

The Sugar Association, Inc.

Suite 1017
1511 K Street NW
Washington, D.C. 20005
(202) 628-0189

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Sustaining Members

American Crystal Sugar Company
Moorhead, Minnesota

Amstar Corporation
New York, New York

California & Hawaiian Sugar
Company
San Francisco, California

The Great Western Sugar Company
Denver, Colorado

Gulf & Western Food Products
Company
Vero Beach, Florida

Hawaiian Sugar Planters' Association
Washington, D. C.

Holly Sugar Corporation
Colorado Springs, Colorado

Monitor Sugar Company
Bay City, Michigan

North American Sugar
Mobile, Alabama

Osceola Farms Co.
Palm Beach, Florida

Savannah Food & Industries, Inc.
Savannah, Georgia

SuCrest Corporation
New York, New York

Sugar Cane Growers Cooperative of
Florida
Belle Glade, Florida

United States Sugar Corporation
Clewiston, Florida

U and I Incorporated
Salt Lake City, Utah

Contributing Research Members

The Coca-Cola Company
Atlanta, Georgia

General Foods Corporation
White Plains, New York

General Mills, Inc.
Minneapolis, Minnesota

Hershey Foods Corporation
Hershey, Pennsylvania

Life Savers, Inc.
New York, New York

M&M* Mars
Hackettstown, New Jersey

Nabisco, Inc.
Fair Lawn, New Jersey

Quaker Oats Company
Barrington, Illinois

Introduction



Over the years The Sugar Association has moved from the direct promotion of sugar usage through advertising and publicity, with incidental support of scientific research, to a program of public information aimed at establishing the facts concerning sugar and health with the consuming public.

One might say that we have moved to the defensive — the defense of our primary product — and be right in the sense that we have come under increasing attack and have had to do something about it. But we have not adopted and, hopefully, not reflected a defensive attitude.

We have changed because the world around us has changed. We could not stand still, holding to our old patterns, and hope to be a viable and useful instrument of the industry we represent.

The single most significant development influencing the course of the Association has been the rise of consumerism — a social movement based on sound objectives, but hampered by its demand for immediate answers to complex questions. Industry has no choice but to deal with this potent public force, but it is not easy. Spokesmen for the movement are invariably dedicated but frequently misinformed. They are particularly vulnerable in scientific matters, which require training and background for full understanding. Nonetheless, they do not hesitate to take their gospel to the public.

As well, the cynical promoters of fad health products, who have latched on to consumerism for economic purposes, confuse equally the honestly motivated advocates and the consuming public, making it more difficult for industry to convey its messages.

Our job is to take all of this into account, to analyze the nature and the sources of the attacks on sugar and to devise methods to meet the challenges. First we have had to establish credibility, for one of the offshoots of the consumer movement has been a great weakening of public faith in the motives of business and industry. We are certainly not alone in facing up to this decline of public faith; but recent events, with which we are all familiar, have not helped, including a public reprimand for our past advertising practices.

Obviously, the onus is upon us to establish and nurture our credibility as an industry. We are fortunate in that we are working in a field where scientifically established facts are our main raw material. But in preparing and transmitting our public information messages we must guard relentlessly against chinks in our credibility. Thus we must look to and rely heavily on the scientific community for its input and its guidance, as well as its review of our work as it progresses.

We are operating on a two-way street: on the one hand stimulating and absorbing an inflow of facts and information, while on the other incorporating these elements in our outflow to the public.

With this background, I ask that you examine the following pages in which we attempt to describe to you briefly how we go about our business, touching on both policy and organization, with the hope that such an overview will help you to better understand the Association's mission.

A handwritten signature in dark ink, appearing to read "J. W. Tatem, Jr.", written in a cursive, stylized script.

J. W. Tatem, Jr.
President

History

The Association was founded in April 1949 and until the summer of 1974, when it moved to Washington, D.C., was located in New York City—in its early days in the Wall Street area and later uptown next to Pennsylvania Station. For many years it consisted of two divisions—Sugar Information, Inc. and Sugar Research Foundation, with the former carrying out informational and promotional assignments and the latter developing and contributing financial support to scientific research. The Sugar Association, Inc., then as now, was the corporate title.

In 1968 Sugar Research Foundation was dissociated from the Association and became the International Sugar Research Foundation. ISRF continues in operation today, with offices in Bethesda, Md.

In 1973 Sugar Information was dropped because there was no longer a formal division of labor inside the Association. It lessened confusion.

The decision to move to Washington was based on the thought that more and more the problems of the industry were centering on the threat of restrictive legislation and regulation by Government agencies. Many consumer groups, numbering some of the opponents of sugar, were headquartered in Washington. The move also encouraged cooperation and information exchange with the industry's other associations, most of which were already there.

Today

The Sugar Association, a trade organization, is governed by a Board of Directors representing the various segments of the U.S. producing industry. Included on the Board are officials from allied sugar industry organizations: the American Sugar Cane League, the U.S. Beet Sugar Association and the U.S. Cane Sugar Refiners' Association. The Board meets three times a year — in February, May and October, with the annual meeting of members held concurrently with the May meeting. A listing of Board members (1976-7) is included in this brochure.

Officers

Chairman of the Board

William W. Sprague, Jr.
Savannah Foods & Industries, Inc.

Vice-Chairman of the Board

John B. Boy
United States Sugar Corporation

President

John W. Tatem, Jr.
The Sugar Association, Inc.

Vice President

Horace D. Godfrey
American Sugar Cane League

Treasurer

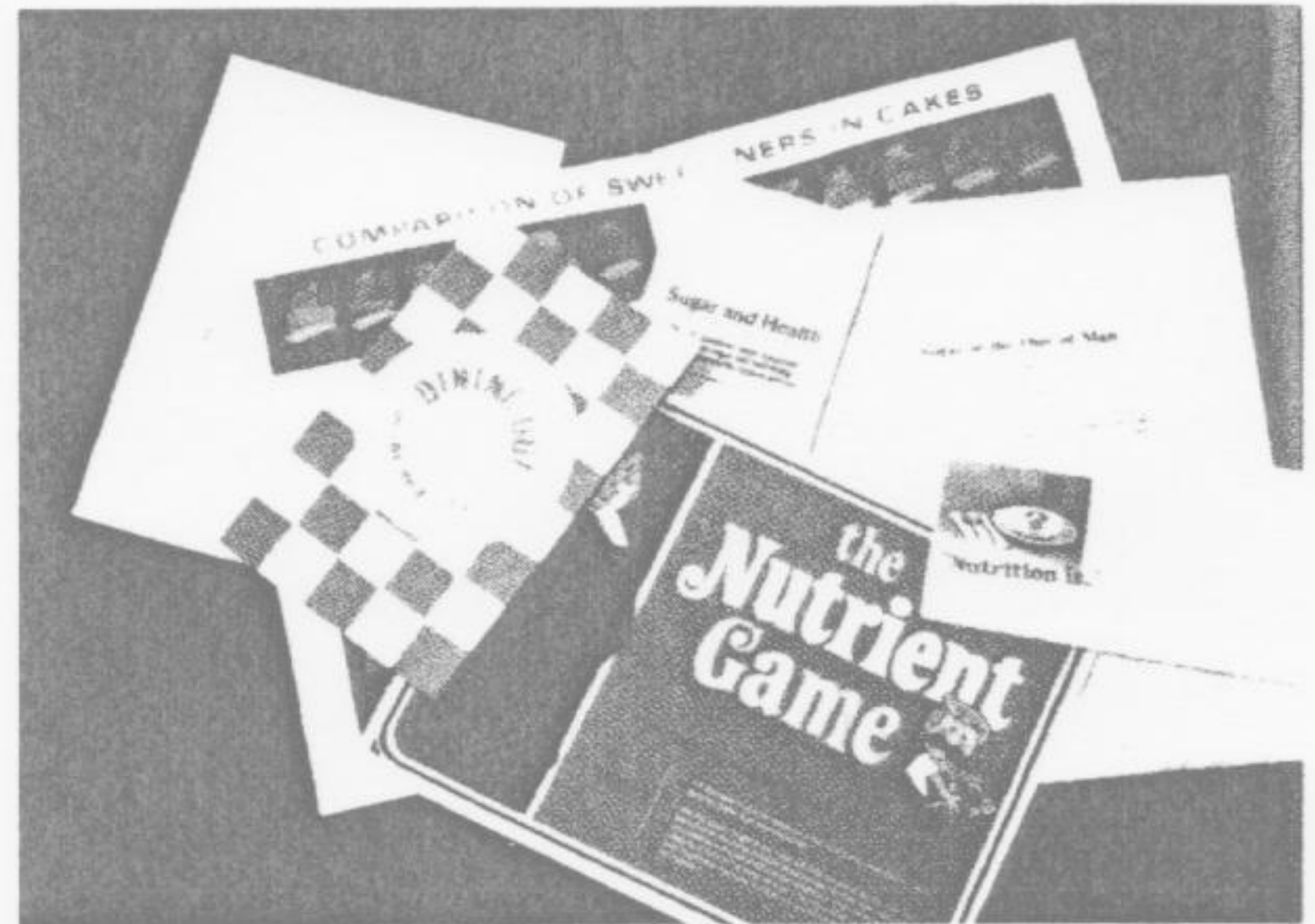
David C. Carter
U.S. Beet Sugar Association

Secretary

Roger H. Sullivan
Hawaiian Sugar Planters' Association

Assistant Secretary

Delta R. Barbour
The Sugar Association, Inc.



Membership

The Sugar Association has three classifications of membership:

- 1) *Sustaining Members*, which are companies representing the U. S. sugar beet processing industry, the sugar cane growing industry and the raw cane sugar refining industry.
- 2) A special classification of membership, *Contributing Research Member*, was recently opened to those user industry companies that wish to participate in the selection and funding of scientific research pertinent to the establishment of the facts concerning sugar and health.
- 3) *Associate Membership* is available to those not engaged in the marketing of sugar in the United States. At present there are no Associate Members. Sustaining and Associate Members contribute to funding on the basis of sales. Contributing Research Members contribute fixed sums for research.

Its Purpose

The Association has developed into the public information and education arm of the sugar industry in matters of nutrition and health. As such, it is responsible for the dissemination of substantiated scientific information pertaining to the use of sugar as a food—to its members, user industries, professional groups and the consuming public.

Its Basic Position

The Association's basic position—supported by existing scientific knowledge and the expressed policy position of the U. S. Government through the Food and Drug Administration—holds that sugar is a safe food, which when consumed in moderation plays an important role in a balanced diet.

Its Objectives

The Association's long-term objective is to establish the scientific facts concerning sugar and health with as many of the 215 million potential U. S. consumers of sugar as is possible through all available means of communication. Its short-term objective is to establish the facts with those specialized professional audiences best prepared to interpret them and in good conscience pass them on to the consuming public. These groups include the scientific community (doctors, dentists and researchers), dietitians, home economists, teachers, government health officials, user industry groups and the media.

Program Implementation

The Association operates on the principle that a program of information and education is only as good as the information it dispenses. In essence the organization's activities consist of two basic functions—information gathering and information distribution, with the former feeding and sustaining the latter.

Consumer Movement

For many years the sugar industry lived comfortably in the knowledge that its products had universal acceptance, with minor exceptions. At the same time sugar's imparting sweetness, provision of energy and purity were highly valued.

But with the rise of the consumer movement in the late 1960's, consumers, taking nothing on faith, began demanding detailed evidence to support product claims. Doubts arose and were exploited, many directed at our food supply. Though there is no perfect food, some lay critics demanded that each be so. Many, including sugar, were put on the defensive.

The enemies of sugar have charged it with contributing to every disease and physical ailment known to man, from heart disease to sweating palms. A recent survey indicated that as an aftermath of the 1974-75 price runup, some housewives have become more concerned about the issue of sugar and health.

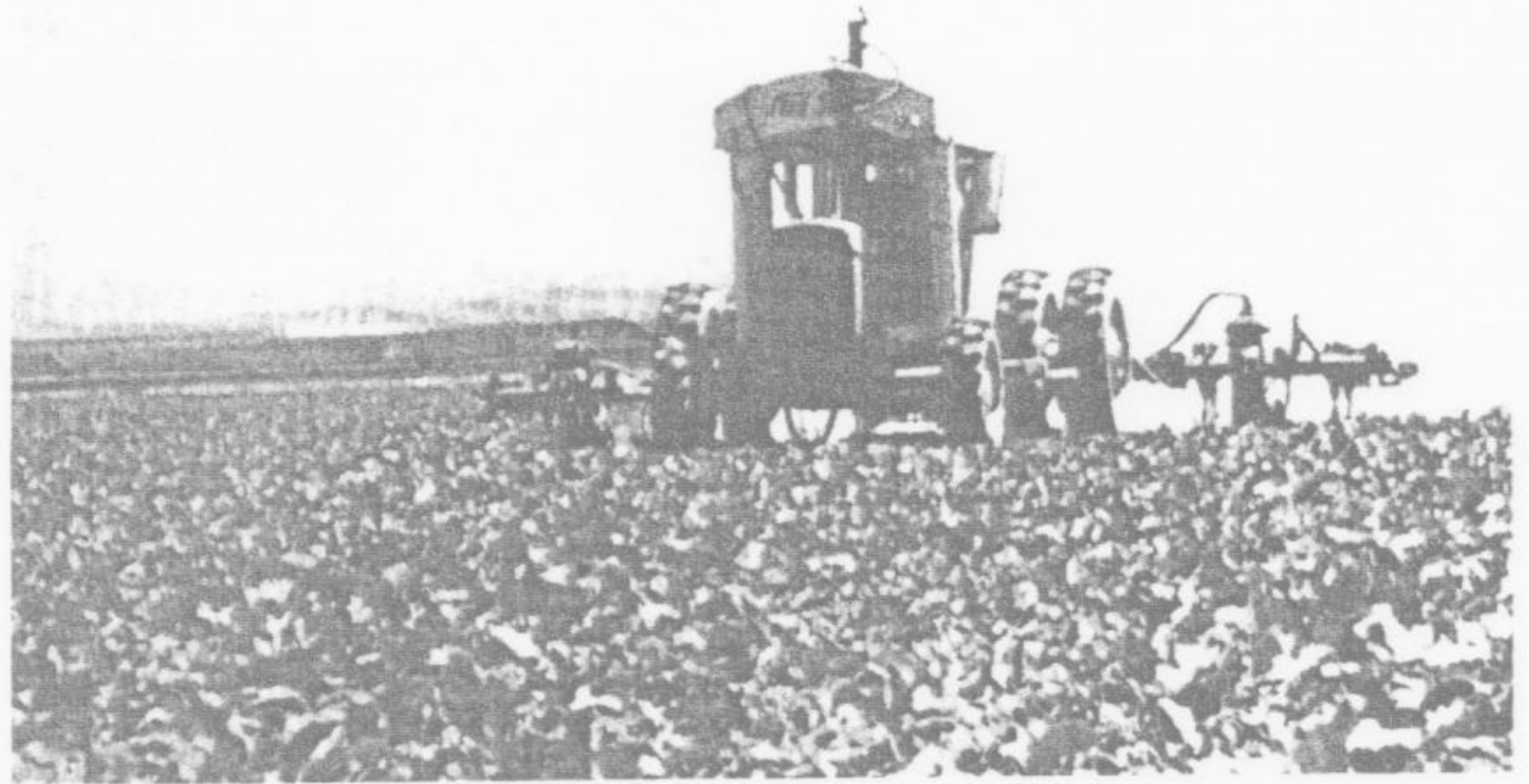
The Association had to answer back to establish the facts or run the risk of having its members be legislated out of existence.

Sugar and the Consumer Movement

Invariably, opportunists are quick to take advantage of social change. The consumer movement has provided great impetus to the promoters of health foods, fad diets and quack remedies, many of whom are adept at exploiting the media to serve their purposes.

The basics of sound personal nutrition are relatively simple, but the individual is frequently confused by the complexities of the body's use of food (metabolism). The promoter thrives in this atmosphere and will deliberately stimulate this confusion to cover his distortion of the facts.

Sugar, for a number of reasons, became a target of the promoters. One reason, perhaps, is the puritanical hangover in some of us that regards anything that gives pleasure as somehow sinful and fattening. More probably, sugar became a handy target because of its high visibility as a universally used food, overindulgence on the part of some consumers, its long association with tooth decay and the concentrated efforts of other industries to draw attention from the contributions of cholesterol to heart disease. The appellation, "Sugar Baron," still brings to the consumer oriented the thought of huge profits, now known as "ripoffs."



Unfortunately, whatever the reasons, the persuasive purveyors of nutritional rubbish have misled a great many well-meaning advocates and media commentators, who in turn have misled the consuming public. As a result, sugar, once accepted almost without question, has become a highly controversial food.

Sugar Controversy

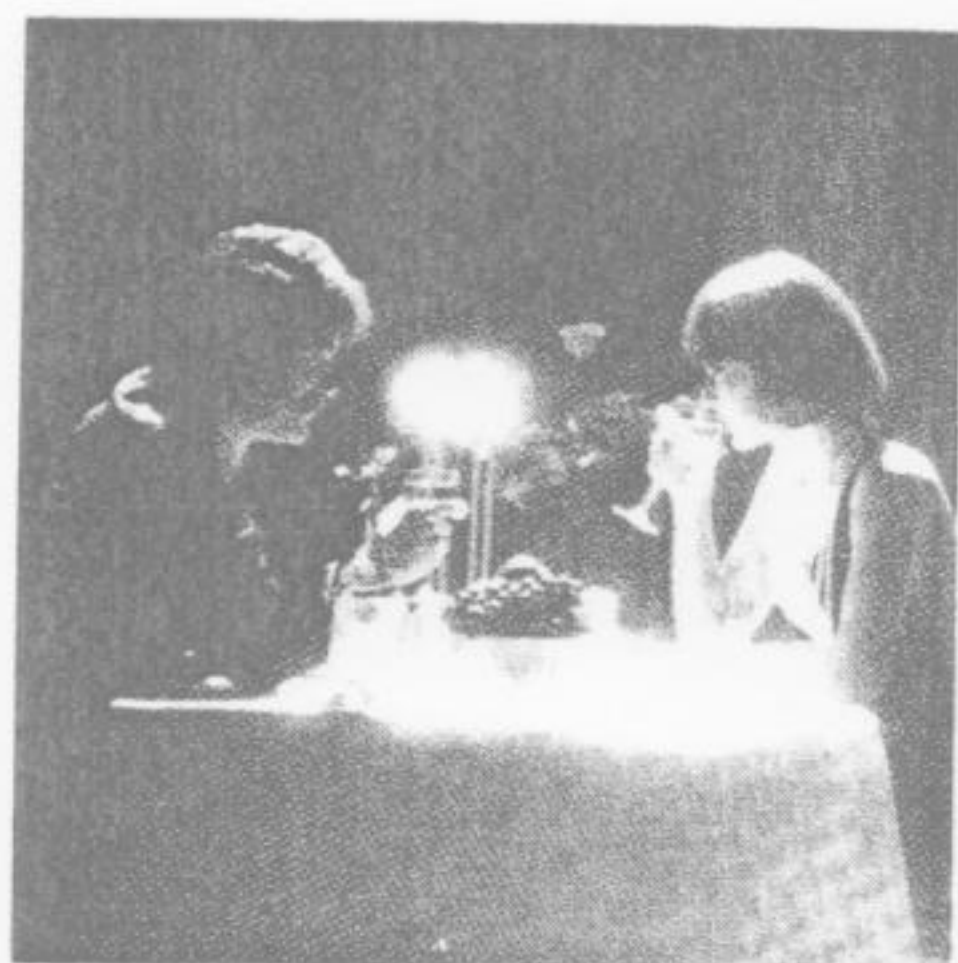
In the media, the controversy over sugar has been inspired largely by laymen, using as authorities some in the medical community who have theories that do not coincide with, or at least oversimplify, those of the majority of qualified experts and the body of scientific knowledge relating to sugar and health. Some critics represent opposing commercial interests. The Association has not found concentrated opposition to sugar in responsible medical circles, but it has detected concern among many individual doctors and dentists unfamiliar with the facts. This, unfortunately, seems to influence the thinking and actions of national and local politicians.

The Scientific Facts

The debate over sugar centers largely on two false charges: 1) *Americans are consuming ever-increasing amounts of sugar;* and 2) *This excessive consumption is contributing directly to the incidence of a multiplicity of maladies, including death-dealing diseases.* The charges have lent credence to a number of "myths", such as "Sugar makes you fat"; "Sugar provides empty calories"; "Sugar is addictive."

Although unsubstantiated, these allegations and myths have gained a considerable degree of public acceptance, because neither our scientific community nor our food industries have in the past communicated effectively with the public. The initiative has been allowed to go to the enemy—the nutrition theorists in show business, the hucksters of diet books, the sellers of health foods and their ilk.

They would deny the tentative conclusions of the Government's GRAS (Generally Recognized As Safe) Review Committee—as did a recent *N.Y. Times* piece, in failing to mention the GRAS report—that declared sugar to be safe at current consumption levels.



In regard to consumption, statistics indicate that U.S. per-capita disappearance of sugar has been unchanged at about 100 lbs. for over 50 years, with the exception of the World War II years, and in 1975 when it dropped to about 90 lbs. owing to a world-wide shortage that pushed its price to abnormal levels. It is estimated that actual consumption runs about 20 per cent less, because USDA figures are based on deliveries and do not reflect spillage, spoilage and waste.

Sugar, as a carbohydrate, contributes the same number of calories per unit weight as protein and half that of fat. Thus sugar contributes no more to obesity than any other food and less than many fat-laden products. Weight control is simply a matter of balancing food intake with energy expenditure.

However, sugar, as a food, in certain forms and when consumed with abnormal frequency does contribute to dental caries.

In confronting its critics the Association tries never to lose sight of the fact that no confirmed evidence links sugar to the death-dealing diseases. This crucial point is the life blood of the Association and the industry it represents.

Gathering the Facts

As mentioned earlier, before the Association can disseminate the facts through its information program, it has to secure them. In addition to collecting readily available existing data, it must prompt those capable of providing additional information and stimulate research that will uncover new material. The Association looks to the scientific community to gather, interpret, organize and publish the facts concerning sugar and health and relies on the help and guidance of the Food and Nutrition Advisory Council and other established sources of scientific information.

The organization seeks out and supports scientific research projects that may add to the existing body of knowledge relating to sugar and health, which can ultimately serve to increase public understanding.

It also supports a modest program of nutrition education. In doing so, it not only increases public awareness of the importance of good nutrition but provides a base from which to correct the misapprehensions surrounding sugar.

To support sound nutrition requires a commitment to fight the forces of nutrition misinformation and quackery. This the Association has done in its public statements and with its support of institutions fighting this battle and continues to do.

Organization

The day-to-day work of the Sugar Association is primarily that of external relations. The Association has a number of publics, or target audiences, with which it regularly communicates — the scientific community, including doctors and dentists; professional nutritionists, including food technologists, dietitians and home economists; government officials, primarily those working with sugar-concerned organizations, such as the Department of Agriculture, the Food and Drug Administration and the Federal Trade Commission; user groups, such as The Cereal Institute, National Soft Drink Association and the National Confectioners Association; and the media. The final audience, of course, whether it takes its sugar directly or through sugar-containing products, is the consuming public.

For ready understanding, it is easiest to think of the Association's daily activities as being divided between public relations and scientific functions.

Scientific

Scientific activities include liaison between the scientific community and Association members, responsibility for an extensive review of technical literature concerning sugar and related sweeteners, the establishment of substantiation for information dispensed to the Association's various target audiences, the screening of proposed research projects and preparation of scientific reports and literature.

As a member of the International Sugar Research Foundation, the Association — representing its members — coordinates with that organization



on industry research in the fields of health, food technology and sucrochemistry. Membership in ISRF permits the Association to participate in research projects initiated in other sugar producing countries and to bring to the attention of these same countries, for their consideration, projects being supported in the United States. All such cooperative research is in the public domain.

Public Relations

The public relations program is made up of unstructured and structured segments. The unstructured portion includes basic press relations, response to inaccurate reporting, preparation of news releases and articles and response to requests for assistance from the public, regardless of their nature. The function covers emergencies and unanticipated projects.

The structured portion of the program consists of specific ongoing communications projects.

The current program includes the promotion of a 26-minute award-winning film on the basics of nutrition, "Nutrition Is" — which is being distributed across the country to schools, clubs and professional organizations on a free-loan basis.

It also includes supervision of a *Food and Nutrition Information Program*, through which Association dietitians meet with professionals in the field of nutrition to explain the story of sugar and health and enlist their aid in taking the facts to the consuming public. This service currently is available in 10 cities: Atlanta, Chicago, Dallas-Ft. Worth, Hartford-Springfield, Kansas City, Nashville, New Orleans, Oklahoma City, San Diego and Seattle.



The Association is also supporting with unrestricted grants to two universities programs of Nutrition Information and Education aimed at refuting the misinformation being dispensed to the public by food fad-dists and fad-diet promoters.

In the past the structured portion of the public relations program has included, among others, various opinion surveys, a program of direct-mail information to doctors and dentists and assorted publication projects.

Conventions

In an activity that complements these basic functions, the Association represents its members at a number of professional and industrial conventions—including those of the Institute of Food Technologists, the American Home Economics Association, the American Dietetic Association, the National Confectioners Association and the National Soft Drink Associa-

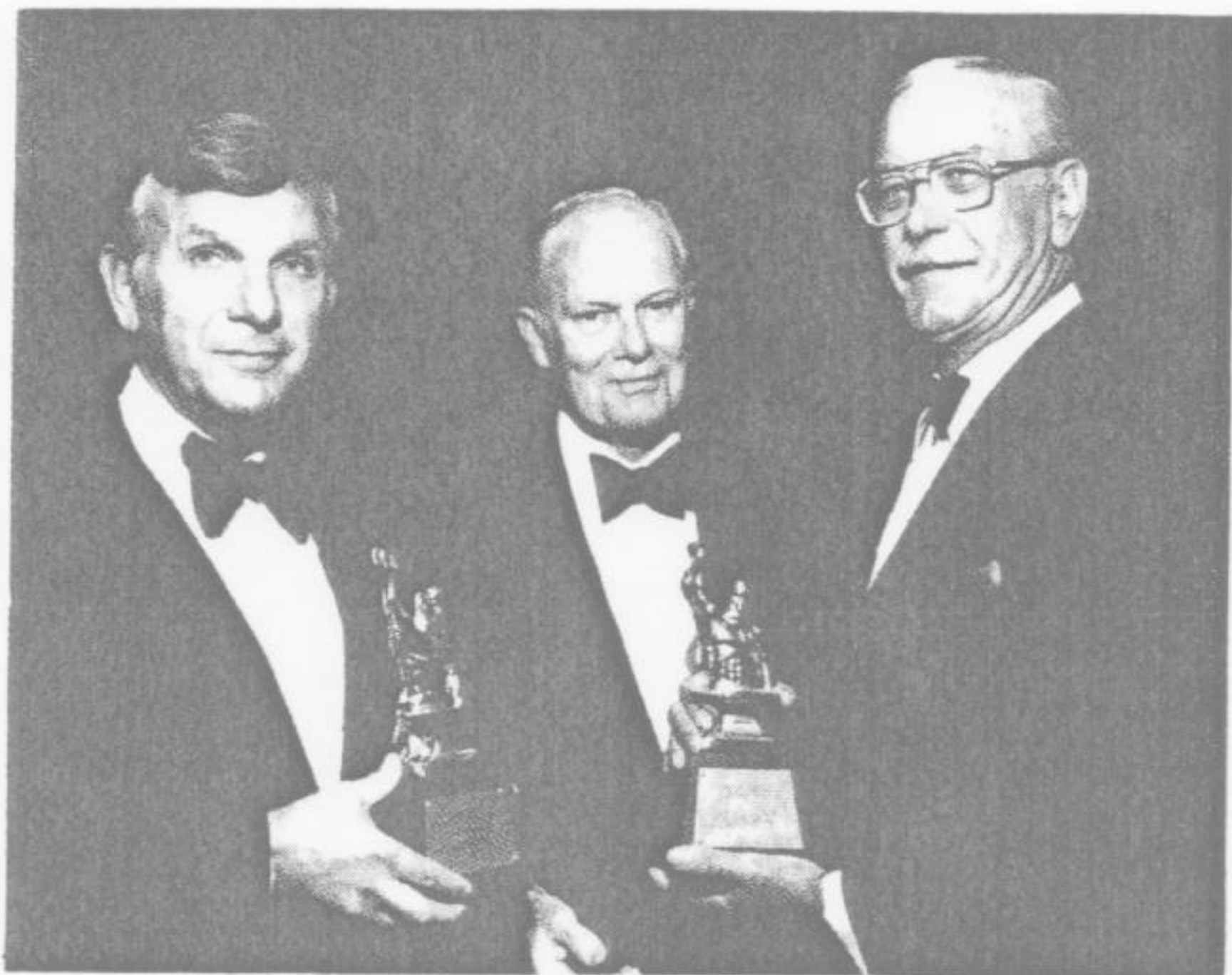
tion. In addition, it frequently participates in the Newspaper Food Editors Conference.

Library

The Association maintains a well-stocked library, which contains some of the oldest and most valuable volumes concerning sugar to be found in the country. As well, on a daily basis, it processes an incoming flow of scientific and legislative information and updates its permanent data resources.

Public Communications Committee

The Association's Public Communications Committee, consisting of member-company communications executives, was organized in 1972 to provide input for the staff's communications/public relations activities and to help organize and supervise the basic program. Don Martin of Califor-



nia & Hawaiian Sugar Company is the present chairman. This committee has provided the broad professional approach necessary to sound communications.

Food and Nutrition Advisory Council

The Sugar Association is counseled by an independent scientific body of well-known and respected scientists. The rotating membership of this Food and Nutrition Advisory Council is composed of a group of medical doctors and dentists concerned with the problems of sugar and health who are experts in the various disciplines pertinent to the exploration of these problems.

The Council is dedicated to establishing the truth concerning sugar and health with the consuming public, as well as with academic, governmental and industrial audiences.

In addition to organizing and analyzing the existing information on sugar, the Council, as described previously, regularly reviews and recommends for funding by the Association research projects that might provide greater insight into sugar's problem areas.

Authority in scientific matters, including the substantiation of information dispensed to the public by the Association, rests with the FNAC. It is autonomous in its functions and as such provides unbiased opinions that can be incorporated in subsequent information programs. As a result, the industry's credibility has been enhanced and the Association has become a respected source of information in scientific and legislative circles. The sugar-user industry's respect for the FNAC has been instrumental in the creating of and the subscription to our CRM category.



Research Committee

The Sugar Association's Research Committee, organized in 1976, reviews scientific research projects pertaining to sugar and health that have been recommended by the Food and Nutrition Advisory Council.

Research proposals are submitted first to the Association scientific staff, either directly or through the offices of ISRF. After they have been screened, they are sent to the Food and Nutrition Advisory Council for study. If recommended by the FNAC, the Research Committee may approve a project for funding or reject it.

The Research Committee is made up of an equal number of Sustaining and Contributing Research Members.

Food Technology and Sucrochemistry Committee

The Association's Food Technology and Sucrochemistry Committee, whose members represent only the Sustaining Member category, regularly reviews technical research proposals in the areas of food technology and sucrochemistry. Proposals are submitted first to the Association's technical staff, either directly or through the offices of ISRF. After they have been screened, they are sent to the FTSCC for study. Upon approval by the FTSCC, they are submitted to the Association's Board of Directors for funding consideration. Dr. Norris Bollenback is the chairman of this committee.

Staff

The Association staff numbers seven and is headed by John W. Tatem, Jr., president. In addition are Dr. Norris Bollenback, Scientific Director; Jack O'Connell, Director Public Relations; Delta Barbour, Assistant Secretary and Office Manager; Sarah Setton, Librarian; Dixie Bare, Secretary and Karen Poelsterl, Receptionist/Secretary.

The staff is small enough to function informally and to provide personalized services. However, to function efficiently it requires the support and input of its members and consultants. So assisted, it is equipped to take on the enemies of sugar — those who would have the public believe that consumption of sugar leads to a variety of serious maladies.

Consultants

Auditors

Arthur Andersen & Co.
Washington, D. C.

Legal Counsel

Sullivan & Cromwell
New York, New York
Corcoran, Youngman & Rowe
Washington, D. C.

Public Relations Counsel

Carl Byoir & Associates, Inc.
New York, New York

Summary

The battle for public attention is an arduous one. Owing to the times, corporate critics enjoy a greater credibility with the media and the public than do the members of the industrial community. In the case of sugar, the industry has the added complication of having to deal with myths, which hang on with the public well after they have been publicly challenged and disproved.

On balance, there is increasing evidence that good progress is being made in bringing the facts concerning sugar to the public's attention. In that the Association stands behind the scientific facts concerning sugar and health, it has established its credibility in a number of important circles. The tentative conclusions of the GRAS Committee have been exceedingly helpful. If the final report holds, as many anticipate, it will be a most formidable communications weapon. Grassroots feedback is quite positive. It appears that many among the silent majority—including teachers, home economists and dietitians—have faith in sugar and support its use in moderation.

The sugar industry continues to be faced with the fact that if the public turns against sugar, government restrictions will follow. However, it firmly believes that the facts support sugar's safety. The Sugar Association is dedicated to the principle that an informed public, given the facts, ultimately will reach sound conclusions.

Board of Directors



William W. Sprague, Jr.
Chairman of the Board

Charles Azarow
President, Sweetener Division
SuCrest Corporation
New York, New York

Aldrich C. Bloomquist
Vice President
American Crystal Sugar Company
Moorhead, Minnesota

John B. Boy *
President
United States Sugar Corporation
Clewiston, Florida

John B. Bunker
President
Holly Sugar Corporation
Colorado Springs, Colorado

Rowland M. Cannon
President
U and I Incorporated
Salt Lake City, Utah

David C. Carter
President
United States Beet Sugar Association
Washington, D. C.

Charles A. Coryell, Jr.
President
Monitor Sugar Company
Bay City, Michigan

Jose P. Fanjul
Vice President
Osceola Farms Co.
Palm Beach, Florida

Horace D. Godfrey
Vice President
American Sugar Cane League
Washington, D. C.

Guy D. Manuel
President, Spreckels Division
Amstar Corporation
New York, New York

James L. Mark
Executive Vice President
The Great Western Sugar Company
Denver, Colorado

H. Taylor Morrisette
President
North American Sugar
Mobile, Alabama

Robert O. Nagle
President
California & Hawaiian Sugar
Company
San Francisco, California

Gregg R. Potvin
President
United States Cane Sugar Refiners'
Association
Washington, D. C.

George H. Salley
Florida Counsel
Gulf & Western Food Products
Company
Miami, Florida

William W. Sprague, Jr.
President
Savannah Foods & Industries, Inc.
Savannah, Georgia

Roger H. Sullivan
Vice President
Hawaiian Sugar Planters' Association
Washington, D. C.

John W. Tatem, Jr.
President
The Sugar Association, Inc.
Washington, D. C.

George H. Wedgworth
President
Sugar Cane Growers Cooperative of
Florida
Belle Glade, Florida

*Vice Chairman of The Sugar Association
Board of Directors

Executive Committee

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U.S. Beet Sugar Assn.
Washington, D.C.

Carl Decker
U and I Incorporated
Salt Lake City, Utah

Everett E. Ellis, Jr.
Savannah Foods & Industries, Inc.
Savannah, Georgia

Claud D. Fleet, Jr.
The Great Western Sugar Co.
Denver, Colorado

Horace D. Godfrey
American Sugar Cane League
Washington, D.C.

Don F. Martin
California & Hawaiian Sugar Co.
San Francisco, California

A. C. Parker
Holly Sugar Corporation
Colorado Springs, Colorado

Gregg R. Potvin
U.S. Cane Sugar Refiners' Assn.
Washington, D.C.

Lawrence Raynor
Amstar Corporation
New York, New York

Don Walsh
Florida Sugar Cane League, Inc.
Clewistown, Florida

Food Technology & Sucrochemistry Committee

Dr. G. Norris Bollenback, Chairman

G. Norris Bollenback, Ph. D.
The Sugar Association, Inc.
Washington, D. C.

John E. Hayes
U and I Incorporated
Seattle, Washington

George Mulford
SuCrest Corporation
New York, New York

Robert E. Munroe
The Great Western Sugar Co.
Denver, Colorado

Whitney Newton II
Holly Sugar Corporation
Colorado Springs, Colorado

Neil Pennington
California & Hawaiian Sugar Co.
Crockett, California

A. B. Rizzuto
Amstar Corporation
Brooklyn, New York