind enemy lines for the American OSS during World War II"... this scholar/soldier/entrepreneur is "the moving spirit" behind his "private empire" which "buys and sells currency and 120 different kinds of travelers checks in just as many languages"... meantime "selling gold bullion, gold coins, gold certificates, and gold investment jewelry"... as "the largest retailers of gold in the United States"... and operating a "small but intriguing international network of banks"... to earn the title as the "Money Man of the World."

ALAN M. DERSHOWITZ

Professor of Law at Harvard Law School... Cambridge - a magna cum laude graduate from Yale Law School who later became, at age 28, "the youngest tenured full professor in the history of Harvard Law School"... he is heralded as "the most creative, most bombastic, and most sophisticated criminal lawyer in the country"... as well as "America's most articulate and uncompromising protector of the rights of criminal defendants."

KARL ELLER

Chairman/CEO of the Circle K Corporation and Board Chairman of Swensen's Ice Cream Company... Phoenix, Arizona - a former college football halfback who, in 10 years, built a small billboard company into Combined Communications Corporation... "one of the largest mass media enterprises in the nation"... then sold the company to Gannett, and went on to the Presidency of

Columbia Pictures Communications... where "he initiated and orchestrated the \$280 million merger with Coca-Cola"... he most recently acquired the 2,200 Circle K stores... the "nation's second-largest grocery convenience chain" with \$1.3 billion in annual revenues.

THOMAS F. FRIST, JR., M.D.

Co-Founder, President and CEO of Hospital Corporation of America... "the largest hospital management company in the world"... Nashville, Tennessee - an energetic 44-year-old physician and entrepreneur who co-founded his company only 15 years ago... and has led its "remarkable growth" to annual sales of over \$3.5 billion through 376 owned and managed hospitals... as "the first company in New York Stock Exchange history to reach \$1 billion in sales within 10 years of its founding"... he has been selected recently as "the most outstanding chief executive officer in the Hospital Management industry."

FRANCESCO GALESÌ

Chairman of the Galesi Group... "one of America's largest privately-held companies"... New York City - acclaimed recently by Forbes and Fortune magazines as the Princeton graduate... a son of Italian immigrants... whose dashing charm, personal magnetism and "extraordinary entrepreneurial instincts" led to his ever larger successes in converting city dumps and inner-city "empty industrial space" into shopping plazas and industrial parks and enable him... as "one of America's wealthiest self-made men"... to expand into manufacturing operations and telecommunication companies... particularly United Satellite Communications Inc.... "the world's first company to send television programming directly to a small two-and-a-half-foot antenna in the viewer's home."

EDWARD L. GAYLORD

Chairman of Oklahoma Publishing Company... a privately-held conglomerate... Oklahoma City - the son of E.K. Gaylord (a 1968 Academy honoree)... this "veteran newspaper publisher and broadcaster" built a "diversified com-

munications empire" that embraces Oklahoma's largest and most influential newspaper ("The Daily Oklahoman"), 7 television stations across the nation, real estate, magazines, TV shows, and radio stations... and recently purchased, for \$270 million, Nashville's famed Grand Ole Opry... a 120-acre country music showpark, stage, hotel, television network (currently on 1,032 cable systems) and Country Music Network (that "beams out live to over 10 million people seven nights a week").

J. PETER GRACE

Chairman/CEO of W.R. Grace & Co., New York City... and President Reagan's appointed Chairman of the "Private Sector Survey on Cost Control in the Federal Government" - acclaimed by the national press and in a "Lessons of Leadership" feature by Nation's Business as the "Amazing Peter Grace"... he is the head of a \$6 billion international conglomerate which has 225 plants in 41 countries... with interests in chemicals, natural resources, and consumer services... and has been his company's leader for nearly 40 years... "longer than any other chief executive of a major U.S. industrial corporation."

FRANCO HARRIS

"One of the greatest players in professional football history"... selected as the NFL's "Player of the Decade"... The Pittsburgh Steelers - one of the nation's top running backs at Penn State University... who was drafted in the first-round by the Steelers in 1972... and, over the last 12 years, has accumulated a remarkable 29 NFL records... including seven consecutive 1,000 yard seasons, most yards rushing and most touchdowns in post-season championship games, and the Super Bowl career record for yards rushing... while leading his team to four Super Bowl football championships (highlighted by his "Immaculate Reception"... a 60-yard touchdown catch in 1972 that defeated Oakland in the final five seconds... an incredible play that is hailed as "the most dramatic moment in playoff history")... he will enter next season poised to break Jim Brown's record of 12,312 yards... and become "the leading rusher in the history of professional football."

ROBERT HOFSTADTER, Ph.D.

Max H. Stein Professor of Physics at Stanford University... and its former Director of the High Energy Physics Laboratory—an eminent research pioneer whose honors include “California Scientist of the Year”... and the Nobel Prize in Physics... for his “pioneering studies of electron scattering in atomic nuclei and for his discoveries concerning the structure of nucleons.”

...and his son,

DOUGLAS R. HOFSTADTER, Ph.D.

Professor of Computer Science at Indiana University—recipient of the Pulitzer Prize for his non-fiction book... “Gödel, Escher, Bach: An Eternal Golden Braid”... which has been hailed as “a triumph of cleverness, a bravura performance, an incredible intellectual debut”... and drew, from *Scientific American* magazine, the accolade: “Every few decades an unknown author brings out a book of such depth, clarity, range, wit, beauty and originality that it is recognized at once as a major literary event. This is such a work.”

ROBERT S. HOWARD

Founder and President of Howard Publications... headquartered at Rancho Santa Fe, California—a Minnesota lad who “learned the newspaper business working on his family’s weekly in a town of 2,000 population”... starting as a “printer’s devil” and “moving up into news writing and advertising sales”... before “bouncing from paper to paper and state to state”... he “bought his first newspaper in 1961” (the *Casper, Wyoming Star Tribune*)... and now owns 19 daily newspapers and several weeklies (spread over 11 states from New York to California) plus a television station and interests in several Southern California cable TV systems... to earn his recent listing by *Forbes* magazine as “one of America’s 400 wealthiest men.”

CARL C. ICAHN

Chairman of Icahn & Company... a member firm of the New York Stock Exchange—spotlighted in a *Business Week* essay as a “lone wolf” whose “raids make millions”... this famed veteran of “wily

reover battles” considers himself a “catalyst for change”... in “his typical strategy of buying a block of stock” in an unreasonably under-valued company, then “seeking a board seat”... and “goad-ing” others to buy the stock at its new escalating cost... leading to financial gain, in some cases, for everyone: company management, the stockholders, and himself... to pave the way for his quiet philanthropy... particularly in “support of a program for the prevention of child abuse.”

QUINCY JONES

“One of the most successful and admired producer-executives in recording history”... saluted as the “Record Producer of the Decade”... Los Angeles—a lad born in Chicago and raised in Seattle... who “began studying the trumpet in elementary school” and, at age 12, “sang in a gospel quartet”... then, as a teenager, formed a band with Ray Charles and other boyhood friends to perform throughout the Seattle area... later developed into the extraordinary impresario of today... composer, producer, artist, arranger, conductor, instrumentalist, and record company executive... a “master inventor of musical hybrids”... “shuffling pop, soul, funk, jazz, classical, African, and Latin American musics into many dazzling fusions... traversing records, live performance, movies, television and theater in the process”... he enhanced his brilliance in the world of music... by capping his career tally of 59 Grammy nominations... on one unforgettable evening... by winning four new Grammys... each in alliance with a Michael Jackson performance: Record of the Year (“Beat It”), Best Recording for Children, Producer of the Year, and Album of the Year... for “Thriller”... the smash hit that sold more than 30 million copies around the globe... as the highest selling album in recording history.

BURTON M. JOSEPH

Chairman and Chief Executive of I.S. Joseph Company... the world’s “largest exporter of agricultural by-products”... headquartered at Minneapolis—the son of a Rumanian immigrant who founded a small grain trading company in 1912... this former 122-pound varsity goalie on the University of Minnesota’s national championship hockey teams of the early 1940s served as a World War II fighter-pilot instructor... and then again in the Korean conflict... he returned home to

take command of the family business when his father died... and led its development into “an international conglomerate dealing in grain, oil seeds, fats and oils, ocean shipping, processing, livestock and commodities futures”... currently operating in 50 countries through “a network of sales, supply, processing, pelleting, transportation and storage facilities around the world”... enabling him to devote tremendous service and resources to innumerable charitable causes.

THE HONORABLE MAX M. KAMPELMAN

Past Chairman of the Woodrow Wilson International Center for Scholars and senior partner at Fried, Frank, Harris, Shriver & Kampelman... Washington, D.C.—a distinguished attorney who “entered the Washington scene as an aide to Hubert Humphrey” in the late 1940s... then “immersed himself in difficult, urgent national problems over the last 35 years”... and “recently concluded President Reagan’s only successful negotiations” with the Soviet Union as the Ambassador and Chairman of the U.S. Delegation at the European security talks in Madrid... he has been acclaimed recently in a *Wall Street Journal* essay as “A Secretary of State for All Seasons”... “the epitome of the Citizen-Diplomat.”

THE HONORABLE AMALYA LYLE KEARSE

Judge of the U.S. Court of Appeals, Second Circuit... New York City—the daughter of a New Jersey postmaster (her father) and a still active pediatrician (her mother)... this “determined” and dedicated “first black woman ever named to the federal appeals court” majored in philosophy and became attracted to international law... overcame prejudice to land a job on Wall Street doing research work in corporate law... later was appointed by President Jimmy Carter, “on her outstanding qualifications,” to the circuit court... where she devotes 12-hour-days to her responsibilities... and was affectionately honored by Wellesley College with its “Alumnae Achievement Award.”

GENERAL PAUL X. KELLEY, USMC

Commandant of the United States Marine Corps... Washington D.C.—spotlighted in *Newsweek* as a “tough kid from Boston who was decorated five times

in Vietnam" ... this 33-year veteran of dedicated service to his nation had been three years ago, "assigned the daunting task of creating a Rapid Deployment Force that would deal quickly with crises in the Persian Gulf" ... and today is the outspoken commander of America's most respected combat elite.

DONALD P. KELLY

Chairman of Esmark Inc. ... a "diversified international holding company with major interests in foods, personal products, vehicle rental, chemicals, distilled spirits, high fidelity and industrial products" ... Chicago - featured in a Fortune magazine essay, and by The Wall Street Journal, for his Horatio Alger-rise, over thirty years, to the leadership of a six-billion-dollar conglomerate which, in a recent "one-billion-dollar deal," acquired Norton Simon Inc. ... "in the biggest coup of his career."

VICTOR K. KIAM II

Chairman and President of Remington Products, Inc. ... Bridgeport, Connecticut - a graduate of Yale, and the Harvard Business School ... a "spirited entrepreneur" ... who bought the Remington "microscreen shaver" business in 1979 "amidst a crunching recession, after the company lost \$30 million" ... and has since doubled its annual sales to \$100 million in 38 countries around the globe ... he has been featured recently by Business Week, Time, and a "60 Minutes" television essay as "perhaps the world's best known American businessman."

SANDRA L. KURTZIG

Founder and Chairman of ASK Computer Systems, Inc., Los Altos, California - saluted recently by Forbes and in a Wall Street Journal front-page essay for her "meteoric rise" in the world of electronics, this 36-year-old "Computer Software Queen" ... armed with degrees from UCLA and Stanford in mathematics, chemistry, and aeronautical engineering ... quit her job as a marketing specialist with General Electric to launch her own business with \$2,000 only ten years ago ... "from a second-hand desk in her apartment bedroom" ... selling packaged software systems to factory managers ... and today, as majority owner of her firm, is worth over 70 million dollars.

SAMUEL J. LeFRAK

Board Chairman of the Lefrak Organization ... the "second largest landlord in New York City" - real estate developer/urban planner/architect/international consultant/humanitarian/and philanthropist who built the colossal Lefrak City ... a community of apartment units, stores, and office buildings on 40 acres in Queens ... and the creator/developer of Battery Park City on the lower Hudson River in downtown Manhattan ("the country's largest urban development, with 16,000 apartments, as well as office buildings and stores") ... whose recent "expeditions into new territory" ... oil and gas exploration, finance, communications, music publishing, theater, motion pictures, and television production ... have reflected his same "indefatigable energy, enthusiasm, and expertise" ... his "bold strokes in business" and his tremendous service to non-profit and civic endeavors have earned him wide public recognition as a man "committed to enterprise, to education, and to a better life for urban dwellers."

THOMAS S. MONAGHAN

Founder/Chairman/President of Domino's Pizza, Inc. ... "the world's largest pizza delivery company and the second largest pizza chain in the country" ... Ann Arbor, Michigan - a lad who was raised in an orphanage and foster homes ... and later "worked as a laborer on several Northern Michigan farms" ... he "parlayed a \$500 investment in an Ypsilanti pizza parlor into a chain that numbers over 1,000 restaurants today ... with annual sales of \$400 million" ... which has enabled him to recently attain one of his special dreams: the \$43 million purchase of the Detroit Tigers baseball team.

VERNON B. MOUNTCASTLE, M.D.

Professor at the Bard Laboratories of Neurophysiology, The Johns Hopkins School of Medicine ... Baltimore - the "intellectual progenitor" of scores of today's brain scientists ... and a specialist in the study of "the cellular architecture of the brains of primates," whose "discoveries have illuminated the brain's ability to perceive and organize information and to translate sensory impulses into behavior" ... he is the co-recipient of the 1983 Albert Lasker Basic Medical Research Award ... the "highest honor in American medicine."

ROY H. PARK

Founder and President of Park Communications, Inc., Ithaca, New York - a poor farm boy who worked his way through North Carolina State by writing for the Associated Press, this "energetic workaholic" utilized his "extraordinary business acumen" in progressing through newspaper reporting, public relations, magazine publishing, creating an advertising agency and the Duncan Hines cake mix business ... then launched his communications empire which today ... under his personal ownership as one of "America's wealthiest self-made men" ... embraces 14 radio stations, 7 television stations, and 65 newspapers across the country ... meantime devoting his services to more than 50 civic and charitable organizations ... which "have brought him innumerable awards and honors."

T. BOONE PICKENS

Founder/Chairman/President of Mesa Petroleum Corporation ... Amarillo, Texas - heralded in recent cover stories by Fortune and Financial World as "Boone Pickens, Company Hunter" ... this "classic country boy" from a small town in Oklahoma launched his career in oil as a geologist ... soon became restless and went into business for himself with \$2,500 and a \$100,000 line of credit ... then dedicated his "exploration and production skills" and "his adeptness at spotting trends in the industry" to lead his company's growth to two-billion-dollars in assets today ... and has drawn recent national headlines with his "daring and innovative acquisition attempts and hefty investments in other oil companies."

CARL R. POHLAD

Banker/investor/entrepreneur/civic leader ... Minneapolis - born "on the wrong side of the tracks" ... to a railroad brakeman and a woman who "cleaned houses and took in laundry" ... this Iowa lad "used to pull his wagon around town picking up laundry for his mother" ... went to work for several banks and finance companies, in his high school years ... quit college to buy the finance company he used to work for ... fought in World War II and won a bronze star and four purple hearts ... he returned home to buy control of three banks ... which have grown into an empire of 35 banks ... and today is the philanthropic "mover and

shaker" whose dynamic leadership of MEI Corporation (America's third largest independent bottler of Pepsi-Cola) has earned his selection as the soft drink industry's 1984 "Executive of the Year."

SIDNEY R. RABB

Founder and Board Chairman of the Stop & Shop Stores, Inc., Boston—a food and merchandising pioneer with remarkable "intelligence, courage, and vitality"... the grandson of Russian immigrants who had opened a neighborhood grocery shop... he cut short his Harvard education at age 18 to join a small and failing family business... soon helped it expand and prosper... became its board chairman at age 30... then launched his own first "supermarket"... which has grown to a New England corporate empire of 120 supermarkets, plus department stores, tobacco shops, and women's specialty shops... enabling this "merchant prince" and "champion of social responsibility" to devote his energies, guidance, and fortune to innumerable charitable/civic/cultural and educational services... and earn national distinction as "one of the 50 most philanthropic living Americans."

JOHN D. ROBERTS, Ph.D.

Institute Professor of Chemistry at the California Institute of Technology... and its recently retired Provost and Dean of the Faculty... Pasadena—an eminent scientist whose "genius for new experimental techniques" has "led to four decades of pioneering research that has helped shape the development of modern physical organic chemistry"... he is the 1983 recipient of Willard Gibbs Medal, presented by the American Chemical Society for outstanding achievement.

BROOKS ROBINSON

"The greatest fielding third baseman in the history of baseball"... selected four times as the Most Valuable Player of the Baltimore Orioles—an incredibly agile guardian of his diamond domain... who was awarded the "Golden Glove" for an unparalleled 16 consecutive years as "the top defensive third baseman" in the American League... he played in 18 consecutive All-Star games... was honored

with a "Brooks Robinson Day" by a record crowd of Baltimore fans in tribute to "the most important and beloved Oriole of modern times"... and was voted last year... "in a landslide" by the sportswriters of the nation... into baseball immortality as a member of the Hall of Fame.

CARLO RUBBIA, Ph.D.

Professor of Physics at Harvard University... and one of the internationally-renowned scientists at the European Organization of Nuclear Research (CERN)... hailed as "The Lord of the Atom Smashers"... Geneva, Switzerland—designated by Discover Magazine as the 1984 "Scientist of the Year"... he is the head of a research team... comprised of 120 scientists from 7 nations... that "discovered a massive sub-atomic particle that links two of the basic forces of nature"... an experiment acclaimed as "the scientific find of the decade"... the "culmination of one of the great intellectual adventures of the century."

HOWARD SCHNELLENBERGER

Head Coach of the national collegiate football champions... The University of Miami Hurricanes... and the 1983 "Coach of the Year"... Coral Gables, Florida—the "hard-eyed, rough-hewn" field general who played for two years under Paul (Bear) Bryant at Kentucky... and ran Bryant's offense at Alabama to national football championships in 1964 and 1965... then coached with George Allen to the NFL playoffs and Miami's Don Shula to two Super Bowls... he arrived at the U. of Miami in 1979... after the Hurricanes "had a losing season in 8 of their last 10 seasons"... and, on New Year's Day, led his team to a 31-30 victory over previously unbeaten Nebraska... in the Orange Bowl... before 72,549 impassioned fans and a national television audience of millions... in "one of the most electrifying championship games in the history of college football."

PROFESSOR HERWIG SCHOPPER

Director General of the European Organization of Nuclear Research (CERN) at Geneva, Switzerland—"one of the world's leading scientists and statesmen"... who was responsible for the construction, in 1977, of the "largest

electron-positron colliding beam accelerator in the world"... he currently is spearheading the construction "of the largest accelerator of this century"... through the coordinated effort of 300 national laboratories, universities and institutes in 45 countries around the world... which will "extend our knowledge to the ultimate frontier of physics."

IRWIN SHAPIRO, Ph.D.

Director of the Harvard-Smithsonian Center for Astrophysics, Cambridge—"one of the world's leading experts in radar astronomy"... whose "ideas have leapt ahead of the standard pace of science"... he has been heralded recently as the "bright new star" at the Smithsonian, where he oversees the research of his dedicated team of astronomers who "study the evolution of matter from the early infancy of our universe to the formation of the planets."

WILLIAM H. SPOOR

Board Chairman and Chief Executive Officer of The Pillsbury Company, Minneapolis—A graduate of Dartmouth College and Stanford University... who has spent his entire 35-year career with his company... where he ascended through a series of ever more challenging responsibilities to the executive suite in 1973... from which he led Pillsbury into a number of significant acquisitions... including Burger King, Haagen-Dazs Ice Cream, Green Giant, Totino's Pizza, and the Steak and Ale restaurants... which are expected to increase total sales for fiscal 1984 to a record high of over four billion dollars.

DATUK SYED KECHIK BIN SYED MOHAMED

Founder and Chairman of the Development & Commercial Bank... Kuala Lumpur, Malaysia—the son of a small village shop-keeper, who worked his way as a freighter crew-member to the United States... where he held a variety of restaurant jobs to cover six years of study at night school, Los Angeles City College, and UCLA... later earned his law degree in London... then returned home to launch a career in business and politics... and today is the "king-maker" leader of a privately-held empire... "spawning 20

subsidiaries engaged in real estate, agriculture, agro-based industries, motion pictures, manufacturing, and banking" ... which he commands from a penthouse complex on Kuala Lumpur's highest point ... he has been heralded recently by Forbes magazine and other international publications as "one of East Asia's wealthiest and most influential entrepreneurs" ... "possessing a corporate and social vision of Malaysia that is characterized by a boldness and daring ordinarily associated with men who see themselves as the chosen architect of a nation's destiny."

SIRJANG LAL "JUGI" TANDON

Founder/Chairman/President of Tandon Corporation ... the "world's largest producer of random disk drives for microcomputers" ... Chatsworth, California - a 42-year-old mechanical engineer who emigrated from India in 1960 with a \$3,000 loan from his parents ... worked as a busboy to finance his college education ... went to work for IBM and Memorex ... became a U.S. citizen in 1974 ... risked his \$7,000 cash the next year "to launch his company in a one-room garage" ... then spearheaded its phenomenal growth which brought its sales from nothing to 1983 annual revenue of \$300 million ... he has been acclaimed recently by Fortune, The New York Times, and Forbes as "The hard driver atop the disk-drive heap" ... one of "America's wealthiest self-made men."

JOHN TRAVOLTA

America's trend-setting motion picture star ... Santa Barbara, California - a New Jersey youngster who "studied acting with his mother and left school at the age of 16 to pursue a career on the stage" ... made "some forty commercials, acted in summer stock, and appeared in several Broadway plays" ... then landed a support role on a television situation-comedy series ... finally advanced to feature films ... utilizing his "excitement, sensual dance moves, electrifying presence, and princely mystique" ... as he "raised discomania to a national craze" and later "created a worldwide country-western phenomena" ... by scoring unforgettable triumphs in "Saturday Night Fever," "Grease," and "Urban Cowboy" ... three screen classics which have earned him international stardom and a place in cinema history.

ROBERT EDWARD "TED" TURNER

Founder and Chairman of Turner Broadcasting System, Inc. ... owner of the Atlanta Braves baseball team ... and champion yachtsman - featured in the "Forbes 400" essay on America's wealthiest men, this colorful and dynamic entrepreneur took over, at age 24, his late father's bankrupt billboard company ... sold space aggressively to rescue the legacy ... later originated the concept of beaming a television signal along the cable satellite system to make its programming available to millions across the country ... then pioneered the live, in-depth, 24-hour-a-day, all-news coverage on cable TV across the nation ... as he created a corporate empire which also includes SuperStation WTBS, Cable News Network, CNN Headline News, Turner Program Services, and the Atlanta Hawks basketball team ... meantime winning national and world sailing titles, successfully defending the "America's Cup," and becoming the four-time recipient of the "Yachtsman of the Year" award.

ROBERT A. WEINBERG, Ph.D.

Professor of Biology at MIT's Center for Cancer Research ... Cambridge, Massachusetts - a "persistent, experimental biologist" who "symbolizes the dramatic new research in cancer-causing genes" ... his "drive, ingenuity, and consistency of purpose" have carried him to "pre-eminence" among his pioneering peers who are "unlocking the cells that hold cancer's secrets" ... led to his selection by Discover Magazine as the 1983 "Scientist of the Year" ... and, very recently, his designation as the recipient of the Armand Hammer \$25,000 prize for cancer research.

OLAF WIEGHORST

The "master chronicler of the Old West" ... El Cajon, California - a lad in Denmark who became a professional acrobat at age nine in 1908 ... ended his formal education in the fifth grade while taking up drawing and painting ... continued his love of horses as a circus stunt rider ... served as cabin boy on a Danish steamer headed for the U.S., with a "dream to be a cowboy in the American West" ... became fascinated with "a newsreel showing American cavalrymen chas-

ing Pancho Villa" ... and enlisted in the U.S. Cavalry for three years (1919-1922) patrolling the Mexican border on horseback ... returned to New York City as a mounted policeman for 20 years ... retired in 1944, at age 46, to become a full-time painter though he "never received any formal art training" ... "struggled for a decade before hitting his stride as a foremost cowboy artist" ... and, today ... at age 86 ... is the "highest-paid living western painter in the world" ... and the recipient of the Cowboy Hall of Fame Gold Medal.

CLAYTON W. WILLIAMS, JR.

"Perhaps the largest individual oil producer in Texas" ... Midland - a former insurance salesman who quit his \$10,000-a-year job in 1957, and started his career as an oil man with \$2,000 in savings ... he struggled through the 1960s, then had successive major oil finds ... and now heads a privately-held corporation with 1.2 billion dollars in annual revenues ... embracing all facets of the oil and gas industry, six ranches, 300,000 acres of land, and the new crown jewel of his empire: the Clay-Desta Plaza, a spectacular office/banking/shopping complex on 175 acres of prime real estate ... an "oasis" that features "the largest atrium under one roof in the United States."

CHIEN-SHUNG WU, Ph.D.

Professor of Physics at Columbia University ... New York City - an immigrant from Shanghai, China who earned her doctorate at the University of California in 1940 (under the late Professor E. O. Lawrence, inventor of the Cyclotron) ... her "pioneering and outstanding contributions" to our understanding of Beta Decay, Lepton Conservation and Exotic Atoms are heralded ... along with her discoveries and other "landmark experiments" ... she is the recipient of the first Wolf Prize in Physics from Israel, The Cyrus B. Comstock Award of the National Academy of Sciences ... plus 15 honorary degrees from Princeton, Yale, Harvard and other outstanding universities around the world ... and the National Medal of Science, the "the highest honor America bestows upon its scientific pioneers."

1984

"SALUTE TO EXCELLENCE" WEEKEND SCHEDULE

(all events at the Hyatt Regency Minneapolis unless otherwise specified)

THURSDAY, JULY 5:

Pick-up of adult guests of honor at the Minneapolis airport... limousine to hotel	all weekend
Honor students see Academy greeter at Budget airport desk for bus to hotel	all afternoon
Adults' Registration... meet Reception Committee... Convention Desk, lobby level	all weekend
Students' Registration... pick-up badges... Convention Desk, lobby level	all afternoon
Students' informal get-together... boys pick-up tuxedos... Nicollet Ballroom	all afternoon
Students' reception — Nicollet Ballroom (Coca-Cola hospitality headquarters)	6:30 to 7 pm
Reception for adult honored guests/spouses — Regency Room	6:30 to 7 pm
Dinner/Introduction of honorees* — Greenway Ballroom, second floor	7 to 9:30 pm
Dance (for students and courageous adults) — Nicollet Ballroom	9:30 to 11:30 pm
Optional reception for adult guests/spouses — Regency Room	9:30 to 11:30 pm

FRIDAY, JULY 6

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 8:30 am
Symposium** for all guests... recess at mid-point — Greenway Ballroom	9 to 11:30 am
Lunch... and featured speaker... open seating — Greenway Ballroom	Noon to 1:30
Symposium for all guests... brief recess at mid-point — Greenway Ballroom	2 to 4 pm
Students' series of bus departures from hotel to swim/outing at Lake Minnetonka	First bus at 4:15
Adults' series of bus departures from hotel to outing at Lake Minnetonka (Lafayette Club)	First bus at 6
Reception/Dinner/U.S.A.F. "Singing Sergeants"/Symposium — Lafayette Club	7 to 10:30 pm
Series of bus departures from Lake Minnetonka... back to the hotel	Start at 10:30
Dance (for students and courageous adults) — Lafayette Club	10:30 to Midnite

SATURDAY, JULY 7:

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 8:30 am
"Board of Patrons" breakfast meeting/election of officers — Regency Room	7 to 8 am
Symposium for all guests... mid-point recess — Greenway Ballroom	9 to 11:30 am
"Golden Eagle Awards" lunch in tribute to USA students — Greenway Ballroom	Noon to 2 pm
Final symposium for all guests... brief recess at mid-point — Greenway Ballroom	2:30 to 5 pm
Recess... and change for the Banquet (girl students pick-up corsages)	5 to 6:30 pm
Private reception for all head-table guests — South Promenade, Lobby Level	6:30 to 7 pm
BANQUET OF THE GOLDEN PLATE*** — Nicollet Ballroom	7 to 11 pm
Doors open to Nicollet Ballroom at 6:30 pm)	
Private Reception for all head-table guests — South Promenade, Lobby Level	after Banquet
Dance (for students and courageous adults) — Greenway Ballroom	after Banquet

SUNDAY, JULY 8:

Breakfast (come anytime... sit anywhere) — Greenway Ballroom	7 to 9 am
After hotel check-out... series of bus departures to the Minneapolis airport	all morning

* dressy, but not black-tie.

** brief narratives by honorees... open questions from the audience.

*** short or long gowns for ladies; white or dark dinner jacket for men.

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*partial list. Each member is a past
recipient of the Golden Plate Award.

AMERICAN
ACADEMY OF ACHIEVEMENT



HONOREE HEADQUARTERS: P.O. BOX 548

MALIBU, CALIFORNIA 90265

(213) 456-7002

WAYNE R. REYNOLDS
Managing Director

Max M. Kampelman, Esq.
Fried, Frank, Harris, Shriver & Kampelman
Washington, D.C.

December 23, 1983

Dear Max:

In tribute to your extraordinary accomplishment, we invite you as a guest of honor to the 1984 Salute to Excellence weekend at the new Hyatt Regency in Minneapolis, July 5-7...that will culminate with the black-tie Banquet of the Golden Plate on the evening of Saturday, July 7.

Fifty eminent "exemplars of excellence" — 10 of the Academy's most illustrious past honorees now serving on the Golden Plate Awards Council and 40 new guests of honor — each a distinguished "representative of the many who excel" in his chosen profession, will meet one another in a truly unique "gathering of the greats."

During the program, these Leaders of Today will share their wisdom and experience with 350 most outstanding high school honor students from all of the 50 states — America's Young Leaders of Tomorrow — including 40 national champions of every prestigious youth competition in the USA and 10 exceptional very young scholars.

On the final evening, each guest of honor will be presented with the Golden Plate Award...as a memento of his role in an inspiring and unforgettable occasion.

The 1984 events — getting underway with the Reception and Dinner on Thursday evening, July 5 — also will include the symposium series (where each honoree may reminisce on career highlights) and Friday evening's "retreat" dinner and outing at the historic Lafayette Club on the shores of beautiful Lake Minnetonka.

It will be our pleasure to host each guest of honor (and spouse) at the Hyatt Regency in Minneapolis.

We look forward to your participation in our 23rd annual program — perhaps for the full weekend, but at the convenience of your schedule as may be determined later. Meantime, your response within ten days will be appreciated. Thank you.

FOR THE GOLDEN PLATE AWARDS COUNCIL

Clark M. Clifford, 1978 Honoree

Sol M. Linowitz, 1983 Honoree

Max - You'll enjoy it!

A non-profit, tax-exempt organization, dedicated to the Inspiration of Youth — to raise their sights high; to excel in their endeavors — through the dramatic annual salute...at the Banquet of the Golden Plate...to Captains of Achievement from America's great walks of life and honor students from across the nation.

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TO THE 1984 ACADEMY GUESTS OF HONOR:

WAYNE R. REYNOLDS
Managing Director

At earliest convenience, please fill in Return Form #2 and mail it to us in the enclosed envelope...so that we can make your weekend reservations at the Hyatt Regency Minneapolis. Academy honorees will be pre-registered by this office.

Members of our Greeting Committee (*SEE DR THATCHER* wearing green Academy badge ribbons) will meet you as you disembark your flight at the Minneapolis Airport — if we have your arrival details — and will escort you personally to the hotel. If our first greeter misses you as you leave the plane, please proceed to the Budget Rent-a-Car desk near the airport baggage claim area where a second Academy greeter will be stationed.

After getting settled into your complimentary room at the Hyatt Regency, please visit our weekend registration desk in the hotel...on the main lobby floor...where you may pick-up your weekend badge(s) and Banquet of the Golden Plate ticket(s).

The spouse of each guest of honor is encouraged to attend any or all of the weekend events as a complimentary guest of the Academy. The only event, however, where the spouses will be seated separately from their husband or wife will be the Banquet of the Golden Plate on Saturday evening, July 7, in the Nicollet Ballroom...where the guests of honor will be seated on the dais, and their spouses will be seated nearby at a table in the audience. (But the spouses will re-join the guests of honor at the final reception after the Banquet.)

At the Banquet, upon presentation of the Golden Plate Award (following the narrator's reading of the introductory remarks in italics at the top of his page in the Banquet yearbook), each honoree will have an opportunity at the microphone for a "thank you"...or, ideally, a brief expression of his thought or emotion of that moment. The suggested maximum response time at the Banquet is two minutes.

Each Academy guest of honor will have an opportunity to address the weekend conference at one of the symposiums...on career reminiscences — perhaps touching on unforgettable moments of challenge — or on any appropriate subject. These informal remarks are followed by a brief period for questions or comments, if any, from the audience. The suggested time for each symposium talk is 7 to 8 minutes. (Our tiny warning lamps...green, yellow, and red...will guide you from running much beyond the suggested maximum time of 8 minutes.)

Either a summer dinner jacket or black tuxedo will be appropriate at the black-tie Banquet of the Golden Plate. (We can arrange your complimentary tuxedo rental at Minneapolis...if you so prefer.) Ladies may wear either a long or a short gown.

The Academy looks forward to your arrival for the 23rd annual Salute weekend.

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1984 BOARD CHAIRMAN
HARRY A. MERLO
LOUISIANA-PACIFIC CORPORATION

*partial list. Each member is a past
recipient of the Golden Plate Award.

AMERICAN

ACADEMY OF ACHIEVEMENT



HONOREE HEADQUARTERS: P.O. BOX 548

MALIBU, CALIFORNIA 90265

(213) 456-7002

WAYNE R. REYNOLDS
Managing Director

The Honorable Max M. Kampelman
Fried, Frank, Harris, Shriver & Kampelman
600 New Hampshire Avenue, N.W.
Suite 1000
Washington, D.C. 20037

January 3, 1984

Dear Ambassador Kampelman:

On behalf of Mr. Sol M. Linowitz, Mr. Clark M. Clifford and the entire Academy, we thank you for your acceptance of the Academy's invitation to attend the 1984 Salute to Excellence weekend as a recipient of the Golden Plate Award.

We shall appreciate, at early convenience, your portrait for the 1984 yearbook. The Academy will plan to quote from the material already provided to us, unless your office wishes to add another career summary or magazine article.

Soon after we receive your Return Form #1 (enclosed), we will issue a news release regarding your role in the 1984 Salute to Excellence weekend.

Each of the Academy's Captains of Achievement will have two opportunities to address the weekend conference:

a) for approximately ten minutes or so, at one of the symposiums, on career reminiscences — perhaps touching on unforgettable moments of challenge — or on any appropriate subject. These informal remarks, to the combined array of other guests of honor as well as the honor students, are followed by a brief period for questions or comments, if any, from the audience.

b) for perhaps one minute or two, upon acceptance of the Golden Plate Award at the Banquet of the Golden Plate, on a thought or emotion of that moment...or possibly a brief message for the 350 Young Leaders of Tomorrow.

Meantime, we are reserving your room at the new Hyatt Regency in Minneapolis for the Salute to Excellence weekend, July 5-7, which will get underway with the Reception and Dinner on the evening of Thursday, July 5. Later, your office may give us your arrival date and time.

The Awards Council of the Academy is honored by your acceptance, assures you of a most memorable program...and eagerly awaits a personal meeting.

Sincerely yours,

Wayne R. Reynolds

A non-profit, tax-exempt organization, dedicated to the Inspiration of Youth — to raise their sights high; to excel in their endeavors — through the dramatic annual salute...at the Banquet of the Golden Plate...to Captains of Achievement from America's great walks of life and honor students from across the nation.



Robert S. Mulliken, Ph.D



Jerry H. Buss, Ph.D



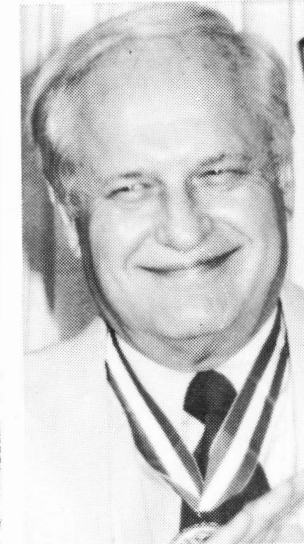
Honorable Claude D. Pepper



Sister Antonia Brenner



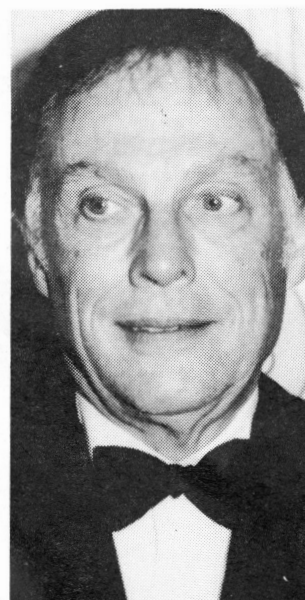
Erma Bombeck



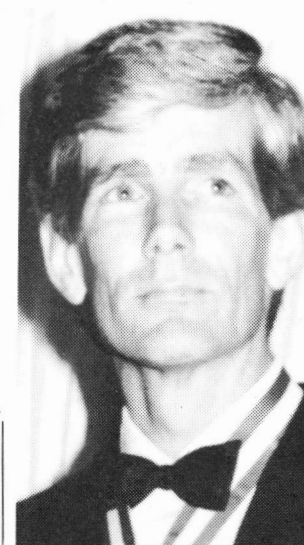
Jack Anderson



Capt. Grace Murray Hooper



Dr. Elwood Jensen



Dr. William C. DeVries



Wayne Gretzky



Gen. Lew Allen Jr.



Joe Paterno

A name dropper's paradise American Academy of Achievement fills Coronado with famous names

From Burt Reynolds to Edward Teller

A Coronadan chronicles a memorable experience

**BY
JOURNAL PUBLISHER
LARRY WADE**

Coronado is a town accustomed to celebrities. Our nation's president, the Vice President and the Queen of England have been visitors to our unique island during the past 12

invitation only.

The proceeds make possible the nationwide student participation in three days of discussion among American adults and students of high achievement.

Forty super-achievers were in town to be honored and to discuss

The nation's oldest commissioned officer was on hand to be honored also.

Capt. Grace Murray Hopper, 76, has been the Navy's reigning computer expert for three decades.

Her advice to the students was, "if I ever

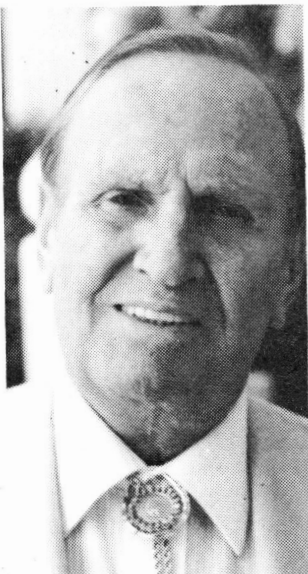
paragraphist to get an autograph and a conversation with Gene Autry. Each author, Nobel prizewinner, athlete or actor was friendly, informative and enthusiastic about the people they were encountering here.

Actors Burt Reynolds

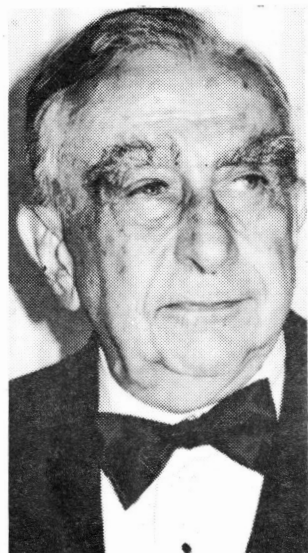
Dr. Irving S. Cooper



Gen. Bernard Rogers



Gene Autry

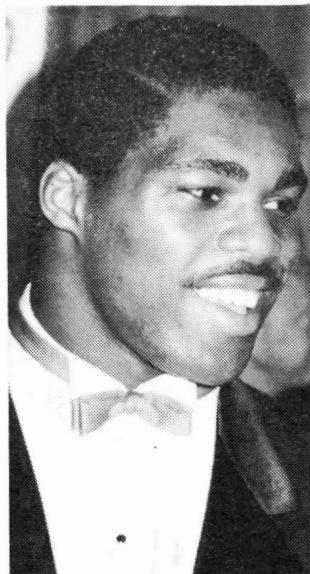


Dr. Edward Teller

Ivan Boesky



Joe Theismann



Herschel Walker



Gen. Chuck Yeager

months.

High ranking military officers and captains of industry visit the Del, the Navy installations here or call on the flotilla of retired admirals and corporation presidents who call Coronado home.

The streets of Coronado are a constant walking who's who of the world.

It takes a great deal to stir the attention of a community already as blessed as ours with human resources.

Last week it was stirred.

The same question was heard in stores, barber shops and wherever Coronadans gathered:

"What are all these famous people doing in town at one time?"

The answer was that this was the 22nd annual Academy of Achievement weekend, held this year at the Del Coronado.

Founder of the organization is Brian Reynolds of Palm Springs. Host chairman this year was developer Ernest Hahn of San Diego.

Something over 800 people assembled in the Hotel Del Coronado Grande Ball Room for the finale. Honorees and students were guests. The dinner was \$1,000 per plate for others, by

for three days how to pursue individual personal dream-goals with 400 top high school students selected from across the United States.

Another 25 or so previous honorees here to help make the presentations and lead discussion groups swelled the ranks of VIPs overflowing the Del Coronado grounds.

Called a "gathering of greats" by the sponsoring organization, the public and the students attending agreed that those present more than lived up to the title.

General Bernard Rogers, NATO Supreme Commander and this nation's highest ranking military officer was on hand to present the Golden Plate Award to Brig. Gen. Peter Dawkins, this country's youngest general, a former Heismann trophy winner and Rhodes Scholar.

In his advice to the young people present Dawkins quoted two presidents. He quoted President Ronald Reagan as saying that "each of us is a hero when we are striving to achieve what we believe in."

He also quoted President John F. Kennedy's statement "I see what could be, and ask 'why not?'"



Dr. Thomas E. Starzl



Drs. Howard and Georgeanna Jones



Kenneth G. Wilson, Ph.D

hear any of you ever say 'but we never did it that way before,' I'll immediately haunt you for 48 hours."

Crowds lined up outside the Grande Hall for autographs of the celebrities.

But there were lines inside, too, of movie stars, authors, and scientists asking for autographs from financial tycoons and Nobel prize winners, military heroes and athletes, and being asked for the same thing in return.

Each person there seemed to be more impressed with the work of many others than with his own achievements.

It was an amazing personal experience to be able to discuss the future of space exploration with Gen. Lew Allen, head of the Jet Propulsion laboratory and then turn to Hobart (Hobie) Alter, inventor of the Hobie Cat Catamaran.

When we mentioned that we were hoping to see him at the Hobie national competition in Coronado three weeks ago, he said he'd been showing his new boat on the French Riviera then but had hoped (and would have preferred) to be in Coronado.

It was like being a kid again for this

and John Forsythe were most widely recognized and in the greatest demand for visiting or autographs.

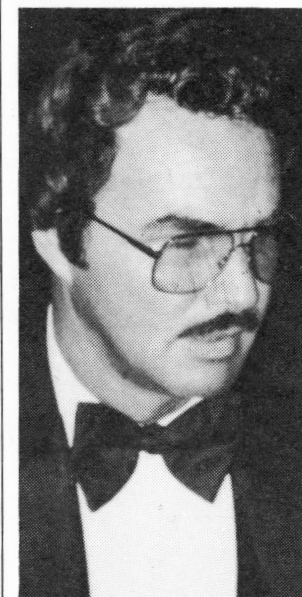
Mathematical genius and 1982 winner of the Nobel prize in physics Kenneth G. Wilson reported that he had counted 65 women who had asked (and received) a kiss with the autograph from Burt Reynolds while they were seated together on Saturday evening.

Another of the most popular among the group of honorees was Sister Antonia Brenner who was recognized for her work with prisoners in La Mesa Prison, in Tijuana.

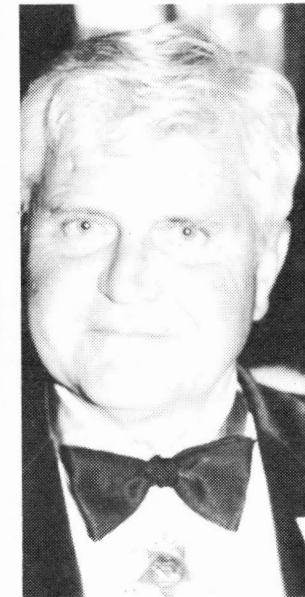
Pulitzer prizewinning biographer Robert K. Massie (Peter the Great) and western novelist Louis L'amour had big followings, as did Rep. Claude Pepper of Florida who was honored for his work for the senior citizens of America.

He received a standing ovation from the crowd when he praised the weekend program and its participants.

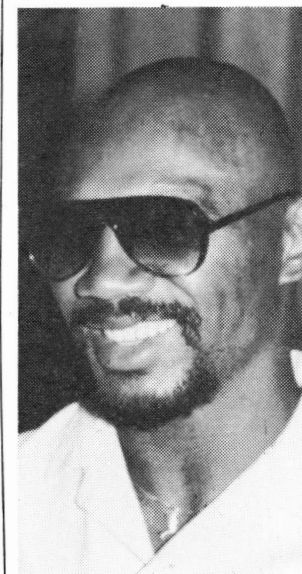
He said "I have seen and received enormous amounts of kindness, consideration and concern from youth and adults alike. And I wonder if you were surprised to find there wasn't a stuffed shirt in the place."



Burt Reynolds



Adm. James B. Stockdale



Marvin Hagler



Jim Davis

Photos by Alex Roberts



Hobart (Hobie) Alter



Gene Klein



An annual program to honor
America's outstanding leaders and to perpetuate
their tradition of achievement.

A non-profit, tax-exempt organization
dedicated to the Inspiration of Youth
—to raise their sights high,
to excel in their endeavors
—through the dramatic annual salute,
at the Banquet of the Golden Plate,
to Captains of Achievement from America's
great walks of life and honor students from
across the nation.

AMERICAN ACADEMY
OF ACHIEVEMENT

AIMS OF THE ACADEMY

To inspire youth with new dreams of achievement in a world of boundless opportunity.

To broaden the recognition of men and women of exceptional accomplishment in America's great fields of endeavor . . . and to spark their colleagues with renewed ambition and pride.

To salute all men who give their best efforts to their daily tasks.

To champion the spirit of free enterprise and equal opportunity for all.

To rekindle "the ideals and principles that made America grow and prosper."

To foster an international spirit of understanding by annually bringing together the great minds and talents of other nations.

THE SIGNIFICANCE OF
THE GOLDEN PLATE AWARD
AND THE
"SALUTE TO EXCELLENCE"

Since the beginning of recorded history, man has honored outstanding performance with various forms of award. The ancient Greeks bestowed the laurel wreath as a mark of victory or merit. After his voyage around the world, Sir Francis Drake received the jewelled star and badge. Down through the ages, the laurel, the scroll, the plaque, the cup, and the medal have been symbols of approval and gratitude.

Now, for the Captain of Achievement in each great field of endeavor, comes a different measure of high honor — The Golden Plate Award — presented annually by the American Academy of Achievement to approximately forty national guests of honor at the climax of its week-end "Salute to Excellence."

Chosen by the Academy's Awards Council and other distinguished authorities, these men and women of exceptional accomplishment in the sciences, professions, business, industry, arts, literature, sports, entertainment, and public service are acclaimed... not as winners but as "representatives of the many who excel."

Their moment in the spotlight of the Banquet of the Golden Plate is not only in recognition of their own deeds but also in tribute to countless invisible colleagues who grasp each day's opportunity to devote both heart and mind towards an ever higher goal.

In keeping with its primary aim of Inspiration of Youth — "to raise their sights high, to excel in their endeavors" — the Academy has expanded the salute weekend to include over 300 high school honor students and other most outstanding teen-agers from all of the 50 states.

Via sponsorship, recruited by the Academy... including complimentary round-trip plane tickets plus deluxe weekend lodging and meals... the young people attend a series of symposiums with the Captains of Achievement, the Banquet of the Golden Plate, and the Sunday farewell brunch where they chat informally with the honorees of their personal and career interests.

The annual "gathering of the greats" is thus a dramatic relay point in the eternal struggle for progress — as the Leaders of Today proudly ignite the torches of dedication for America's Young Leaders of Tomorrow in life's most exciting challenge: the Pursuit of Excellence.



Steven P. Jobs — 26-year-old co-founder and Chairman of Apple Computer, Inc. — addresses the black-tie audience at the 1982 Banquet of the Golden Plate in New Orleans.

WHAT IS THE ACADEMY:

Each year, the American Academy of Achievement invites fifty men and women of exceptional accomplishment — 10 distinguished past awardees and 40 new guests of honor — to share a weekend with one another and 350 of the nation's most outstanding high school honor students. During the three-day "gathering of greats," these Young Leaders of Tomorrow have a chance to meet and discuss issues with eminent adult achievers from every facet of American life... the sciences, business, the professions, sports, literature, entertainment, the military, and public service.

The highlight of the weekend program is the spectacular Banquet of the Golden Plate where each guest of honor is presented with the Golden Plate Award as a "representative of the many who excel" in his chosen profession.

WHY AND HOW:

The Academy was founded in 1961 "to inspire youth with new dreams of achievement in a world of boundless opportunity." Since its creation, more than 5,000 of America's most outstanding students have participated in the Salute to Excellence program.

The event can best be described as the "before and after" of the American Dream. The honored guests are those who have already reached the pinnacle of success in their chosen field. The roster of past awardees reads like a "Who's Who" of Twentieth Century America, and includes many Nobel, Pulitzer, Oscar, Emmy, Grammy, Lasker, Heisman and Horatio Alger winners.

And then there are the students — by any measure, the cream of the crop — who hope to follow in their footsteps.

The electricity and excitement of the program grows throughout the three days as the students gain inspiration from the honorees and the honorees see the promise represented by this group of future leaders. Adults and students alike come away revitalized,

with a new sense of purpose. Helen Hayes describes it as "...one of the most exhilarating and gratifying occasions in my lifetime of occasions."

Student reaction to the "unforgettable" experience is reflected by this comment from Gail Casteel, "Miss Future Business Leader of America":

"The Banquet of the Golden Plate weekend is an experience I will remember and treasure for the rest of my life. Never before have I been surrounded by so many impressive people, both students and adults, and never will I be able to express my appreciation enough on being able to participate in the 'gathering of the greats' ... I only wish every young person could have shared in this fantastic weekend. I'd give the world to live it all again!"

WHEN AND WHERE:

The Academy normally schedules its annual gathering for late June at various cities and resorts around the country. The three-day Salute to Excellence program starts on Thursday evening with a reception and dinner and continues throughout the weekend with informal get-togethers and symposium series... where each of the honored guests has an opportunity to reminisce briefly on career highlights



Two of the 40 guests of honor at the 1983 Banquet of the Golden Plate at Coronado, California: Burt Reynolds — "America's favorite motion picture actor" — with Joe Theismann, All-Pro Quarterback of the world champion Washington Redskins.



Among the guests of honor on the dais at the 1981 Banquet of the Golden Plate in Dallas: (left to right) Dr. Val L. Fitch, recipient of the Nobel Prize in Physics; Dr. Emil Frei III, winner of the Lasker Award (highest honor in American medicine); Dr. Hanna H. Gray, President of the University of Chicago; and Larry Hagman, whose role as "J.R." in the "Dallas" television series has brought him world fame.

and perhaps new challenges and goals. The dramatic finale occurs on Saturday night when some of America's most outstanding men and women are honored at the impressive black-tie Banquet of the Golden Plate.

WHO ARE THE GUESTS OF HONOR:

For possible invitation to the Salute to Excellence weekend, the Academy annually reviews a broad spectrum of inspiring "exemplars of excellence" from three main categories of recognition:

- recent recipients of high national or international honors.
- extraordinary achievers who have been featured in the national press.
- a leader whose title implies exceptional accomplishment.

WHO SELECTS THE GUESTS OF HONOR:

The Golden Plate Awards Council is comprised of many eminent past honorees of the Academy who annually select 40 new guests of honor. Ten most illustrious Awards Council members join the new guests of honor at the Salute program, and participate in the award presentation at the Banquet of the Golden Plate.

GOLDEN PLATE AWARDS COUNCIL*

ROBERT O. ANDERSON
Chairman, Arco
DR. ISAAC ASIMOV
Renowned Science Writer
EDWARD ASNER
Seven Emmy Awards
SENATOR HOWARD BAKER
U.S. Senate Majority Leader
STEPHEN D. BECHTEL
International Construction
MELVIN M. BELLI
"King of Torts"
ERMA BOMBECK
Author and Humorist
DR. HERBERT W. BOYER
Pioneer in Gene-Splicing
RAY CHARLES
Musician/Vocalist/Executive
CLARK M. CLIFFORD
"Dean of Washington Lawyers"
DR. IRVING S. COOPER
Neurological Surgery
DR. MICHAEL E. DeBAKEY
Renowned Heart Surgeon
OLIVIA DE HAVILLAND
Two Oscars for "Best Actress"
DR. LEE A. DuBRIDGE
President Emeritus, Cal Tech
CLINT EASTWOOD
#1 Box Office Champion
SENATOR SAM J. ERVIN, JR.
Public Service
J. ROBERT FLUOR
Global Construction Empire
JOHN FORSYTHE
TV Star of "Dynasty"
STEVE GARVEY
"Iron Man of Baseball"
DR. SHELDON L. GLASHOW
Nobel Prize in Physics
DR. STEPHEN JAY GOULD
Evolutionary Theorist

WAYNE GRETZKY
Hockey's Scoring Champion
ALEX HALEY
Pulitzer Prize for "Roots"
HELEN HAYES
First Lady of the American Theatre
DR. ELWOOD V. JENSEN
\$100,000 Cancer Research Award
DR. DONALD C. JOHANSON
Origins of Man's Evolution
GEN. DAVID C. JONES, USAF
Former Chairman, Joint Chiefs
TOM LANDRY
Champion Dallas Cowboys
NORMAN LEAR
Famed Television Producer
SOL M. LINOWITZ
International Statesman
WILLIE MAYS
Baseball's All-Around Super-Star
JAMES A. MICHENER
Pulitzer-Prize Novelist
DR. MARVIN MINSKY
"Father of Artificial Intelligence"
ALLEN H. NEUHARTH
Communications Empire
EDWARD N. NEY
Advertising "Man of the Year"
LOUIS NIZER
Law and Literature
DR. GEORGE E. PALADE
Nobel Prize in Medicine
DR. LINUS PAULING
Recipient of Two Nobel Prizes
HON. CLAUDE D. PEPPER
"Champion of the Elderly"
JAY A. PRITZKER
Law and Business

BURT REYNOLDS
"America's Favorite Actor"
GEN. BERNARD W. ROGERS
Supreme Allied Commander Europe
DONALD H. RUMSFELD
Business and Public Service
DR. ARTHUR L. SCHAWLOW
Nobel Prize in Physics
DR. GLENN T. SEABORG
Nobel Prize in Chemistry
BROOKE SHIELDS
Model and Actress
HON. JOHN J. SIRICA
Watergate Trial Judge
JAMES STEWART
Hollywood Immortal
HON. KENNETH D. TAYLOR
Congressional Gold Medal
DR. EDWARD TELLER
Nuclear Physics
DR. SAMUEL C.C. TING
Nobel Prize in Physics
ADMIRAL STANSFIELD TURNER
Former CIA Director
GENERAL JOHN W. VESSEY, JR.
Chairman, Joint Chiefs of Staff
HERSCHEL WALKER
Football All-American
HON. WILLIAM H. WEBSTER
Director of the FBI
HENRY WINKLER
TV Star of "Happy Days"
JOHN WOODEN
Basketball Hall of Fame
BRIG. GEN. C.E. YEAGER, USAF
Aviation Hall of Fame
HON. ANDREW YOUNG
Champion of Civil Rights

*partial list. Each member is a past recipient of the Golden Plate Award.



During the 1977 Salute to Excellence weekend at Orlando, Florida, Mr. and Mrs. Ernest W. Hahn — one of America's largest shopping center developers — chat with Pulitzer Prize winning author of "Roots," Alex Haley.



Dr. Sheldon L. Glashow — Professor of Physics at Harvard University, recipient of the Nobel Prize, and one of the 1980 Academy guests of honor — is presented with the Golden Plate Award by Dr. Edward Teller — past honoree now serving on the Golden Plate Awards Council.



Paul H. Smucker — past Academy Board Chairman — presents a 1983 "Golden Eagle Award for the Promise of Greatness" to one of the 40 national champion honor students, Susan Susedik — who, at the age of 5, was "the youngest girl in American history to be a full-time high school student," and now is a 12-year-old college pre-med major.

WHO ARE THE HONOR STUDENT PARTICIPANTS:

In the name of each honor student sponsor recruited by the Academy, a winner in either state or national scholastic competition is chosen for the complimentary invitation to the "gathering of the greats."

The prestigious organizations which stage these national youth competitions — and are allied with the Academy — include Veterans of Foreign Wars (and its Auxiliary), Science Talent Search, Future Business Leaders of America, Commission on Presidential Scholars, National Merit Scholarship Corporation, Future Farmers of America, Quill & Scroll Society, Elks Foundation, Music Teachers National Association, America's Junior Miss, Boys' Clubs of America, Hearst "U.S. Senate Youth Leaders," President's Committee on Employment of the Handicapped, National 4-H Council, Soroptimist Foundation, Junior Engineering Technical Society, Academy of Applied Science, National Exchange Club, and Junior Achievement.

In nearly 100 cities across the country where the Academy has pre-recruited a sponsor, the two "Teenagers of the Year" — one most outstanding boy and one most outstanding girl — are designated on behalf of the Academy, by a local selection panel under the coordination of the Superintendent of Schools, as honor delegates to the Banquet weekend.

The Salute program is an "endorsed activity" of the National Association of Secondary School Principals.

SPONSORSHIP OF HONOR STUDENTS:

Each high school honor student's all-expense-paid-participation in the Salute to Excellence program is made possible by a yearly donation — from either a corporate or individual sponsor — of \$1,000 . . . which covers:

- round-trip plane fare to the "host city"
- deluxe lodging and meals for the weekend
- the symposium series
- three dances
- an outing
- local bus transportation
- the Banquet of the Golden Plate
- tuxedo or corsage
- the Banquet yearbook
- and the Golden Scroll Award (to be presented by the sponsor at a hometown news-photo ceremony).



Two "gold medal" galvanos — in recognition of "extraordinary service" to the American Academy of Achievement — are presented at the 1980 Banquet of the Golden Plate in Los Angeles: Admiral Stansfield Turner, Director of the CIA, to film immortal Olivia de Havilland; and Harry A. Merlo, Academy Board Chairman, to TV star Edward Asner.

WHO GOVERNS THE ACADEMY:

The Board of Patrons — comprised exclusively of "Patrons of the Academy" whose donations provide the program's basic national funding — oversees all financial aspects of the Academy's operation. Each year, the Board's executive committee reviews — and considers for its approval — a detailed budget, including staff salaries and all other Academy expenditures.

The executive committee receives a monthly financial report from its CPA and the Academy national headquarters. Additionally, an annual audit is presented to the entire Board by Touche Ross & Co., San Diego.

The current "Patrons of the Academy" and Executive Officers are:

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Author of "Hanta Yo"
San Juan Islands, Washington

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New York, New York

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St. Louis, Missouri

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PRESTON ROBERT TISCH, President
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New York, New York

JAY VAN ANDEL, Co-Founder
Amway Corporation
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MARJE VAN ANTWERP
Philanthropist
Sarasota, Florida

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Realtor/Developer
Indian Wells, California

RAY WATT, Chairman
Watt Industries, Inc.
Los Angeles, California

SIGFRIED WEIS, President
Weis Markets, Inc.
Sunbury, Pennsylvania

EDWIN C. WHITEHEAD, Founder
Technicon Corporation
Greenwich, Connecticut

E. MANDELL deWINDT, Chairman
Eaton Corporation
Cleveland, Ohio

Two of the guests of honor on the dais at the 1977 Banquet of the Golden Plate: The Honorable John J. Sirica — Water-gate trial judge and Time Magazine's "Man of the Year" — with Brig. General Dan Shomron, leader of Israel's dramatic rescue of 100 hostages at Entebbe.



ENDOWMENT FUND:

An Endowment Fund drive has been launched to provide an on-going source of revenue to carry on the Academy's work.

The successful completion of the Endowment Fund drive will help assure the perpetuation of the Academy's programs, which are aimed at inspiring America's most promising Young Leaders of Tomorrow towards the noblest and ever higher goals in life... and the pursuit of excellence in their own careers.

TAX-FREE STATUS:

The Academy is a non-profit organization and all contributions to the Endowment Fund and to the Academy itself are exempt from Federal tax under 501(c)(3).

FUTURE ACADEMY "HOST CITIES":

- 1984 - Minneapolis - July 5-8
- 1985 - Denver - June 27-30
- 1986 - Tampa/Disney World - June 25-29



Helen Hayes, "First Lady of the American Theatre," one of the guests of honor at the 1972 Salute to Excellence weekend, fascinates the audience of several hundred honor students with memories of her 66 years on the stage and screen.

AMERICAN ACADEMY OF ACHIEVEMENT

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