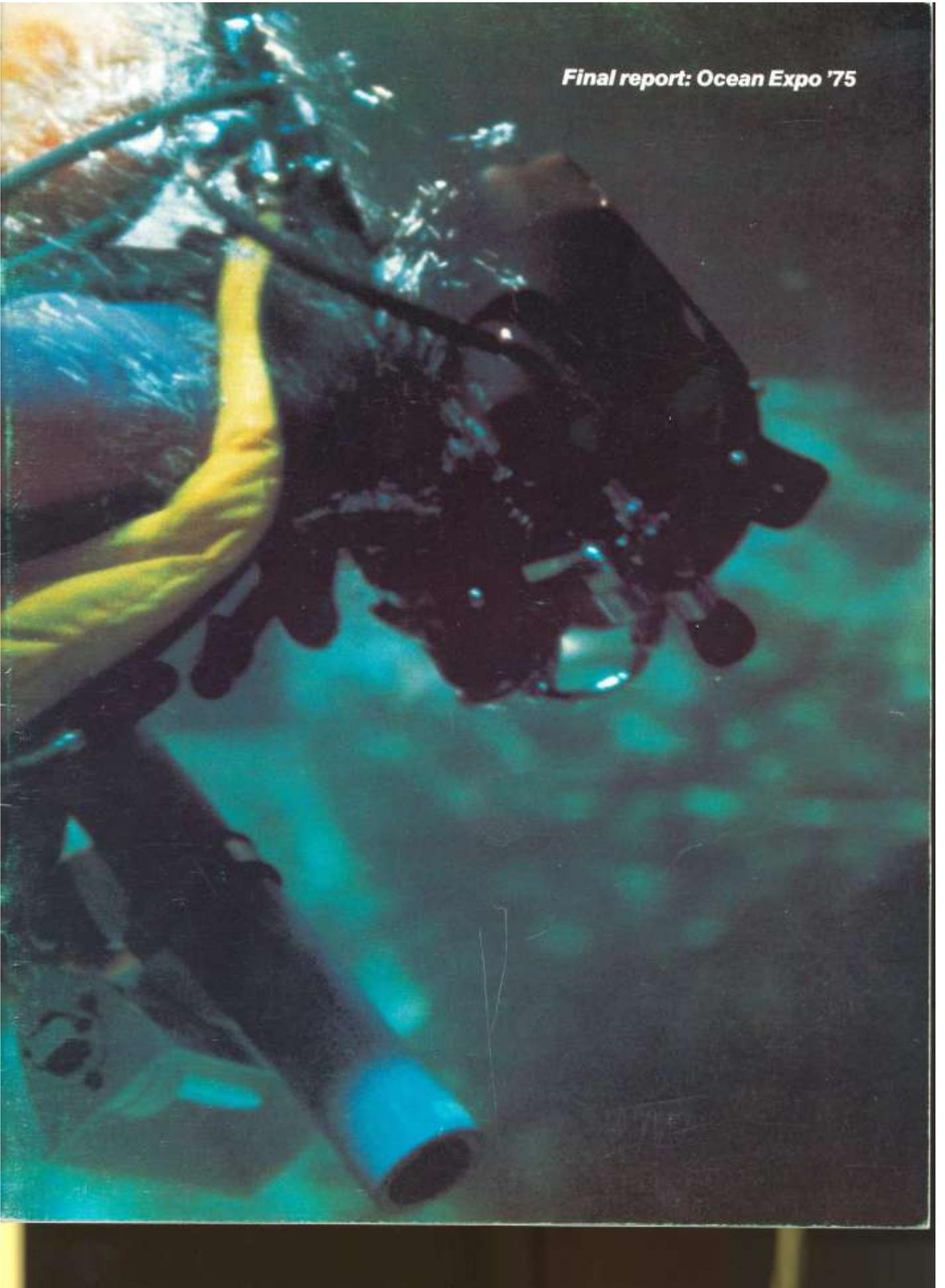
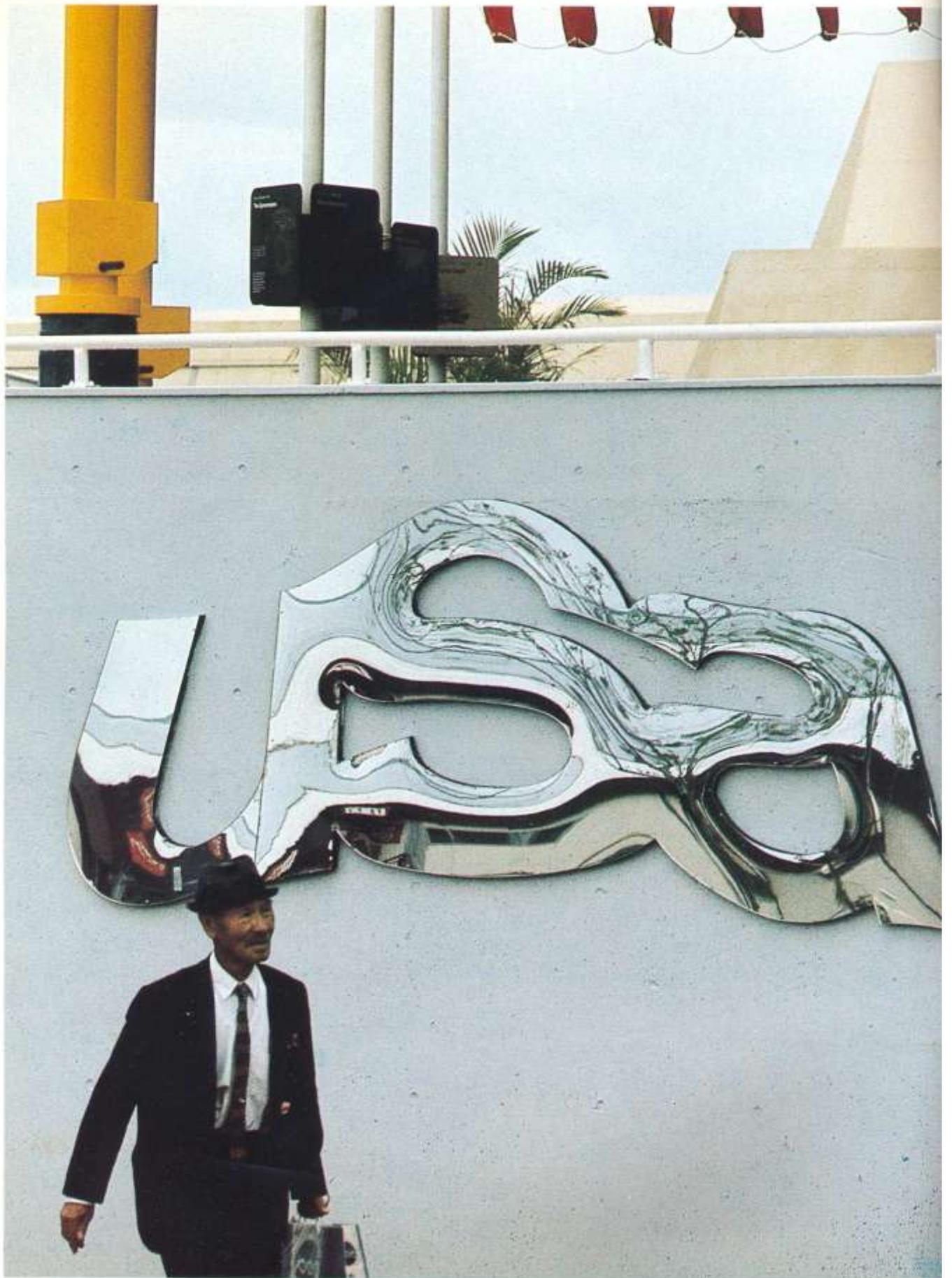


*Final report: Ocean Expo '75*





**Final report  
to the  
President**

**from the director  
of the  
United States  
Information Agency**

**on the First  
International  
Ocean Exposition,  
Motobu Peninsula,  
Okinawa, Japan  
July 20, 1975-  
January 18, 1976**

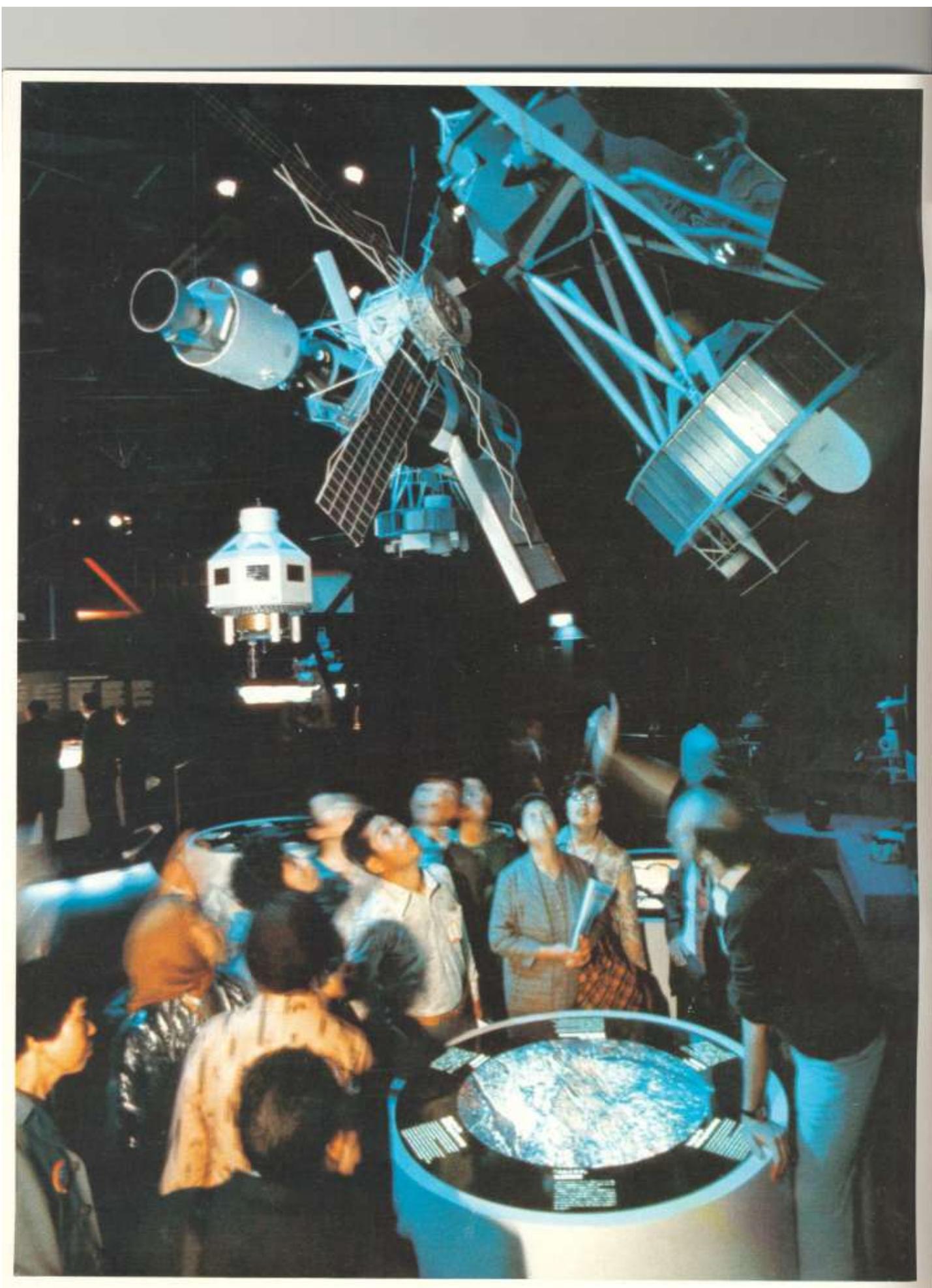
# ***Ocean Expo'75***

*James Keogh, Director, USIA*

*Laurence W. Lane, Jr.  
Ambassador  
and Commissioner General  
of the U.S. Exhibition*

*Charles H. Clarke  
Project Director*

*U.S. Information Agency  
1776 Pennsylvania Avenue, N.W.  
Washington, D.C. 20547*





UNITED STATES  
INFORMATION AGENCY  
WASHINGTON 20547  
OFFICE OF THE DIRECTOR

Dear Mr. President:

It is my pleasure to forward this final report on the official United States participation at the First International Ocean Exposition held on Motobu Peninsula, Okinawa, Japan between July 20, 1975 and January 18, 1976.

Ocean Expo's theme: the protection, preservation and development of man's ocean environment was topical and sensitive to our Japanese hosts as well as to representatives of the other 36 countries who joined us on Okinawa. The presence of a major United States exhibition at Ocean Expo 1975 enhanced America's role as a special partner with Japan in East Asia and in the world.

This report examines the scope, complexity and communications effectiveness of expositions and, in the "Recommendations" section, reinforces some of the observations made after other expos. The Recommendations also cite considerations which should be weighed when the United States embarks on developing official exhibitions as part of future international expositions.

On behalf of the United States Information Agency, I want to thank the

other departments and agencies of the Executive Branch which cooperated with the United States Information Agency in developing and operating the United States exhibition; the Committees of Congress which studied and approved the United States Information Agency's proposal for the project and finally, but particularly, the many contributors from American private industry without whose generosity we could not have displayed the achievements and capabilities of America's ocean enterprises.

Sincerely,

James Keogh  
Director

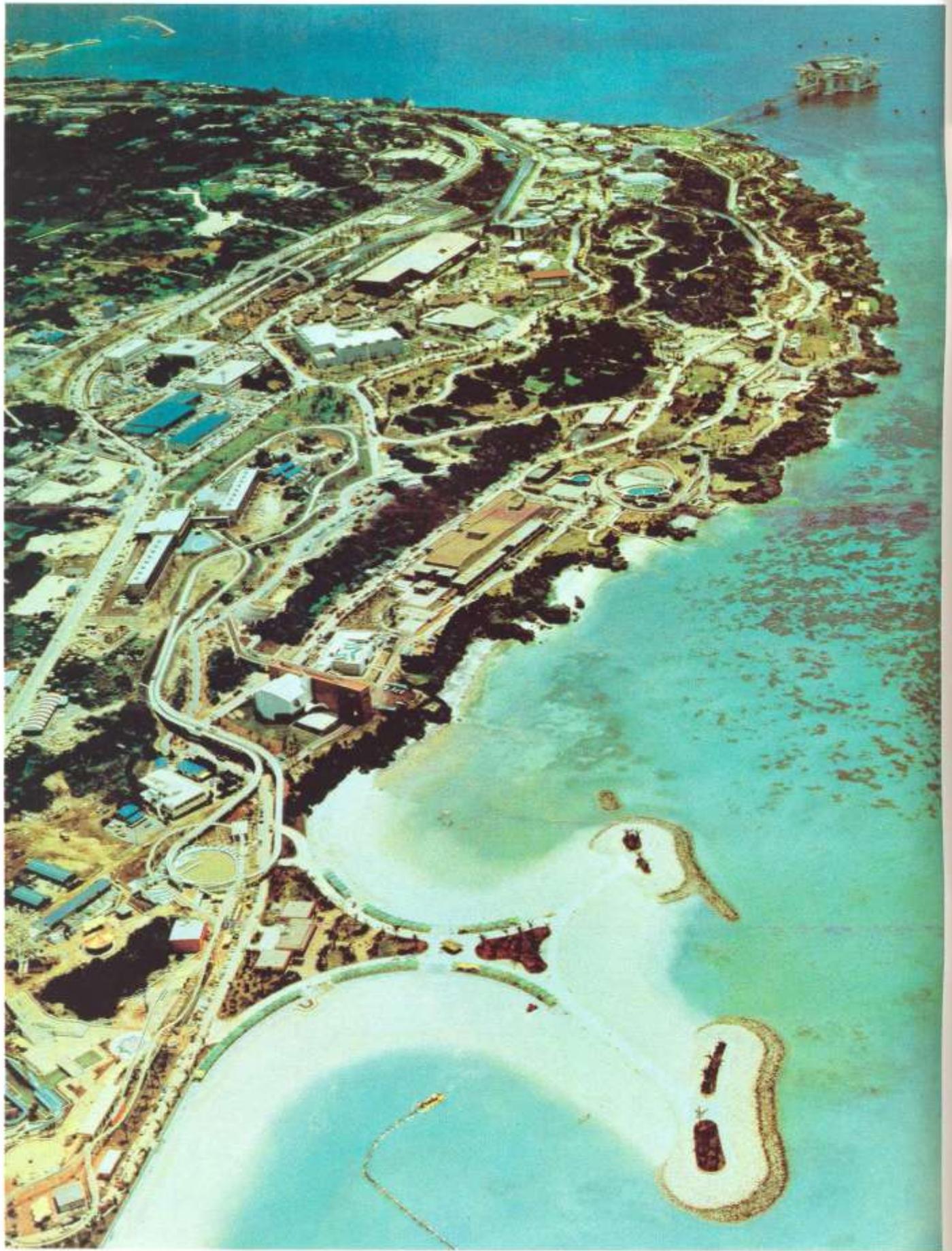
November 30, 1976



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Part I	<b>Facts about Ocean Expo '75</b> p. 7-8	A. Type of fair <b>7</b> B. Expo Theme <b>7</b> C. Schedule <b>7</b> D. Site <b>8</b> E. Participation <b>8</b> F. Political sensitivity <b>8</b> G. Attendance <b>8</b>
Part II	<b>U.S. legislation and executive action</b> p.10-11	
Part III	<b>U.S. Exhibition</b> p.13-48	A. Objectives <b>13</b> B. Organizational phase <b>14</b> C. Developmental phase <b>17</b> D. Production phase <b>23</b> E. Operations phase <b>29</b> F. Striking phase <b>48</b>
Part IV	<b>Conclusion</b> p.50-51	
Part V	<b>Recommendations</b> p. 53-57	A. Time <b>53</b> B. Time and attendance <b>53</b> C. Staff <b>53</b> D. Commissioner General <b>53</b> E. Funding <b>54</b> F. Management of funds <b>54</b> G. Concessions <b>55</b> H. Interagency committee <b>55</b> I. Design services <b>55</b> J. Press and public relations <b>56</b> K. Representation <b>56</b> L. Matters of concern <b>57</b>
Part VI	<b>Appendices</b> p. 59-64	

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## Facts about Ocean Expo '75

### A. Type of fair

The International Ocean Exposition 1975 was a "Special" category exposition approved by the Bureau of International Expositions, the body which its member states vested with sanctioning authority for all international expositions through the Protocol of 1928. The United States joined the "B.I.E." in 1968 and signed an amended Protocol in 1972.

A "Special" exposition is devoted to one branch of human endeavor. A country which hosts a "Special" exposition must provide pavilions to official national participants; those countries then lease the buildings from the exposition administration for the duration of the fair.

### B. Expo theme

"From time immemorial, the sea has been closely related to man, providing him with ground for water-borne communications and fishing. In the course of his association with the sea, man has developed a deep attachment to it as an unfailing source of livelihood and as a place for his recreation. Throughout long history, nations of the world have developed unique arts of navigation, fishing techniques and sea-based culture and arts.

"Thanks to advancing science and technology, the natural resources lying on ocean bottoms have been exploited in recent years and the mysteries of nature locked in the depth of oceans are gradually being brought to light. And the range of man's activities on the sea in quest of recreation has been steadily expanding. It may therefore reasonably be said that the relationships between man and the sea have come on a new phase of accelerated development.

"We wish to seize on this crucial juncture in the history of man's relations with the sea to offer an international stage to display and demonstrate the many-faceted historical relationships of the nations of the world and the sea-oriented science and technologies they have developed in the process, and gain an insight to the ways in which we should develop the resources of oceans without upsetting the ecological balance of the sea.

"Under the main theme, *The Sea We Would Like to See*, we visualize an international exposition housing the fruits of contemporary oceanography where visitors can look back on the history of man's relationships with the sea and develop a vision of future seas. We believe that nothing short of a concentrated effort among those who love the sea and are mindful of her long-term health, of human prosperity and of opportunities for international exchanges of oceanographic and ecological expertise and wisdom can accomplish the ambitious goal of the exposition."  
—Theme statement by the Japanese Association for the International Ocean Exposition.

The main theme and the physical layout of the Exposition site was divided into four subthemes: The Cluster of pavilions on "Fish" expressed the ecology of sea creatures and their role in marine industry. The Cluster of pavilions called "Ethnic and History" emphasized the cultures of the world's ocean-going people along with their traditions and future. The Cluster of pavilions devoted to "Ships" focused on adventure and exploration. The Cluster of pavilions which concentrated on "Science and Technology" showed various facilities and apparatus for ocean research and development and called attention to the need for international cooperation when protecting and utilizing ocean resources.

### C. Schedule

#### 1. Chronology

**24 November 1971:** The Government of Japan formally applied to the Bureau of International Expositions (B.I.E.) for permission to hold a special category exposition on an oceanographic theme.

**2 October 1972:** The master plan of the exposition was approved by the Japan Association for the Ocean Expo.

**4 December 1972:** The Government of Japan officially invited the United States Government to participate in Ocean Expo '75.

**2 March 1973:** The Expo groundbreaking ceremony was held on Motobu Peninsula.

**15 September 1973:** Major construction began on Okinawa island for Expo interface projects, such as roads, reservoirs and airport facilities.

**19 November 1973:** Japanese Prime Minister declared in a radio announcement that Ocean Expo '75 would go ahead as scheduled.

**30 November 1973:** Ocean Expo '75 was originally scheduled to open on March 2, 1975 and run through August 31, 1975. The international petroleum crisis of 1975 preoccupied participating countries, exacerbated an already critical Expo logistics problem, and greatly reduced stocks of petroleum-based construction materials. The Government of Japan appealed to the Bureau of International Expositions for a postponement. The B.I.E. granted a delay in opening until 20 July 1975.

**21 December 1973:** The Japanese Cabinet formally approved new Ocean Expo dates of July 20, 1975 to January 18, 1976.

**1 June 1974:** Construction started on international pavilions.

**20 March 1975:** The final construction of the international pavilions was completed and the building shells were made available to the official participants.

**20 July 1975:** Ocean Expo opened.

## **2. Hours**

The exposition grounds opened daily at 9:00 a.m. and closed at 10:00 p.m. National pavilions opened at 10:00 a.m. and remained open until 8:00 p.m. every night. Private pavilions were open between 9:30 a.m. and 9:00 p.m.

## **D. Site**

Ocean Expo '75 was located on Motobu Peninsula near the northern end of Okinawa, the main island of the Ryukyu chain. 247 acres of cliffside land overlooking the East China Sea and 28 acres of those adjoining waters were developed for the Expo. The site was divided into four thematic clusters: "Fish," "Ethnic and History," "Ships," and "Science and Technology." The clusters, Expo Port at the south-end of the long crescent shaped site, and the Expo Beach and Amusement Center near the north gate were connected with two rapid transit "people mover"

systems. Visitors reached the Expo site from Naha, the capital city 55 miles away, by hovercraft and hydrofoil vessels, busses and a new super-highway for private vehicles.

## **E. Participation**

### **1. Thirty-five foreign pavilions**

Australia, Brazil, Bulgaria, Cameroon, Canada, Central America, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Colombia, Cuba, Egypt, G.D.R., Holy See, Hungary, Indonesia, Iran, Italy, Kenya, Republic of Korea, Malta, Monaco, Morocco, Netherlands Antilles, Philippines, Spain, Thailand, United Arab Emirates, United Kingdom, United States of America, U.S.S.R., Uruguay, Western Samoa.

### **2. Three international organizations**

European Community, United Nations, Seapcentre.

### **3. Seven Japanese and Okinawa facilities**

Aqua Farm, Aquapolis, Marine Life Park, Oceanic Cultures Pavilion, Shore Park, Expo Beach, Okinawa Prefecture Pavilion.

### **4. Eight private pavilions**

Fuyo Group, Hitachi A/V Marine Library, Kaiyo Midori Kan, Mitsubishi, Mitsui Children's Science Pavilion, Sumitomo, World Oceans Group, Visual Exhibition by Matsushita.

Separate exhibits, visits by training and oceanographic vessels, folk art displays and performances, sports and athletic demonstrations, technical symposia and ceremonial events were among the special activities held in conjunction with Ocean Expo '75.

## **F. Political sensitivity**

When Ocean Expo '75 was first conceived, endorsed by the Japanese Central and Okinawa Pre-

fectural Governments, and after initial plans were made for its construction on Motobu Peninsula, there developed considerable objection to the project by some islanders. They felt that the Expo would bring massive inflation and dislocate the work force. They thought that their traditional culture would be compromised by the massive impact of mainland Japanese and foreign influence on the island. Several radical groups on Okinawa resisted the Expo. The teachers' union discouraged students from attending the show and environmentalists objected to despoiling the landscape with new northern roads and other infrastructure works as well as with the Motobu site development itself. Objections abated in the Spring of 1975 when the show began to materialize. The very low silhouette maintained by American military personnel in their relationship to the Expo and their quiet assistance and other accommodations rendered to the Japanese for the Expo helped defuse the issue of U.S. military presence on Okinawa. The very visible and dynamic U.S. Pavilion distracted the attention of antagonists and the positive and peaceful impression made by the U.S. Exhibition neutralized enmity which might have been directed at the U.S. military presence.

## **G. Attendance**

The total number of visitors was 3,485,750, among whom were leaders of the Japanese Government and marine industry. Third-country dignitaries, eminent oceanographers and scholars in fields related to oceanic studies visited the site and attended many of the special events. □

*The Science & Technology Cluster. The seven modules of the USA Pavilion are in the top center of the picture.*



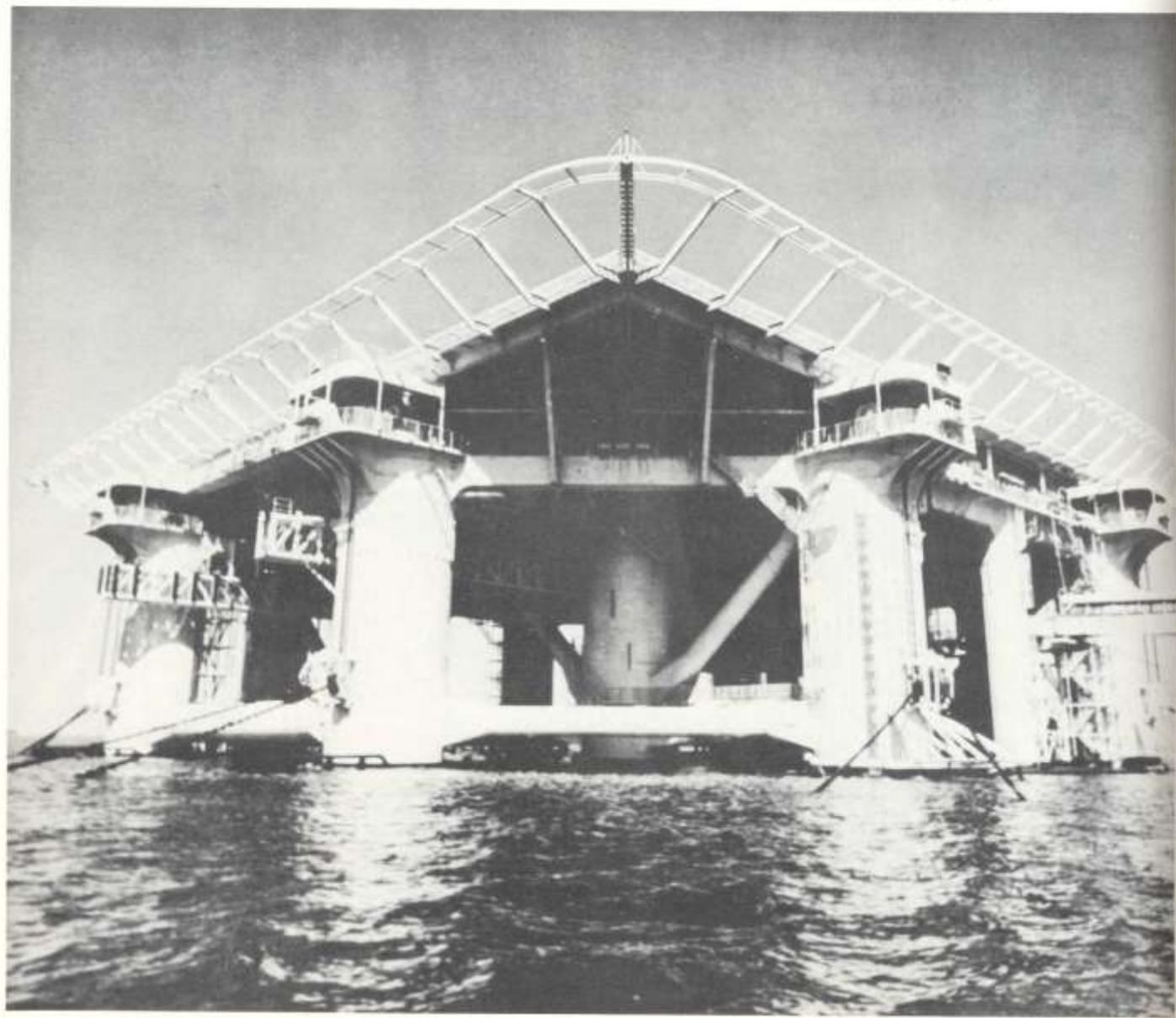
Part II

**U.S. legislative and executive action**

**4 December 1972:** The Government of Japan officially invited the United States Government to participate in the Okinawa Ocean Expo '75.

**9 April 1973:** Secretary of State William P. Rogers requested the U.S. Information Agency to take the lead role in organizing and with subsequent legislative approvals, developing and operating the U.S. Government's official participation in Ocean Expo '75.

*The Aquapolis, a floating city of the future, was the Japanese theme structure of Ocean Expo '75.*



**16 May 1973:** USIA accepted the responsibility of coordinating the advice and assistance of other U.S. Government agencies concerned with the theme and in organizing the U.S. Government's official effort for the project.

**8 June 1973:** The first Interagency Exhibition Committee meeting was convened.

**15 June 1973:** The second Interagency Exhibition Committee meeting was convened.

**9 August 1973:** The U.S. Information Agency forwarded its proposal for official U.S. participation in Ocean Expo '75 to the Office of Management and Budget.

**7 September 1973:** Ambassador Robert S. Ingersoll spoke with Mr. Roy L. Ash, Director of the Office of Management and Budget, Dr. Henry A. Kissinger, then Assistant to the President for Security Affairs and with Deputy Secretary of Defense, William P. Clements, Jr., urging their support of U.S. participation at Ocean Expo '75 as an issue of significant U.S. national interest.

**12 October 1973:** The Ocean Expo '75 prospectus with transmittal letters from USIA Director Keogh and Secretary of State Kissinger were carried to the President Pro Tem of the U.S. Senate and to the Speaker of the House of Representatives.

**7 November 1973:** A bill to authorize appropriations for official United States participation in Ocean Expo '75 was introduced in the Senate as S.2662.

**29 November 1973:** Hearings were held before the Senate Foreign Relations Committee.

**5 December 1973:** The President transmitted USIA's supplemental budget requests, including funding for Ocean Expo '75, to the Congress. (Received and recorded as Senate Document 93-46).

**6 December 1973:** Hearings were held before the Senate Appropriations Committee on State, Justice and Commerce, the Judiciary and Related Agencies. The Committee disallowed funds for the project because the project had not then been authorized, the Japanese invitation had not yet been officially accepted and there was the likelihood that the project would be postponed from its scheduled March 2 opening date.

**26 February 1974:** An executive session of the Senate Foreign Relations Committee was held during which time authorization of funds for U.S. participation in Ocean Expo '75 was approved. (Document No. 93-700).

**6 March 1974:** The President transmitted another supplemental appropriation request to the Congress. (House Document 93-229).

**6 March 1974:** The USIA identified a maximum of \$500,000 in interim funds to meet urgent architectural and site preparation requirements of Ocean Expo '75. USIA managed this by deferring funding for some Special International Exhibition projects.

**11 March 1974:** The Senate passed S.2662, a bill to authorize \$5.6 million for U.S. participation in Ocean Expo '75.

**14 March 1974:** Hearings were held before the House Sub-Committee on Appropriations.

**20 March 1974:** Hearings were held before the Senate Appropriations Committee.

**10 April 1974:** House passed H.R. 14013 providing 1974 supplemental appropriation of \$5.6 million (\$2.5 million in yen from GARIOA funds) for Ocean Expo '75.

**22 April 1974:** Ocean Expo '75 was discussed during House Foreign Affairs Subcommittee hearings on USIA's FY 1975 authorization bill.

**7 May 1974:** Senate passed H.R. 14013, providing the same funding for Expo as the House.

**20 May 1974:** House passed S.2662, authorizing \$5.6 million for U.S. participation in Ocean Expo '75.

**8 June 1974:** Public Laws 93-304 and 93-305, authorizing and appropriating \$5.6 million for U.S. participation in Ocean Expo '75, were signed by the President. P.L. 93-305 stipulated that not less than \$2.5 million of the amount appropriated would be paid in Japanese yen accrued under the Settlement on Post War Economic Assistance between the U.S. and Japan.

**25 June 1974:** House Foreign Affairs Committee, in reporting USIA's FY 1975 authorization, reduced FY 1975 operating funds by the \$3.1 million provided for Expo '75 dollar costs in the FY 1974 supplemental. (Report No. 93-1143)

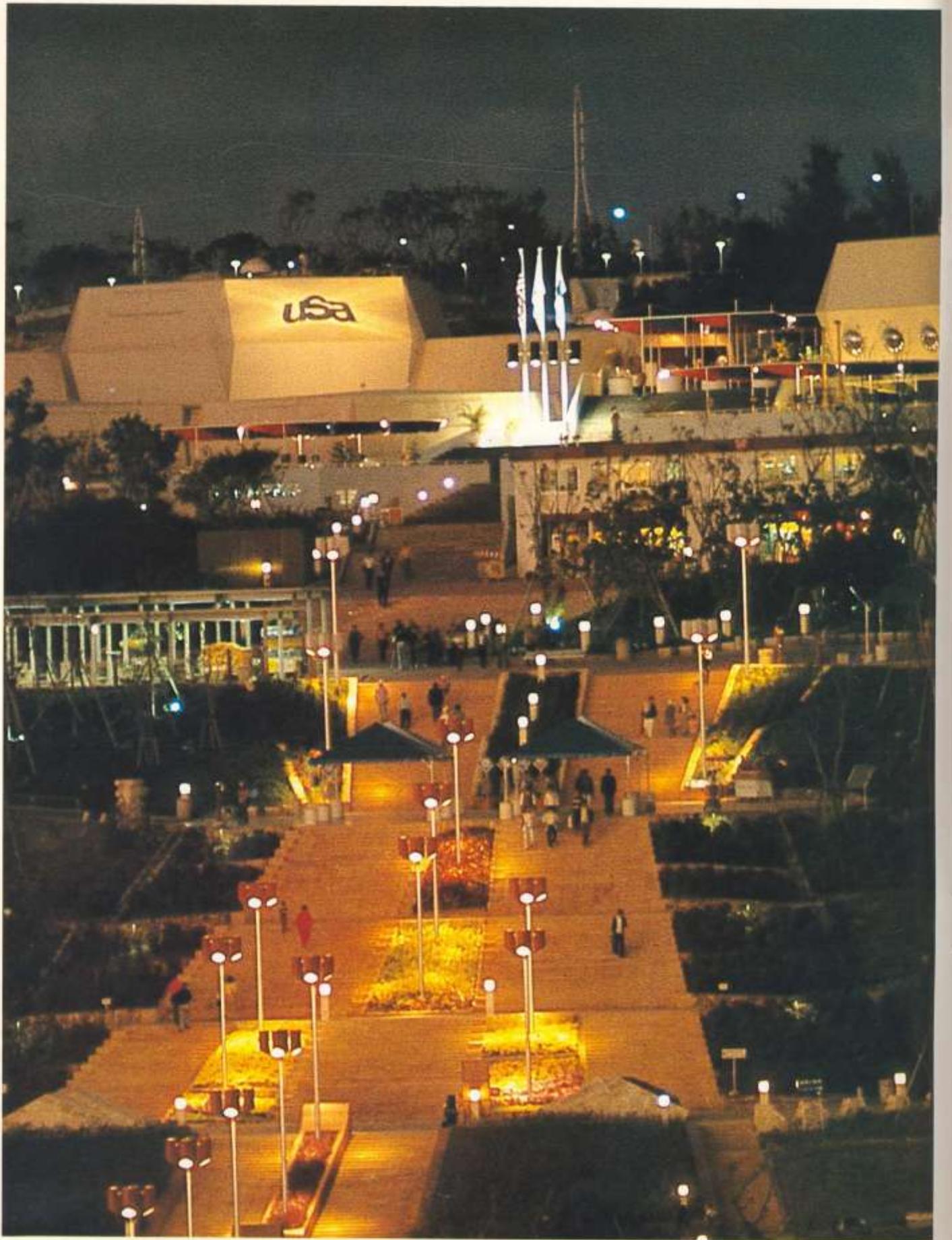
**1 October 1974:** Deputy Secretary of Defense, William P. Clements, Jr., replied to USIA Director Keogh's request for tangible support of the Ocean Expo '75 project by stating that the Department would cooperate to the extent law and facilities permitted.

**17 January 1975:** The Department of Defense replied positively to most of USIA's requests for tactical and logistics help in producing the U.S. Pavilion at Ocean Expo '75.

**10 March 1975:** Laurence W. Lane, Jr. was sworn in as Commissioner General for the U.S. Exhibition at Ocean Expo '75. President Ford also expressed his intention to nominate Mr. Lane as Ambassador for the Expo.

**28 May 1975:** Commissioner General Laurence W. Lane, Jr. was sworn in as U.S. Ambassador to Ocean Expo '75.

**12 June 1975:** The "Second Supplemental Appropriations Act, 1975" (Public Law 94-32) provided an additional \$20,000 for Ocean Expo '75 to cover increased pay costs. □



## U.S. Exhibition

### A. Objectives

#### 1. Premise

##### a. Foreign relations

The significance of U.S. participation in the Okinawa Ocean Exposition 1975 had its roots in the Government of Japan's promise, when Okinawa reverted to Japan, to assist in the island's economic development, thereby reducing its heavy dependence on U.S. military bases. The basic premise of the reversion of Okinawa in 1972 was that U.S./Japan relations were more important to our security than maintaining a beleaguered unilateral position on Okinawa, and that our long-range goals would be furthered by returning the island to Japan. That basic premise was equally valid in 1975, and cooperative participation in Expo '75 offered an opportunity to further improve and deepen our relations with Japan.

The Japanese considered United States participation as a measure of our spirit of partnership with them, and they clearly viewed an American presence at the Expo as evidence of our support for one of their initiatives.

The Japanese had planned the Ocean Exposition as tangible evi-

dence of the central government's commitment to the economic development of Okinawa and as a visible demonstration of the reintegration of the Ryukyu chain of islands into the Japanese nation.

##### b. Economic

The Japanese Economic Research Institute, in an independent survey, predicted that Japan would invest \$30 billion in marine-related industries and projects by 1980. The International Ocean Exposition was the first and largest forum of its kind devoted entirely to the seas and drew most Japanese Government and private sector managers of oceanic enterprises to Okinawa. Symposia such as the Third International Ocean Development Conference were held in Japan in conjunction with the Expo. Trade shows and conventions concentrating on special aspects of oceanography were held during the six months of the Expo.

##### c. International order

In view of the U.S. Government's leading role in the Law of the Sea discussions, an additional benefit to participation was to further the growing awareness of the potentials of the sea and the need for an international agreement to provide for the rational use of the oceans and their resources and to avoid conflicts and confrontations. America's historical commitment to freedom of the seas, going back to the time of the American Revolution, was represented in the exhibition.

##### d. International cooperation

There are many international oceanographic ventures which the United States initiates, is the largest partici-

part in, or to which it contributes the most resources. America's leading but cooperative role in these efforts was identified in the U.S. Exhibition. Numerous other American studies concerned with weather warning systems, plate tectonics and search/rescue techniques are closely related to preoccupations of individual Japanese citizens and were explained in the U.S. Pavilion.

##### e. Legislative directive

The U.S. Exhibition at Ocean Expo '75 was developed under the mandate of Public Law 87-256, The Fulbright-Hays Mutual Educational and Cultural Exchange Act of 1961. The special international exhibition program which is authorized under this Act was created to strengthen the ties which bind the United States with other nations by demonstrating the achievements of the American people and the contributions made by them toward a peaceful and more fruitful life for people throughout the world, and to promote international cooperation thus assisting in the development of friendly, sympathetic and peaceful relations between the United States and other countries of the international community.

##### f. Themes

(1) Scientific and Technological. This primary focus of the U.S. exhibition illustrated the impact of science and technology on the human condition on the eve of the 21st century and stimulated consideration by experts and influential laymen on the implications of what is happening in science and technology for their own countries. This involved consideration of topics that relate to key foreign policy issues such as energy, environment and resource planning.

(2) The United States Pavilion was divided into a plaza and seven sections or modules. Each had a particular theme which in its special way interpreted the overall directives and objectives.

##### *Front Plaza: Seafaring Tradition*

Intent: To provide an image of a hardy and inquisitive people with a heritage of marine accomplishments by illustrating America's historical orientation to the sea.

*Module I: American Destininations*

Intent: To impress upon the foreign visitor that Americans are robust, optimistic and hospitable people whose style is movement and innovation tempered by a respect for our traditions.

*Module II: Survey of the Sea*

Intent: To foster more intelligent and cooperative management of the sea's resources; to further provide examples of U.S. Government biological and physical oceanographic projects.

*Module III: Extending Man's Senses into the Sea*

Intent: To verify America's claim of leadership in the technology of oceanography, particularly in the acquisition of knowledge about the seas in order to better plan the use of the ocean's resources.

*Module IV: Harvesting the Bottom*

Intent: To reiterate the primacy of U.S. industry in offshore oceanography, particularly in regard to platform technology and related methodology.

*Module V: Ocean/Atmosphere Energy Machine*

Intent: To enhance America's reputation as the most technologically competent nation on earth by reaffirming our leading role in space; to convince the audience of the sensitive intermeshing of one part of the world's ecosystem with every other part of it; to communicate the necessity of understanding the ocean atmosphere relationship and determining scientific answers to questions about phenomena as deep as the great abyss and as high as the sun. This understanding will give us increasingly accurate short and long range weather forecasts and the ability to better predict such events as earthquakes, tsunamis, storm surges and ice flows.

*Module VI: The Near Future*

Intent: Through statements made in a simple and entertaining format (as a change of pace from the previous more declarative sections of the exhibition) to introduce the exotic technology of the near future, to

focus the theme on America's capability of harnessing new energy resources; and to demonstrate American imagination, qualifications, capacity and adaptability in international oceanography.

*Module VII: Finale*

Intent: To identify the United States with a global understanding of the complications inherent in the good management of ocean resources; to dramatize the investment which all nations have in the oceans; and to summarize the optimism and vitality which America brings to the challenge of the seas.

**g. Collateral programming**

The various activities which take place on the occasion of a large exhibition make it an event beyond the dimensions of the pavilion itself. Costumed bilingual American guides added a vivacious human element to the show; catalogs and pamphlets promoted the exhibition's theme and content; and a technical library appealed to the expert sector of the audience. International mailings of information about the U.S. Exhibition extended the show's impact, media facilitation achieved positive exposure on Japanese tele-

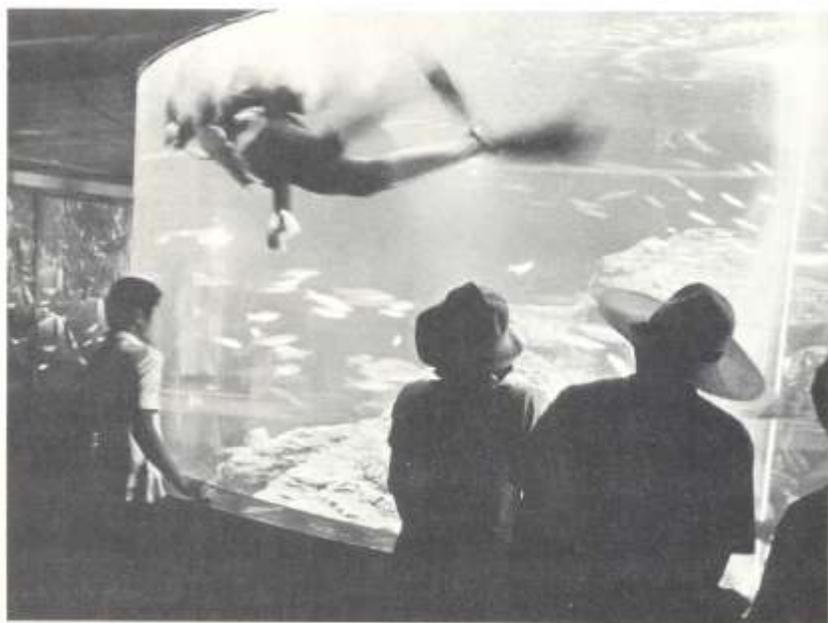
vision and in Japanese publications. Performing artists, visits of celebrities, sports events, calls by oceanographic vessels, off-site symposia and addresses by the Commissioner General, along with daily hospitality and special pavilion tours given to visiting Japanese or third-country dignitaries and specialists, furthered the objectives of America's participation in Ocean Expo '75.

**B. Organizational phase**

**1. Interagency committee**

After the U.S. Information Agency agreed to take the leading role in developing and operating the U.S. Government's official participation in Ocean Expo '75 the interagency International Exhibition Committee was convened on 8 June 1973. Invitations to the meeting were sent to Departments and Agencies of the Executive Branch which had an interest in, some authority over, or potential to contribute to an international exposition on the oceans.

Names of Agencies and Departments of the Committee and of the subsequently convened working subcommittee are included in Appendix F.



During the first meeting it was determined that most activities were ready to contribute suggestions or to monitor USIA's efforts but none had personnel, much less financial resources, to support the project. Members of the working subcommittee provided communication channels to and liaison with their respective agency, bureau and office directors.

USIA requested names of researchers who could prepare a resource survey which would serve in the preparation of the exhibition's first planning paper. There was a consensus on one individual among the three respondents. Although the nominee was not a scientist and knew virtually nothing about oceanography she was hired and provided an invaluable service in the early organization of the complicated and often controversial oceanographic subject matter. Small groups of the working subcommittee met to exchange ideas and advice on specific planning tasks. Five status reports were submitted to all members of the interagency International Exhibition Committee during the course of the project.

## 2. Research

The Japan Association for the International Ocean Exposition requested that the United States exhibition prepare an omnibus presentation on the science and technology of oceanography. This was agreeable to the United States.

The resource survey was conducted among government agencies, private companies, industry associations, educational institutions, at symposia and with individuals.

It was soon learned that oceanography comprises all studies of the seas and of the interrelationships between oceans and the adjacent other parts of the earth, i.e.—the underlying geosphere and the overlying atmosphere. It is therefore one of the earth sciences. In addition, because of the existence within the seas of myriads of organisms, it also includes much of the field of biology

Oceanography is not a fundamental science but it combines, in an effort to understand the phenomena connected with the seas, the application of physics, chemistry, astronomy, geology and biology.

The oceanographic theme embraced international law, economics, political and social processes, culture and, in today's world, strategic military considerations and very sensitive diplomacy.

Foreign policy issues and technical content had to be counterbalanced with the character of an exposition and its audience. The presentation had to be handled in a dramatic and entertaining manner. It could not have been and should not have been a discursive exhibition but neither was it to be a carnival. While telling the story of America's involvement in the sea it was not to be a vertical text book. It could announce programs and projects but within the exhibits themselves could not be expository. It would display the products of America's oceanographic expertise but it was not a trade fair.

The U.S. made an early planning decision to avoid competition with the large and costly Disneyland-like

extravaganzas that Japanese trading companies were planning to erect near the proposed U.S. Exhibition. But, the U.S. would include a variety of experiences which would be appropriate to the festival atmosphere of any exposition.

## 3. Selection of designer

Design offices with which USIA had successfully worked in the past, offices from which other U.S. Government Agencies had received good services and products, and any designers who had expressed a serious interest in bidding on contracts for the development of large exhibitions were solicited for their expression of interest in preparing a proposal for the U.S. Exhibition at Ocean Expo '75.

Similarly a notice was published in Commerce Business Daily requesting expressions of interest in the project. Broad as this solicitation was it contained many prerequisites in terms of the size of staff, experience with projects of this nature and other professional qualifications. There were 24 responses.

An informal committee of practicing exhibition professionals from USIA, the National Park Service, the Smithsonian Institution, ARBA and the U.S. Commerce Department evaluated these expressions of interest based on criteria established prior to receipt of the responses.

Five offices were selected to make formal proposals which were to be the product of six weeks research, the submission of visual concepts and, separately, a quantified analysis of the project. The research and preparation of these proposals was



*Divers demonstrate new oceanographic technology in the American Pavilion's salt-water tank.*

underwritten by the USIA with fees of \$3,500 for each of the five participating design offices.

A public panel was recruited to judge the presentation of the five design offices' proposals and they, along with another jury of inter-agency exhibition specialists, convened at USIA for three days of evaluation. Five private experts from the fields of oceanography, communications psychology and Japanese/American social relations constituted the public panel. The U.S. Commerce Department, the National Park Service, and the Smithsonian Institution were represented by the four persons on the interagency design committee. Officers from the State Department, USIA, the Department of Defense and other Executive Branch agencies also attended these presentations.

Based on previously established criteria a numerical weight was given to the many factors considered in the presentation. Video tapes were made of the presentations. USIA officers evaluated the quantitative portion of the presentation and considered not only the fee that each design office requested but also the distribution of man-hours, the types of personnel as-

signed to the project during its various phases plus the designers' breakdown of anticipated construction costs. Research, architectural design, exhibits design, audio visual concepts, fabrication supervision and site supervision were the phases of development and production which the designers addressed.

The contract was awarded to the office of Robert P. Gersin Associates of New York. However, the contract could only be let in increments because, though the Expo's opening deadline demanded that development work start immediately or there would be no U.S. exhibition to match the objectives of the event, the USIA did not then have an appropriation for the project. The USIA had to fund the first development actions with money drawn from its regular Special International Exhibitions program.

#### 4. Staffing

USIA originally requested OMB to approve an executive staff of seventeen full-time temporary employees for the project. This was a small number compared to the staff usually assigned to an exhibition of Ocean Expo's magnitude. The seventeen included the Commissioner General, domestic and overseas officers as well as secretarial and clerical help.

OMB approved a request for ten persons for the executive staff, 37 guides and 14 locally recruited field assistants. But, none of these people could be hired or assigned until the Congress approved the appropriation and the President signed the final legislation. In the critical meantime USIA made the project the responsibility of its Exhibits Division and one senior officer was charged with developing it.

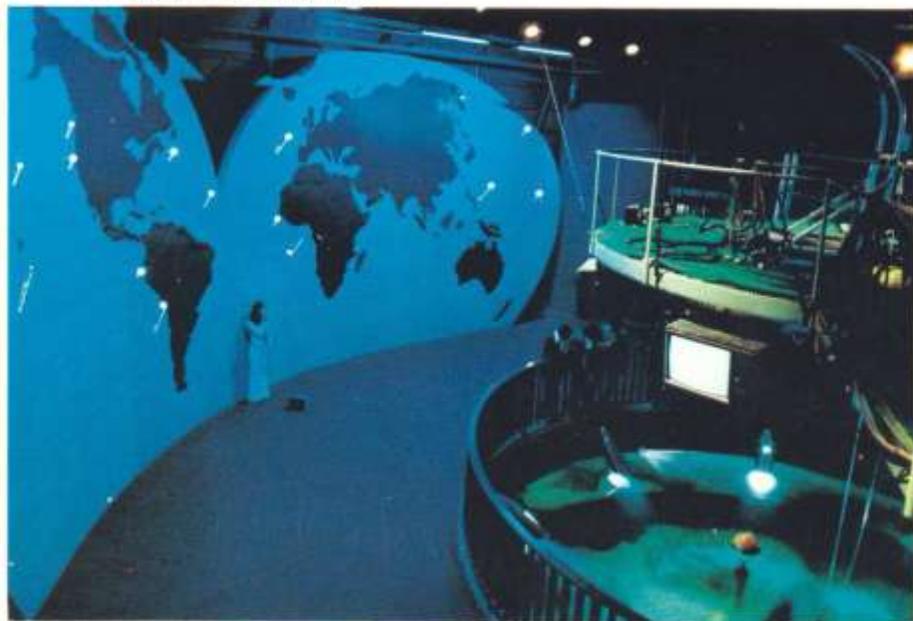
Final staffing of the Ocean Expo '75 is listed under appendix G.

Invaluable assistance was rendered by USIA's support elements during the final days of the project's organizational phase.

#### 5. Financial

The sum of the original fiscal plan for the U.S. Exhibition at Ocean Expo '75 was \$6.5 million. Contingency plans were drawn for \$5.6 million, \$4.5 million and \$1.2 million. The latter two plans required elimination of all of the public affairs program and most of the exhibits. The lack of lead time, the paucity of approved staff,

*A guide explains one of the 65-foot-wide graphic panels on the upper level of Module II. At right is the catwalk with diver-support equipment and closed-circuit television monitors.*



*The diver wears a helmet with built-in light and TV camera.*

and the mandate to produce an exhibition commensurate with America's sensitive relationship with Japan left no variable in the management equation except money. In consideration of these factors OMB approved a request at the \$5.6 million level. By this time USIA had, with the tacit approval of Congress, already invested \$500,000 toward the development of the project prior to final Congressional approval of the requested appropriation.

Congress approved the \$5.6 million request with not less than \$2.5 million being drawn from the "GARIOA" fund (Government Aid and Relief in Occupied Areas). This GARIOA yen, restricted at the time to expenditures within Japan, had been accruing interest since the early days of reconstruction in Japan after the second World War and had been used for many projects on Okinawa. In recent years it has been invested in major cultural projects which included the U.S. Exhibition at Expo '70 in Osaka, Japan.

USIA's FY 1975 operating resource request was reduced by the \$3.1 million provided for dollar costs associated with Expo '75 in the FY 1974 supplemental.

Additional funding of \$20,000 was provided subsequently for increased pay costs by the "Second Supplemental Appropriations Act, 1975."

### C. Development phase

#### 1. Site

Motobu Peninsula, the location of Ocean Expo '75, is at the northern end of Okinawa on the East China Sea. It was undeveloped and ruggedly beautiful. The Science and Technology section of the Expo, where the United States elected to have its pavilion built, was central to the fairgrounds. The U.S. Pavilion was situated on a promontory of land overlooking the floating "Aquapolis" which was the theme structure of the Expo.

#### 2. Pavilion design

The Japanese planners at first wanted the U.S. to house its exhibition in a pavilion complex which would also shelter the exhibitions of

other countries. Between the minimum space requested by the United States and the USSR there would have been practically no space left for other international participants. The Japanese acceded to the U.S. request for a separate pavilion and although it was of the same structural design as other international buildings it was arranged in a configuration laid out by the U.S. designers.

#### 3. Exhibits design

The physical arrangement and ambience of the U.S. Exhibition was based on a plan to integrate the aquatic and abundant floral character of the site with the rather arcane and very hard technical content of the show. It was determined that the Japanese audience not only would appreciate the sophisticated technology in the exhibition but the Japanese hoped that the United

The "Christmas Tree" fluid control device at left marks the exit from the Off-shore Technology exhibit and the entrance to the Weather Module.



States would present a comprehensive, full and even busy show. The products and programs of U.S. ocean industries were to be presented in such a way as to remind the world that America is still in the vanguard of science and technology. Although regulations of a B.I.E. sanctioned exposition prohibit hard sell of products on display, as is encouraged in a trade fair, it was possible to credit the contributions of private industry and to explain the features of its equipment. In an exposition hardware must be displayed and stories told in a dramatic and entertaining manner because amid the millions of visitors are not only scholars and specialists but persons simply curious about the theme or content or how a country interprets its own national character. All visitors look for different experiences in an exhibition but all expect to have a good time.

The award winning design of the pavilion logotype was included on letterhead and press releases, on lounge glassware and napkins, on souvenir coins, identification cards and pins. All of these were produced in Japan and all of them helped extend the identification of the U.S. Pavilion throughout Okinawa and mainland Japan.

The design of costumes, whether the Revolutionary era garb of the plaza guides, the wet suits of the divers, the jump suits or driller's outfits worn by the personnel in the technical sections of the exhibition or the rather theatrical garments of the magicians and the "weather girl," helped relate these young people to the context of the exhibit in which they were narrators, demonstrators, hosts and hostesses. They surely were the most popular part of the whole exhibition.

The U.S. exposition was not planned, nor should it have been, as an academic discourse on oceanography. It was designed to tell a story of America's involvement in the sea, but was not treated didactically. The USIA responsibility was to produce an exhibition of substance but compatible with the festive aura of an exposition.

Ocean Expo '75, as a "special" category event, disciplined the design of the U.S. Exhibition in that the single subject, oceanography, prohibited programming disparate sub-themes as is possible at a "universal" category exposition. But the scientific theme of the U.S. Exhibition embraced many marine and institutional persuasions. Its omnibus plan, so organized at the behest of the Japanese Government, while technical, was indeed entertaining in order to intrigue a lay audience while

making substantive statements about America's capability in and contributions to ocean society.

The modular configuration of the pavilion encouraged the designers to create each section and each subject within the exhibition as a different type of experience. Some modules emphasized audio-visual techniques, some live demonstrations; some accented equipment, some were whimsical, some were dominated by huge mock-ups, some were delicate and detailed.

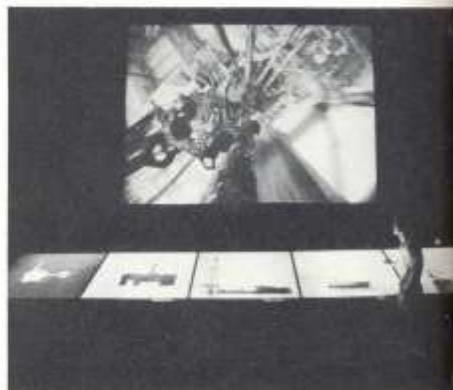
#### 4. Tour of the exhibition

The visitors approached the entrance to the first section of the exhibition up the stairs of the decked plaza. They were greeted by bilingual American guides, costumed as 18th century American seamen and ladies, who explained some of America's seafaring traditions and maritime history. Rotating graphic panels, models of famous ships, and technical innovations such as solar blinkers and a solar fountain were displayed under colorful sail-like sun screens. The objective to create an unmistakably American introduction to the exhibition was achieved.

After viewing President Ford's welcoming message and theme statement the visitor entered the first



*Closed-circuit underwater television and multi-screen motion pictures showed state-of-the-art and future marine technology.*



module of the pavilion. Here, in counterpoint to the historical displays they had just seen on the plaza, the visitor was surrounded by a multiple-screen, eight image motion picture which depicted contemporary America's vigorous involvement with the sea. From a stationary island-like platform the visitor saw ocean recreation scenes, U.S. travel destinations and vignettes of ocean science and industry filmed from Maine to Hawaii.



In the center of Module Two was the surface of a 25,000-gallon salt water tank containing varieties of hearty food fish found in Ryukyu waters. Aquanaut demonstrations including use of varieties of underwater television dominated the pool. Live underwater action was picked up on television monitors over the pool. The monitors also carried videotaped programs which explained various physical and biological oceanographic studies being conducted by American institutions and industry. Flanking the pool were two 65-foot wide graphic panels which illustrated international oceanographic projects which the United States either initiated or in which it is one of the principal participants. A small but particularly significant exhibit which attracted much attention was a collection of manganese nodules gathered from the Pacific Ocean's bottom. The future economic and political importance of this ocean resource was not lost on the Japanese.

Upon entering Module III the visitor figuratively descended into the

ocean's depths down a circular ramp which surrounded U.S.-developed underwater exploration equipment in use around the world. A large mock-up of the famous deep sea submersible ALVIN hung in the rampwell above the Makakai, one of America's newest submersible inspection vehicles. A Buoyance Transfer Vehicle, an acrylic elevator, a "Shark Hunter" submersible and an array of unmanned sampling, sounding, testing, monitoring and other specialized instrumentation completed this intensely technical area of the exhibition.

The visitor proceeded along the "ocean bottom" into the next module at the base of a gigantic off-



shore platform. In this environment the audience saw displays of safety devices for workers and divers— personnel beacons, hearing protectors, special headgear, breathing and survival apparatus and radio transceivers. Here too were delicate instruments like the acoustic positioning indicator and massive liquid-control devices like the "Christmas-tree" valve assembly and models of huge cantilevered marine loading arms. In the center of the Module was a computer-simulated audience participation exhibit. Visitors could test their skill at positioning a drilling ship over a wellhead in a variety of sea conditions. A movie showed the challenges of searching for and recovering ocean minerals.

Module V dramatized the interaction between the oceans and the atmosphere. It illustrated how this affects weather. A centerpiece was a large animated exhibit of moving ocean currents. Gigantic models of famous weather satellites hung overhead. The LANDSAT, NIMBUS, GEOSAT and SKYLAB satellites have contributed to our understand-

ing of the weather and our ability to predict it. The working tools of the Space Age brought home to the visitor the interrelationship of the skies and the seas. Large motion picture screens filled two walls of the module and illustrated the phenomena of weather as related to the seas. Wind, wave, and tide recorders, radar and a display explaining plate tectonics completed Module V.

Next, the visitor passed around the lower level of the demonstration tank. The circular walls of this grotto-like space carried a 55-foot transparency of a reef. It showed divers, fish and undersea plant life. The massive tank itself displayed live fish and underwater demonstrations which enhanced the mood and feel of undersea life.

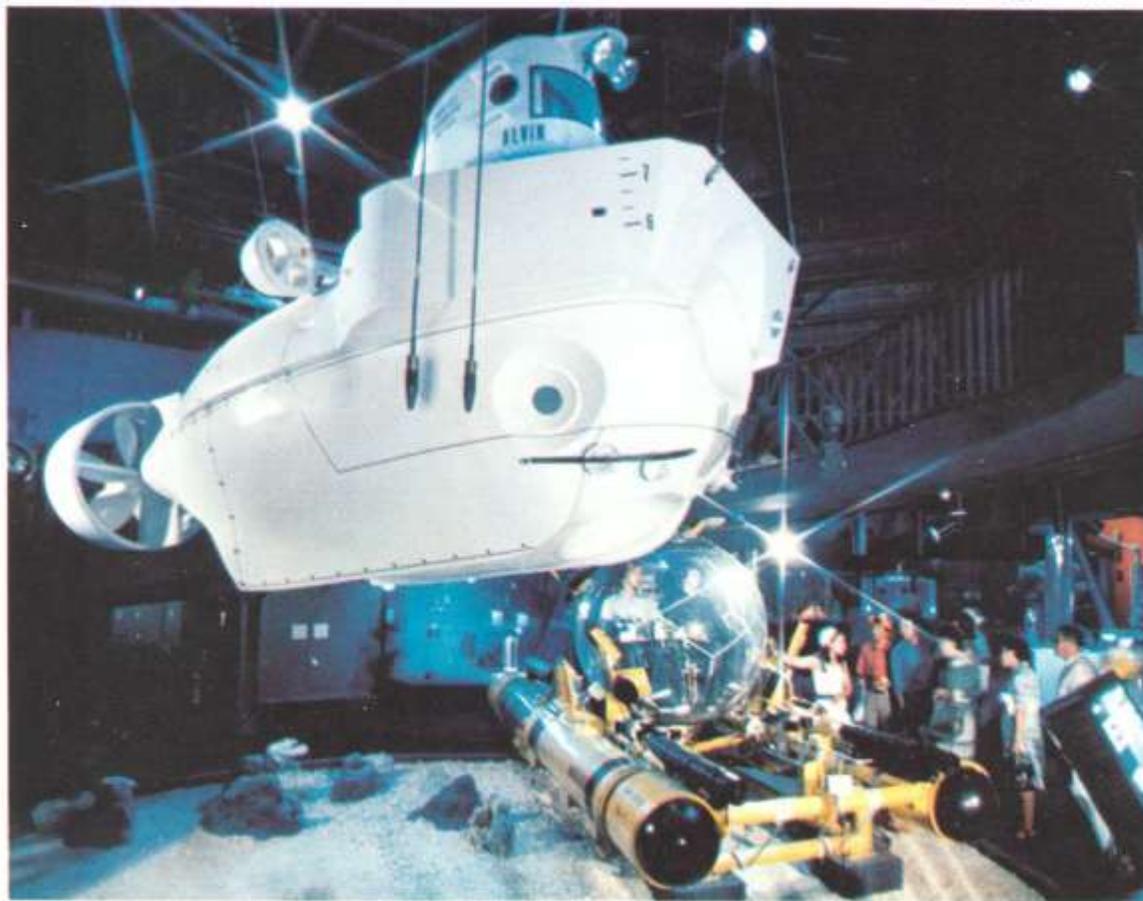
As a change of pace from the more discursive and technical exhibits that the visitor had already seen, the next area presented a magician who entertained visitors with ocean-



American satellites and color photographs made by space vehicles attract visitors in the Weather Module.

A model of the research submersible Alvin dominates the display of undersea technology in Module III.

20



related metaphors and allegories which were illustrated with illusion and sleight-of-hand to help explain principles of ocean conservation.

Module VI offered a glimpse of man's future use of the sea in his search for new energy sources. Its focal point was the Delta-T, an animated two-story model of an ocean thermal energy machine. The huge substructure of a floating Delta-T extends down deep into the sea to take advantage of the icy waters flowing from cold regions and never warmed by the sun. It is this difference between cold water at depths of 1,000 meters and the sun-warmed water near the surface that may make possible an energy-producing transfer. Graphics depicting other ocean-oriented sources of energy lined the wall of Module VI.

Module VII, the finale of the U.S. Pavilion exhibition, enveloped the visitor with a three-screen underwater film which depicted a hopeful view of man's responsibility for the sea. In the last exhibit the aquanaut in the film "materialized" in a structure resembling a diving chamber, stepped out on a platform and thanked the audience for their interest and wished them sayonara. He also invited the audience to visit the pavilion's technical library, to inspect

the merchandise for sale in the concession or just to relax around the small lagoon in the American Park next to the pavilion.

### **5. Industry and institutional acquisitions**

Without generous loans and donations from private companies and institutions the credentials of American scientific and technical capabilities and accomplishments could not have been effectively displayed in the U.S. Exhibition. Equipment presented in the exhibition also helped to make more tangible oceanographic programs and world-wide experiments in which the products were used. The equipment, usually attended by one of the guide/narrators, was the first threshold of attention in a module and encouraged the interested visitor to further study substantive information to which the product related.

Although rules for a B.I.E.-sanctioned international exposition prohibit sales in the manner of a trade fair, the characteristics and features of a product could be outlined in the exhibition. Additionally the U.S. pavilion printed a 61-page catalog which explained, in more detail than could the exhibit, facts about and availability of the products. The catalogs were distributed to the press, to important visitors and to Japanese industry through the U.S. Trade Center in Tokyo and the commercial section of the Embassy. Brochures and promotional literature prepared by participating com-

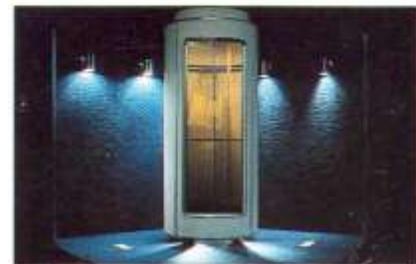
panies were also distributed at the exhibition and through the commercial facilities at the Embassy.

Sixty-six private companies with ninety-six individual marine products were represented in the exhibition. Another fifty-seven corporate and institutional cooperators provided research help and advice, supplied software for the audio-visual programs and photos or art for graphics, donated or radically discounted the cost of lounge furniture and furnishings and made cash donations for the Commissioner General's lounge or the park. Ninety-five publishers donated books and films for the library. Fifteen U.S. Government agencies provided material assistance to the project, principal among them, the office of the Oceanographer of the Navy and the U.S. Navy Undersea Center in San Diego. The total value of loaned or donated content in the U.S. Exhibition was \$1,421,727. Appendix H is a list of these participants.

*The Makakai (Hawaiian for "eye in the sea") provides optimum visibility in underwater exploration.*



*A diver swims across three 35 mm Panavision motion picture screens and materializes "live" to bid farewell to departing visitors.*



## 6. Military support

The Status of Forces Agreement (SOFA) negotiated between the Government of Japan and the United States at the time of Okinawa's reversion to Japanese authority effectively eliminated or thoroughly frustrated much of the support that the U.S. military establishment in Japan wanted to and otherwise could have extended to the development of the U.S. Exhibition on Okinawa.

But, even with the SOFA's many legal prohibitions on any interface between the official U.S. military and civilian components on the island the Army, Navy, Air Force and Marines were able to render invaluable advice and some tangible aid, not only to the U.S. Exhibition, but to the Expo authorities themselves. Transfer of some land from U.S. military jurisdiction to the Japanese for construction of facilities to support the Expo was expedited. Some logistic help was rendered to the Japanese Expo Association, to the U.S. Exhibition and to other countries participating in the Expo, continuous photo coverage of the whole exposition was provided, technical assistance and advice was readily available when problems arose as were base hospital services during incidents of injury or serious illness. And, without the amenities of a large metropolitan community such as has been the environment of all other expositions, the availability of military PX's and commissaries to USIA staff officers was most welcome.

After months of investigation and examination it was determined that the national interest criterion of the U.S. participation in Ocean Expo '75

permitted the U.S. Exhibition to ship government-owned property under the military's freight contracts thus saving the project considerable money. Equipment from the Navy Undersea Center, the Naval Research Laboratories and audiovisual material from the Navy Photographic Laboratory was crucial to the development of the exhibition. The spectacular equipment from the Navy was among the highlights of the exhibition.

## 7. Guide recruitment

Thirty-seven bilingual guides were hired as narrators and demonstrators for the U.S. Exhibition. The original target was fifteen bilingual Americans and the balance recruited from the American community on Okinawa and from among local youth. The final mix was ten young Americans from the U.S. mainland and Hawaii, 11 Americans from Okinawa, 14 Okinawans and two Americans from the Japanese mainland. 17 were male and 20 female.

All of the American citizens were personally interviewed by a USIA personnel officer and a project officer, all were given language tests over the telephone by the Foreign Service Institute, all were subject to security checks based on letter inquiries. The Americans resident in Japan were tested by the Embassy and their security investigations initiated there. The Japanese nationals were given language tests on Okinawa but security clearances were not required for them.

Security clearances more simple than a full-field national background check expedited recruitment but even at that an untoward amount of time was required for final personnel actions on these guides. The result was that there was less time for training than was desirable.



Guides from the U.S., Okinawa, and mainland Japan functioned as greeters, divers, magicians, and commentators.



#### **D. Production phase**

After a survey of Japanese facilities and cost it was determined that fabrication of the exhibits should be contracted in the United States and shipped to Okinawa. This recommendation was made because U.S. prices were competitive, 1974 was a lean economic year and American small businesses including West Coast companies were afforded a rare opportunity to bid on a U.S. Government project of this type.

The U.S. Exhibition at Ocean Expo '75 was the first such show in an overseas exposition for which exhibits fabrication was done in the United States.

#### **1. Selection of exhibits fabricators**

Qualified U.S. exhibits fabricators were identified by USIA's contract office, USIA's Exhibit's Division and the contract designer. A solicitation of interest was addressed to over 40 firms. The respondents met in Washington at a prebid conference and examined the drawings prepared by the Robert P. Gersin Associates design office. No single company had the capacity and/or desire to handle the whole job in the time remaining for production. 11 companies responded with bids for various parts of the production and with the exception of three or four massive units too unwieldy for economic transportation all elements of the show were contracted to 7 U.S. exhibit fabricators.

There were few change orders to this work but there was approximately 14% of add orders for work otherwise not covered in the original design package.

The quality of the work was excellent and with the exception of weather damage to static exterior exhibits all American fabricated units bore up well under the extraordinary use and abuse any exhibit is subjected to during a long heavily attended exhibition. Animated exhibits and audience participation units did require

constant attention and maintenance but they incorporated sophisticated electro-mechanical components and many were literally experimental devices as was appropriate to the theme of the U.S. Exhibition. They also received much audience attention.

#### **2. Selection of audio-visual contractors**

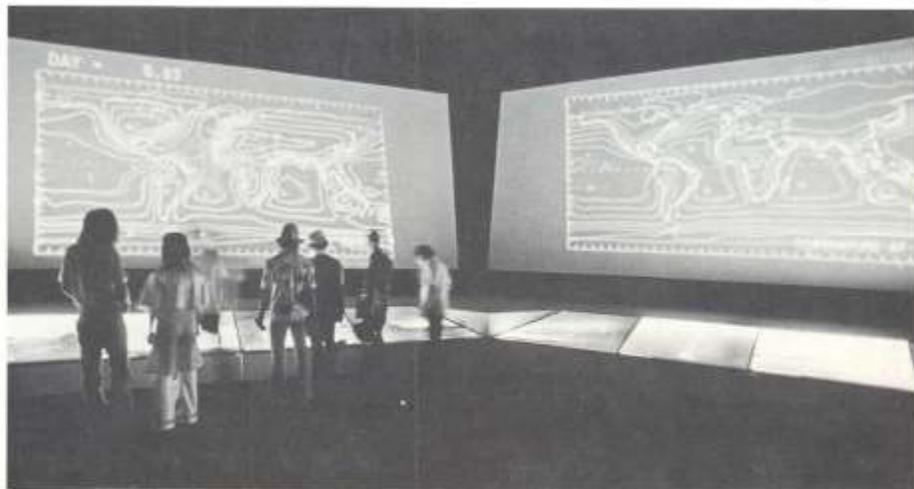
The basic design of the American Pavilion at Expo '75 incorporated six separate audio-visual presentations, in addition to several strictly aural products to provide ambiance and explanations. All of these were carefully tailored to the shape and content of the various modules in a design sense; their content was closely integrated with the theme of each experience and with products and procedures displayed. The A/V ranged from ten-minute continuously running color videotapes to the three-screen interlocked final wide-screen documentary which made an optimistic statement about the future of the seas, displayed American technological advances in action, and coordinated itself with live actors who appeared through an illusion and made a personal statement of farewell to the departing audience.

Original photography and animation were employed in almost every case; the animated double wide-screen presentation in the Weather Module was 100% original scientific animation.

#### **3. Software**

Selection of a producer with the creativity, flexibility, equipment capability, and reliability to produce impressive and accurate films in the extremely short period between the letting of contracts and the shipment of quantities of finished products to the field ruled out almost all small production organizations. On the other hand, budgetary restrictions ruled out all the big ones. Many production companies throughout the country were thoroughly investigated and considered long before invitations to bid were issued. Even after invitations to bid went out to a carefully selected group of twelve producers, two of the best on the West Coast declined to bid because of their current workloads and the almost impossibly tight production schedule. The fact that original photography depicting the shorelines of America and underwater work in multi-screen Cinemascope would have to be produced without delay in the winter months and still be both beautiful and impressive made a number of potential bidders state flatly that the job could not be done on time by anyone for any amount of money. The subsequent heroic effort on the part of selected contractors

*Two giant motion picture screens in the Weather Module use technical animation to depict the formation of the earth's weather patterns and the role of the oceans in producing them.*



proved that they were wrong! Because of the interlocking nature of the firmic content among the various presentations and because of stringent budgetary limitations, everyone agreed that the entire job would have to be done by one production company.

On October 4, 1974, a bidders' conference was held in Washington attended by representatives of eight production companies. It was a lively session that raised many questions and answered most, helping to pinpoint some problem areas. The potential contractors had only a few days in which to prepare their proposals on this highly complex and technical combination of productions. As soon as the deadline for proposal submissions was reached, a source Selection Evaluation Board was convened and each of the packages of materials submitted was subjected to the most careful analysis by the five members of this board.

The board was constituted of senior Agency officers with extensive film and exhibits experience. Cost was a strategic and limiting factor, and there was an enormous spread of

\$300,000 among the potential contractors. However, the most important criterion was the certainty of obtaining a high-quality production effort in the shortest possible time. The board was unanimous in its selection.

On October 21, 1974, after intensive negotiations, a contract was awarded to Bray Studios, Inc., of New York City, for the production of all audio-visual software for the American Pavilion.

#### 4. Hardware

Concurrent with this procurement effort was the investigation of sources for hardware associated with the continual presentation of all audio-visual productions and effects. Again, since the entire show had to be operated as a single, synchronized, perfectly coordinated production, a supplier capable of modifying equipment, installing it in the field and training Agency personnel in its operation and maintenance had to be found. Furthermore, the selected contractor would have to be capable of constant close liaison and interface with the software contractor. A limited number of solicitations were sent out to qualified bidders; the proposals received were narrowed to four, a review board was convened and again the decision was unanimous.

In this case, the selected contractor was also the low bidder, Atlantic Audio Visual Corporation of New York City. The hardware contract was awarded November 8, 1974.

Bray Studios accomplished the remarkable feat of meeting all deadlines with high-quality productions. USIA's Motion Picture Office in New York City supervised quality control, laboratory, and shipping operations extremely well. Atlantic delivered all materials on time and managed the installation in the field just in time to

have all systems operating the day before the Expo opened officially. All this was completed with a minimum of changes and within the control budget. Many high compliments were received in the field; especially meaningful were accolades from oceanographic specialists who watched each presentation from beginning to end, sometimes more than once.

Prince Mikasanomiya Hirohito watched every production from beginning to end, commenting on the final experience "It looks like something out of a James Bond movie," and was delighted to learn that it had been photographed by the same man who shot the underwater sequences for "Thunderball." Commodore Kapoor, Director of the International Hydrographic Institute of Monaco, praised "both the informative and artistic value" of all productions. And the myriad visitors from many countries, wanting to know how they could acquire rights to any or all of the audio-visual material for use in their own programs, were the best evidence of the success of the software and hardware combination.

#### 5. Installation

A contract for installation of the exhibits which were prefabricated in the United States was negotiated with Japanese builders and with one American company based in Japan. It was awarded on the basis of the lowest bid to the Nomura Construction Company which was the largest exhibits producer in Japan and one having considerable experience

*The effect of land masses and the earth's movement on ocean currents is demonstrated by this rotating simulation.*



*An audience-participation device demonstrates the use of computers in positioning a drilling vessel over a well-head.*



working with Americans. Senior representatives from the American fabricators were sent to the site to supervise the installation of works they produced. All of them pitched in and helped on all aspects of the production, working in the most severe weather and under uncomfortable living conditions. Their robust and wry humor and energy never flagged. They were a credit to their companies, their industry and their country.

Rain is the one word which characterized the conditions of the Motobu site during the installation period. There were 66 inches of it in the two months prior to opening which was an inundation even by Okinawan standards. It collapsed roads, washed away earth works, flooded excavations, drowned power supplies and ruined landscaping.

Few trucks could get through and these often became mired up to their flatbeds. Everyone wallowed in mud and the construction schedule was set back, but the one thing which could not be again delayed was the opening date, July 20, 1975.

Eighty days were originally allowed for installation. Weather and shipping delays reduced this comfortable margin to six weeks of which every minute was needed.

The ten American guides joined the work on their own initiative and were soon an integral part of the installa-

tion team. More than "go-fers," they climbed scaffolds in typhoon winds, hung sun screens, repaired models, set up offices, and acted as interpreters.

### **6. Okinawa quarters and communications**

The housing situation on Okinawa was a critical situation and remained so until a few days before opening. Integral with the housing issue was transportation. This was a problem not only for the American staff but for most of the other national participants.

A limited number of rooms in a few new or refurbished hotels were available but most participants felt that the prices were exorbitant. Moreover, most of the hotels were solidly booked by Japanese tour groups, sometimes even before the hotels were built. Naha, the capital city of Okinawa, was fifty-five miles from the Expo site on Motobu Peninsula and the closest western style hotel, the Okinawa Hilton near Kadena AFB, was thirty miles away. Until approximately 5 July the available roads to Motobu were narrow, winding, in need of major repair and suffering from the 24-hour-a-day as-

sault of bumper-to-bumper trucks, bulldozers, front-end loaders, cranes and other capital construction equipment. And the rain never ceased.

Commuting was a problem.

Fortunately, Voice of America housing, nine 2 and 3 bedroom bungalows adjacent to the Kadena AFB, were available for the executive staff, the technicians, the off-duty American guides, the public affairs office and the administrative office. But, it was still a 70-mile round trip drive to the pavilion and housing had to be found at Motobu for the duty officers and guides. Endless negotiations were finally consummated by the Commissioner General after intercession with the Japanese Foreign Ministry achieved a reduction in rent for new site housing, which the guides dubbed the Habu Hilton (in deference to the local snake).

A major advantage of the Voice of America facilities was access to their "FAX" communications system.

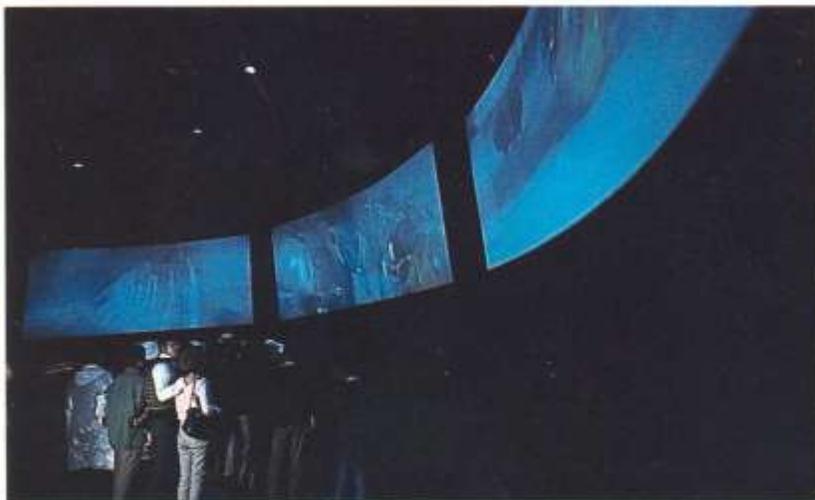
This system expedited transmission of information and inquiries between Washington and the USPAV officers at the VOA compound. USPAV transmitted no classified material via this system.

### **7. Appointment of the Commissioner General**

B.I.E. regulations for an international exposition require all official participants to appoint a Commissioner General.

Precedents vary but the chairman of all Commissioners General is usually the representative of the country which sponsored the preceding international exposition. In the case of Ocean Expo '75 this was the American Commissioner General because Expo '74 was held in Spokane, Washington. But, sometimes the chairmanship is assigned to the country which first signs a participation agreement with the sponsors. The initial stance of the United States was that it did not want the chairmanship assignment because it

*A three-screen film presents an optimistic view of the future of the oceans as the final experience in the USA Pavilion.*



could have been construed as assuming a too dominant role at a very visible event on an island where American presence was prominent enough. Neither did the U.S. want the Japan Association for Expo to be subject to a charge of favoritism toward the U.S. Moreover, there was no special funding nor staff approved for what would be another large dimension of very demanding activity.

The project staff drafted and forwarded to the White House criteria for a U.S. Commissioner General in November 1974. Although informal negotiations relative to appointment of a U.S. Commissioner General were being conducted with the Japan Association for the Expo during this time no appointment could be made until the Congress passed the project's appropriation and the President signed the legislation.

As 1975 approached a U.S. Commissioner General had not yet been appointed. On January 2, 1975 the White House called the Agency requesting another copy of the criteria for this appointment. The first meeting of Commissioners General was held in Japan in February 1975. The Director of USIA asked Mr. Laurence W. (Bill) Lane, Jr. to attend this meeting as his personal representative. A Steering Committee of Commissioners General was established and Mr. Lane was elected its Chairman. "Statements of Unanimous Concern" addressing unresolved operational problems was drafted by the Steering Committee at this time and delivered to the Japan Expo Association.

The role of the Steering Committee and its intrarelations is among the most significant and sensitive activities at an exposition. Recommendations concerning the position of Commissioner General and the Steering Committee are further developed in the Conclusions section of this report.

In early March 1975 the White House announced that USIA had appointed Mr. Lane as Commissioner General of the U.S. Exhibition at Ocean Expo '75. The White House further announced that the President had expressed his intention to nominate Mr. Lane as Ambassador for the Exposition. Time was so critical that Mr. Lane immediately left his California home for Japan and his oath of office was administered in Tokyo by the U.S. Ambassador to Japan. Mr. Lane then signed the formal contract with the Japan Expo Association for U.S. participation in Ocean Expo '75.

#### **8. Consulate and embassy cooperation**

Most liaison with the Japan Expo Association and with the Japanese Foreign Ministry during this production phase of work were conducted through the USIS office at the American Embassy in Tokyo. Similarly, all contract negotiations were conducted in Tokyo. Officers were never in want of office space, secretarial or interpreter help, translators, transportation or just simple hospitality.

There was no USIS office on Okinawa and the small Consulate had just moved to new facilities about the time the project staff took up residence there. But the limited State Department staff, led by Consul General John Sylvester, provided offices, one of their two telephones and no end of tangible assistance and advice. For all of its other responsibilities on the island the Consulate just about doubled its work load by the aid it rendered to the U.S. Exhibition. Had a circus, complete with acrobats and tigers, moved into the Consulate quarters the disruption would not have been dissimilar or more unusual. But all of the Consular officers accommodated the exhibition personnel with good humor and some awe.

#### **9. Concession**

To augment the appropriated funds, several methods of producing income were discussed; one was the concessioning of the U.S. Pavilion right, under the B.I.E. rules, to sell "official" souvenirs. These souvenirs are limited to books, pictures, postcards,

recordings, stamps and coins and one additional item or category of items selected by the participating nation. In addition to official souvenirs, participating nations are also allowed to operate a restaurant or food service in their assigned area. General merchandise, or merchandise not listed as official, is not allowed to be sold in a national pavilion. However, national participants may sell such items in a separate Expo bazaar area. These concessions were housed in structures erected by the Expo sponsors and leased to selected national participants, or to a private firm, approved by the national participant.

U.S. Exhibition management decided that a selected concessionaire would be given a contract to erect a sales structure, apart from the U.S. Pavilion, but on the U.S. allocated plot. This space was labeled the "North Park," an area of landscaped ground adjacent to and just north of the U.S. Pavilion.

All costs for such a structure and its operation were to be the responsibility of the selected concessionaire and the U.S. Pavilion would take a percentage of the gross sales which was the practice established by the rules promulgated by the Japan Association for Ocean Expo. A later decision was made to add an American style food service, serving ice cream and light snack foods, to this sales structure. In addition it was decided to request the reservation of one more stand in the Expo bazaar area for the sale of American general merchandise. This latter stand then



could be offered to the selected concessionaire or it could be rented directly from the Expo Association by the concessionaire, thus enabling him to expand his sales outlets and profit potential beyond just the limited official items and food sales at the U.S. Pavilion.

However, the Japan Expo Association ruled that the "official souvenirs," according to their interpretation of the B.I.E. rules, should be sold only inside a pavilion. Since the Association had more requests than bazaar spaces available for general merchandise, they agreed that, if the U.S. Pavilion would withdraw its request for space in the bazaar area, the Association would allow the proposed U.S. North Park concession to sell both general merchandise and the official souvenirs as well as food. The general merchandise sales area of the concession structure would come under the same rules as the Expo bazaar area and the U.S. official souvenirs would come under the rules for official items.

This suggestion by the Expo Association was accepted, and through the American Consulate and the American Chamber of Commerce, it was made known that the U.S. Pavilion was prepared to receive proposals from interested concessionaires. Several parties came forth but the eventual contract was consummated with an American operating

an import firm in Okinawa. He was introduced through the Consulate at Naha and was the entrepreneur most aggressive in seeking the concession.

Terms of an agreement were negotiated and plans were approved; a letter of intent to enter contract was issued to the selected concessionaire on April 7, 1975, and the final contract was signed on June 23rd. The principal term of the agreement called for the concessionaire to bear all costs of concession construction, its operations and supply of merchandise except certain official items that the U.S. Pavilion might be able to secure on consignment. The concessionaire advanced a minimum guarantee on general merchandise and food items, but on official items, no advance was required. A percentage of gross sales was paid.

The sales structures were called the "USA Market Place" and in spite of an Expo attendance that did not reach the numbers projected by the Expo Association, the USA Market Place, being advantageously located, was popular and well attended. With the revenues produced from advance

guarantee payment and the percentage from the official souvenir sales, the U.S. Pavilion was able to augment its appropriated funds.

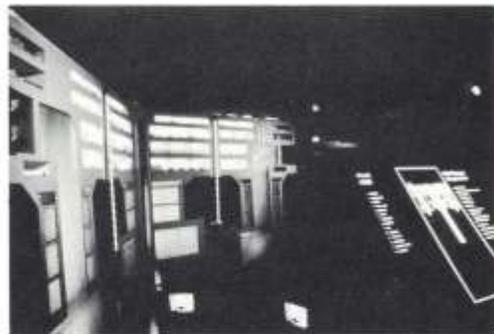
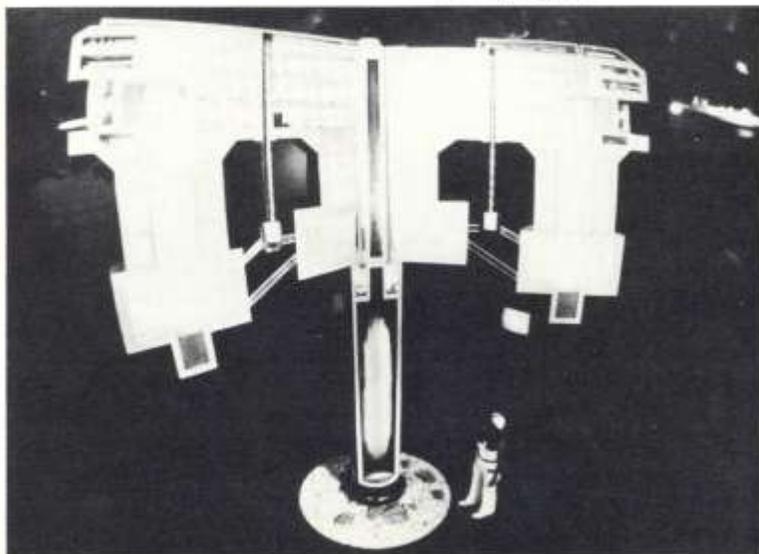
#### **10. Licensing USA official medals**

Through a licensing agreement, a series of U.S. Pavilion official medals was struck in Japan for use as both the official U.S. Pavilion presentation souvenir as well as for sale as the selected official item. These were sold in the USA Market Place along with the other allowed official items.

Originally, several minting firms in the USA were contacted with the proposal to design and strike the USA official medals on a consignment basis; however, when none of these firms responded with enthusiasm, the licensing agreement was negotiated and awarded to a Tokyo firm experienced in striking, packaging and marketing medals for Expos.

The prime medal was styled by the USIA Exhibits Division. The design included an impression of the official USA logo on one side and of the U.S. Pavilion on the other side. Seven additional medals were struck, each with the USA logo on one side and the impression of one of seven ships on the other. The ships selected represented famous

*The complexities of an animated two-story model of a futuristic floating power-generating complex using the thermal gradient (Delta-T) principle were explained by multi-lingual guides.*



non-military vessels important in American history. Medals were finished in gold and nickel plate with one limited run struck in silver. The medals were handsomely packaged in a variety of combinations from one medal to the full series of eight medals.

The license agreement required the consignment of medals to the U.S. Pavilion for issuance to the contracted operator of the USA Market Place for sale there. A selection of a variety of sets was purchased, at cost, by the U.S. Pavilion directly from licensee for use as the U.S. Pavilion official VIP presentation.

The agreement gave the licensee distribution and sales rights for all of Japan, except the Expo and the island of Okinawa. This market was reserved for the U.S. Pavilion concessionaire. The licensee paid a royalty to the U.S. Pavilion for each medal sold outside of Okinawa.

Although the medal sales did not reach expectations, many were sold in outlets throughout Japan, producing additional revenue to augment the appropriated funds.

The packaged medal sets, purchased by the U.S. Pavilion, became a very useful and appropriate prestige gift for presentation to special visitors. They were well received and appreciated by the recipients.

### **11. Guide training and programming**

Universities with departments of Japanese language and literature were contacted for potential guides. In addition, all Sea Grant colleges were canvassed for individuals who not only were familiar with some facet of oceanography but were also fluent in Japanese. The latter qualifi-

cation overrode technical expertise. The final guide selection was made mostly from Hawaiian and West Coast applicants. Several American residents in Japan were also selected.

Neither money, time nor location of the guides permitted marshalling them in Washington for weeks of briefings as is the practice with guides employed for the USIA's large U.S./USSR exchange exhibitions. All guides were assembled on Okinawa the first week of July 1975. In the ensuing eighteen days before Expo's opening they were briefed by Consular officers, security officers, administrative officers and an outstanding technician advisor.

They were given a thoroughly detailed 381-page training manual covering every facet of the exhibition. Many of them were dumbstruck at what they were expected to learn



and none of them believed that they would ever be able to cope with the technical data in the show. But a few weeks after opening, they were explaining oceanographic products and projects and programs far more lucidly than anyone believed was possible. They asked questions that surely the staff couldn't answer.

## **E. Operations phase**

### **1. Opening**

Any large exhibition begins with the most noble of objectives, hope even among cynical professionals and a significant measure of bewilderment and even fear in support quarters. The project's metamorphosis takes it from doubt to despair to anguish and anger. It evolves through the staff's increasingly intense fealty to the principle of accomplishment regardless of inevitable compromises and culminates in an opening. An opening is not the project's measure of effectiveness. The project opens to make possible its substance, its operational program. But, first it must open.

An excerpt from an opening day cable satisfactorily sums up the occasion: "USPAV, Ocean Expo '75, July 20, 1975: The show that couldn't be done opened today with all flags flying... all 66 U.S. exhibits and A/V on line despite natural disasters and impediments unusual even to exhibitions. An equally uncommon group of people have produced and mounted a U.S. presentation of style, sophistication and content of rare if any equal. It is a show which is an international credit to the United States and a tribute to those individuals' commitment, competence and doggedness. Exploiting the last of their own psychological and physical reserves, they have overcome endless obstacles with limited or compromised resources. Few goals have been as well achieved. To a magnificent very few, say, as do oceans people, Bravo Zulu: well done."

Two days before the opening of Ocean Expo two attempts were made on the life of H.I.H. Crown Prince Akihito when he was on Okinawa in his capacity as honorary President of the fair. A ship in Expo Port was fire bombed. Both the major leftist organizations and the local press were sobered enough by these acts of violence to downplay opposition to the ceremonial opening at which the Crown Prince and Princess officiated. H.I.M. Emperor Hirohito was in the United States at this time. There was much anxiety about his welfare and Japanese reactions should anything befall him. Radical violence was deterred by massive police presence and security precautions which excluded all Japanese workmen from the Expo ground when their presence was required around the clock to complete all work on site. At the American Pavilion this slack was picked up by the already exhausted U.S. staff, guides and technicians. The U.S. Military forces, through thorough planning in which all ranks fully cooperated, maintained the lowest of silhouettes and not a single demon-

*Official opening ceremonies were held on July 19, 1975, in the presence of Their Imperial Highnesses the Crown Prince and Princess Michiko.*

*Ambassador Jiro Takase, Commissioner General of Expo '75, officially opens the American Pavilion with Mrs. Takase. At left is Mrs. Jean Lane, wife of U.S. Ambassador and Commissioner General Laurence W. (Bill) Lane.*



stration was directed against their presence of personnel.

In the morning of 19 July under a clear, hot tropical sky Ocean Expo '75 officially opened.

The pavilion of the United States subsequently was opened by Ambassador Lane and Ambassador Jiro Takase, Commissioner General of the Expo who cut the traditional red-white-and-blue ribbon after the American and Japanese anthems were played. Ambassador Takase, in his remarks to the one hundred and fifty special pavilion guests, observed that the event truly demonstrated the comradeship of the United States and Japan in a spectacular joint effort.

## 2. Protocol

Attention and assistance accorded visiting host-country and third-country dignitaries as well as special American guests are among the most important functions of any national exhibition. VIP visitors expected such courtesies from the U.S. Pavilion. Every effort was extended to oblige them, sometimes in a quite formal and structured form but as often in a relaxed but no less comprehensive fashion. With the protocol officer and press officer spelling one another and all duty officers along with the field director, resident specialist and Deputy Commissioner General serving as escort officers, each special visitor was met by Commissioner General Lane, refreshments were served in the lounge, picnic-like meals served during the lunch hour and souvenir medals and pins given the visitors who were then given a personalized tour of the pavilion. Their photographs were invariably taken and subsequently sent to them as a remembrance. Special tours of other pavilions were arranged by the protocol officer who finally saw them on their way to their next destination.

Guests were invariably in a hurry, having little time to see all of Ocean Expo. Their schedule was also burdened by long commuting times necessitated by the remoteness of the site from the island's major

transportation hubs. The protocol officer, often with only a few hours notice, organized special itineraries with precision and appropriate style. In limousines or on a golf cart, the visitors always saw as much of Expo as their time permitted.

Within the U.S. Pavilion and at frequent receptions the U.S. Staff was able to explain substantive aspects of the American oceanographic story and Japanese/American relationships.

Often overlooked in expositions is the opportunity to develop close relationships and friends with the technical personnel, staff and executive management of other nations' pavilions. If international relationships were as straightforward and cordial among all participants in other forums, the world might be a slightly less nervous place. Arguments there were aplenty but there were also commonalities of interest which bred good relations; and shared problems evoked a certain irreverent humor which bridged cultural barriers.

## 3. Special visitors

The ordinary visitor to the U.S. Pavilion, whether tourist or Okinawan farmer, was greeted warmly by the guides on the Plaza in his own language and then, if his tour of the

exhibit was leisurely enough, had the opportunity to question and chat with guides in each module of the pavilion.

However, there were many visitors to the show who were singled out either by the JAIIOE or the USPAV staff for special treatment. These were the VIP's, a term that has found its way into the Japanese vocabulary exactly as it is in English. It is part of Japanese tradition and temperament to afford very special courtesies indeed to persons who are deemed to be of unusual importance. The Association did its best to obtain advance notice of such visitors and issued biographical data on the individual and a tentative schedule to all exhibitors. If this could not be done well in advance and the visit came as a surprise to the press and protocol offices of the JAIIOE, word was passed by telephone and, in the case of the USPAV, coordinated with the secretaries or receptionists in the Commissioner General's Lounge and Office Area. One or more of the "Guide Companions," multi-lingual Japanese girls in peach-colored uniforms, was assigned to the VIP and his entourage. These companions accompanied the party during the entire tour of Expo. The Guide Companions tried their best to adhere to announced schedules, but the fair was so large and, for most visitors, so endlessly fascinating that there was invariably some slippage.

*Ambassador L. W. Lane, Jr. and other American VIPs are honored on the occasion of an official visit to the Aquadolls.*



The courtesies extended to special guests in the American pavilion have been described in the Protocol Section of this report. These guests fell into three major categories: high-ranking officials of the Japanese Government and from other nations, distinguished scientists, academicians, and industrialists from many countries, and important American civilian and military personnel.

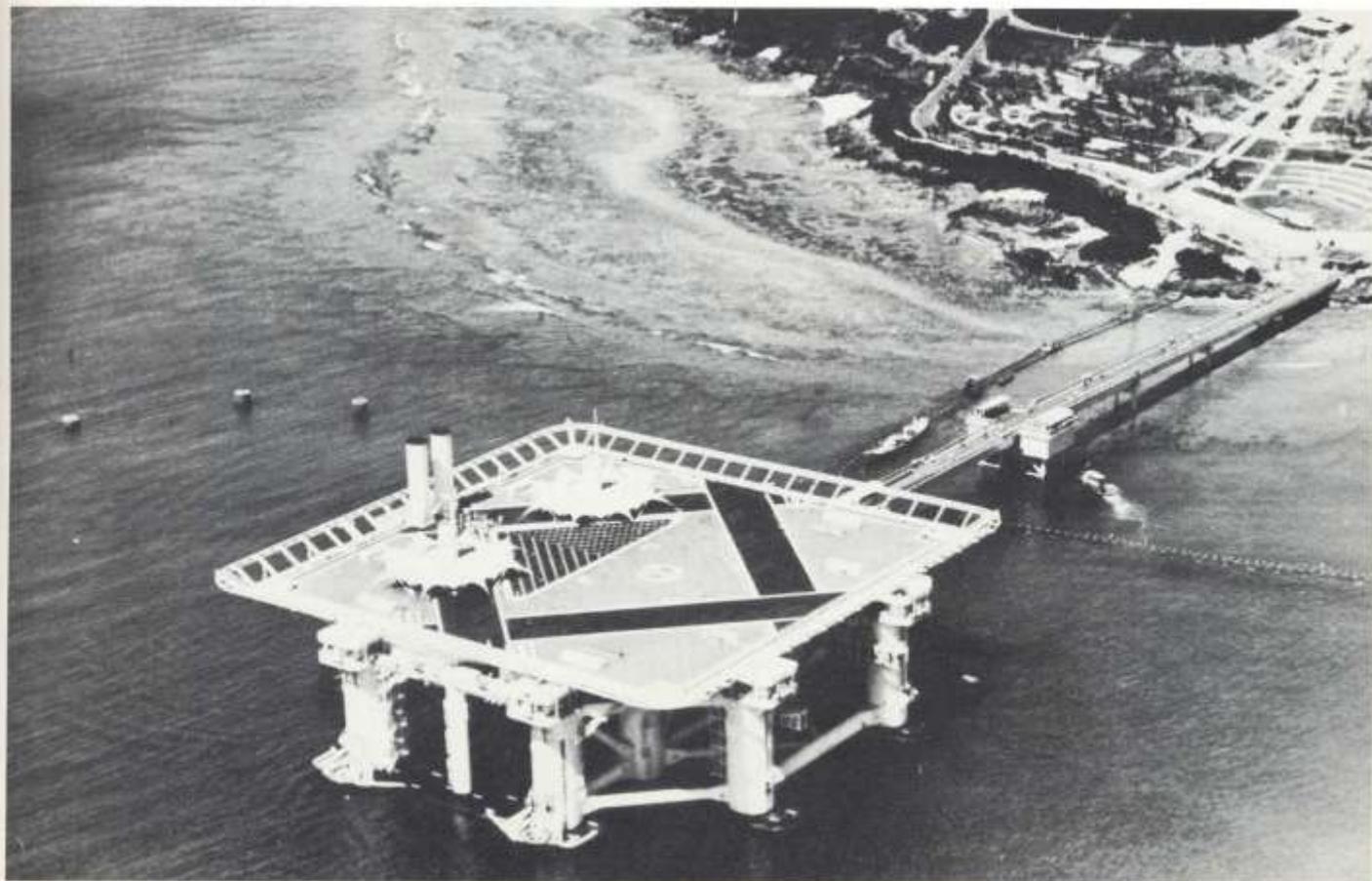
It is beyond the scope of this report to provide a comprehensive list of distinguished persons who visited the U.S. Pavilion, signed the guestbook, and were extended the courtesy of the lounge and guided through the exhibit by the Ambassador or one of the other official Americans. A random sampling of significant guests in each major category will suffice to illustrate the level or importance of many of these visitors.

The 16,000-ton Aquapolis, symbol of Expo '75, has an upper deck 100,000 square feet rising 100 feet above the ocean's surface.

#### **a. Government officials**

Prince Mikasonomiya Hirohito, *Nephew of the Emperor*; Chobyu Yara, *Governor of Okinawa* (several visits with his family); Prince and Princess Takamatsu, *Brother and Sister-in-law of the Emperor*; The Chairman of the Budget Committee of the Japanese House of Representatives and several members of the Committee; The Chairman of the Commerce Committee of the Japanese House of Representatives and several members of the Committee; Matao Endo, *Japanese Ambassador to Chile*; Ueki Mitsunori, *Minister of the Bureau of Okinawan Development*; Dr. Ryuji Ishimaru, *Director of the Medical Section of the Japanese Ministry of Welfare*; Captain Hidechika Serikawa, *Japanese Naval Self-Defense Force* (with a party of 16 officers); Countless members of the Japanese Diet and the House of Representatives; Mrs. Mutsuko Miki, *Wife of the Prime Minister of Japan*; Yohshide Uchimura, *Director General of the Bureau of Fisheries*; R. S. Sas-

rapawiya, *Secretary General of the Ministry of Trade, Indonesia*; S. A. Saleh, *Charge d'Affaires, Embassy of Yemen*; Francisco Etcheverry, *Deputy Secretary of Industry & Energy, Uruguay*; Iuminado Torres, *Philippine Ambassador to Japan*; Feng-shu Chang, *Mayor of Taipei*; Academician Fyodorov, *Director of Hydro-meteorological Services, Council of Ministers, U.S.S.R.*; Dr. M. A. Khalek, *Ambassador of Egypt*; Pierre Nelson Cofi, *Ambassador of Ivory Coast*; Nacho Papazov, *Chairman of the Committee for Science, Technical Progress, and Higher Education, Bulgaria*; Giovanni Giola, *Minister of the Merchant Navy, Italy*; Coe Amate, *Ambassador of Ghana*; Miroslav Kreacic, *Ambassador of Yugoslavia*; Dr. Amintore Fanfani, *Member of the Italian Parliament, Professor at the University of Rome, and former Prime Minister of Italy*; Dr. Bernardo Zuleta, *Under Secretary of the United Nations.*



Officials such as those mentioned in this partial list signed the guest book, were given refreshments in the lounge, and had pleasant discussions with Ambassador Lane and other official Americans before being escorted through the Pavilion. Many of the special visitors combined a governmental association with a specialty in science or trade; e.g., Charles Lemaignan, Director of Oceanographic Affairs for the French Government. Sometimes the Guide Companions would take a guest through the Pavilion and bring him to the lounge for refreshment afterwards. This happened to Mr. and Mrs. Arthur Bollen of the Australian Department of Agriculture who arrived just before the Pavilion opened at 10:00 A.M. and passed through the various modules while a diver was adjusting his air-supply before entering the tank. When they came to the lounge for coffee, the

staff discovered that Mr. Bollen was in charge of the fisheries division of the Department. The Bollens were persuaded to make a complete second tour of the whole show so they could see demonstrations of the helmet-mounted underwater television system and other instrumentation such as the Coulter counter and accumulator which would be especially applicable to Mr. Bollen's specialty. The second trip paid off, and the staff was able to supply literature and specifications on several pieces of equipment. A number of governmental specialists came through with large parties headed by their Ambassadors and then returned on their own to make a detailed study of the material in the U.S. Pavilion.

For example, Karl Herbert Becker, the Agricultural Counsellor of the Embassy of the Federal Republic of Germany, returned to spend hours in the pavilion and in the library. Guglielmo Castro, the Scientific Attache of the Italian Embassy, returned to spend one full day studying the exhibit, making notes, and collecting literature in the library. Both stated that the American exhibition was by far the most interesting and informative display at the entire Expo. Many of these officials wrote highly appreciative comments in the guestbook, and all verbally expressed admiration for the show to their escorts. The comments went far beyond normal diplomatic courtesy. Prince Mikasa spent far more time in the USPAV than had been allotted in spite of constant urging and reminders to move faster from both his official guides and his heavy detail of bodyguards. He watched all audio-visual presentations from beginning to end. His

*Ambassador Lane presents a reminder of the U.S.S. Chauvenet's visit to Governor Chobyō Yara of Okinawa at one of the America Day receptions.*



final comment was that the U.S. Pavilion was "very impressive and great fun at the same time."

#### **b. Foreign V.I.P.'s**

Commodore D. C. Kapoor, *Director of the International Hydrographic Institute, Monaco*; Kentaro Nayashi, *President of the University of Tokyo*; Dr. Motohiko Matsuda, *Director of the Japan Marine Science and Technology Center, Yokosuka, Japan*; Tan Sri Dato Mohamed Noah, *Adviser, Genting Highlands, Berhad, Kuala Lumpur, Malaysia*; Nikolai Nikolaevitch Nekrasov, *Member of the Academy of Sciences, U.S.S.R.*; D. R. Kerr, *Vice-President, Saint John Shipbuilding and Drydock Co. Ltd, New Brunswick, Canada* (with a group of 12 Canadian shipbuilders); Akikazu Nakamura, *Professor of Oceanography, Osaka University, Japan*; Thirteen members (from many Asian nations) of the U.N. Committee for Coordination of Joint Prospecting for Mineral Resources in Asian Offshore Areas; Kenji Okamura, *Managing Director of the Mitsubishi Development Corporation and President of the Japanese and the United Nations' Engineering Committee on Oceanic Resources*; Sixteen members of the Pacific Association of Travel Agents (from Korea, Hong Kong, Taiwan, Thailand, Philippines, Indonesia and Japan); Dr. Loh Giok Geoh (phonetic), *President of the Oceanological Society of the People's Republic of China (Peking)*, and a party of 18 Chinese oceanographers.; Yoichi Yamamoto, *President of the largest confectionary corporation in Japan*; T. Ostroumov, *Chief Scientific Editor, Izvestia, U.S.S.R.*; K. Hirotsomi, *Director of Marketing, Ishikawajima-Harima Heavy Industries Co. Ltd, Japan*; Sukenaga Murai, *President of Waseda University, Japan*; Fang Chih, *President of the Sino-Ryukyuan Cultural and Economic Association, Taiwan*; Arataro Takahishi, *Chairman of the Board,*

*Matsushita Electrical Industrial Co. Ltd. (Panasonic), Japan*; R. A. Petrosian, *Trade Representative of the U.S.S.R. in Japan*; Dr. Sandor, *Director of the Cartography Research Laboratory, Hungary*; V. Masi, *Director of the Italian Institute for Foreign Trade*; Kazuo Arita, *Director of the Architectural Institute of Japan* (party of eight); Teiichiro Morinaga, *President of the Bank of Japan*; Dr. Eisaburo Nishibori, *Leader of the Japanese Expeditionary Mission to Antarctica*; Noriyuki Nagasaki, *President, University of Tsukuba*; Koichi Kishitani, *Professor, University of Tokyo* (with a party of 12 representatives of the Ocean Development Commission of the Japan Cement Association); Mario Pavan, *Professor of Entomology, University of Padua, Italy*; Shigeichi Koga, *President of Mitsubishi Heavy Industries, Japan*; Messrs. Igarashi, Tomita, Nazano, Nishimura, and Miyazaki — *Chief Editors of the Asahi Newspaper Publishing Co., Japan*; Satoshi Izozaki, *President of Japan National Railway*; T. Nagamoto, *Vice-President of the Mainichi Newspa-*

*per Chain, Japan*; N. Ushiba, *Former Japanese Ambassador to the United States*; Dr. Jacques Piccard, *President of the Foundation for the Study and Protection of Lakes and the Sea, Switzerland.*

This short selection of names, taken quite literally at random from the hundreds of signatures in the guest-book, is indicative of the wide variety of scientists, academicians, industrialists, and journalists whom the JAI/OE and/or the Ambassador and his staff regarded as special guests. However, they serve to illustrate the significance of a major exhibition in carrying out the mission of the United States Information Agency. There has been a continuing dialogue within USIA concerning the relative importance of the mass media (broadcasts, television, theatrical films, press releases and exhibitions) versus carefully "targeted" programs to reach "opinion-makers" and government officials. The Agency engages in both techniques, of course. The American Pavilion at Expo '75 embraced numerous methods and media simultaneously, reaching both a mass non-specialized audience on one level and highly select visitors on another. Many persons commented on precisely this point, and one or two reactions will serve to illustrate.

*Nineteen oceanographers for the People's Republic of China are given detailed technical information about the U.S. exhibits by Charles H. Clarke (right), Deputy Commissioner General and Project Director of American participation in Expo '75.*

33



Commodore Kapoor, a native of India who is now Director of the pioneering and prestigious International Oceanographic Institute in Monaco, spent two full hours in the American Pavilion in spite of the fact that he had only one day to spend at the Expo. He reacted most favorably to everything he saw, and called the content "an extremely clever mixture of scientific content and entertainment." At the end of his tour, Kapoor called the USPAV "undoubtedly the finest and most informative exhibition in the Science and Technology Cluster." He also held forth at length on the non-political, non-propagandistic nature of the exhibition and severely criticized certain others in that regard. One of the most interesting and interested visitors to the show arrived late one afternoon completely unannounced and unexpected. He was a tall, spare man with a straw hat and flowing bow-tie; Kenji Okamura, an industrialist, a

scientist, and an engineer. He is Managing Director of the Mitsubishi Development Corporation and has long been Chairman of the Japanese National Committee for ECOR (Engineering Committee on Oceanic Resources) and was recently elected President of ECOR International under United Nations auspices. He immediately recognized every item in the pavilion during his three-hour visit, making comments like, "Ah the dear old Alvin!" in his flawless English. He said he was reluctant to leave and his final comment was, "Your exhibition is extremely interesting from every point of view. You have successfully displayed the most advanced technology and scientific devices in a way that the ordinary person can

understand and be impressed. Of course, for the scientist it is fascinating. I wish to return and study everything much more closely." Oceanography Professor Akikazu Nakamura of Osaka University spent several days in the USPAV shortly after opening, studying everything, copying the guide manual and materials from the library, and asking for every available piece of literature. He said that he planned to build his curricula for the fall semester around the contents of the pavilion and promised to bring a large group of students to spend at least a half-day studying it. Nakamura was as good as his word; he returned not once but three times, and on one visit brought more than seventy university students with him. He was there on closing day, visibly moved and staying until the doors were closed for the last time. As a final example, here is an excerpt from a letter that Dr. Jacques Piccard, perhaps the most eminent ocean scientist in the world, wrote to Ambassador Lane from Switzerland after his visit to the Expo: "I have been extremely interested by your Pavilion and I would like to congratulate you and your collaborators for the remarkable work achieved. I have seen many exhibitions dedicated to the sea either in Europe or elsewhere and yours is certainly among the most beautiful and interesting ones. Of course, your various models of submarines and underwater tools have particularly impressed me."

#### **c. American V.I.P.'s**

It is impossible and inappropriate to list more than a few of the distinguished American visitors to the Pavilion. Every U.S. citizen who visited the Expo was anxious to see what the USPAV was like and most of them wanted to sign the guest-

*The American yacht "Serenity" and her crew after the Hawaii-to-Okinawa race*



book. Within limits, an attempt was made to give every taxpayer as much special attention as possible, regardless of his station in life, so that he would realize that the Ambassador and the staff knew that it was, after all, the American visitors' pavilion. Those people who were given complete V.I.P. treatment cannot very well be listed here because important people might be left out and considerations of protocol would demand a comprehensive list. Suffice to say that such a list would closely parallel the nature of the professions and positions of foreign visitors — scientists, corporation executives, college presidents and professors, diplomats, oceanographers and engineers — but with two notable differences. There were a very large number of American military officers who were given the full V.I.P. treatment and, except for the diplomatic corps, there were very few U.S. Government officials who attended the Expo at all. The preponderance of high-ranking officers and their staffs is readily explainable because of the strategic importance of Okinawa, and the special American relationship to Ryukyus during the 22 years of occupation. Ambassador Lane's many lunches and other courtesies extended to the military, usually at his own expense because the conditions for representational expenditures could not often be met, were based on the great debt which the USPAV owed to the Department of Defense in general and the various Okinawan commands in particular.

*Allen E. Beach, Manager of the American Pavilion, joins Ambassador Lane and Japanese dignitaries in welcoming the Captain and crew of the U.S.S. Chauvenet.*



The absence of highly-placed U.S. officials and other personalities is harder to explain. Perhaps it was due to the remoteness of the location. Three U.S. Congressmen visited the Expo. Two of them were divers and deeply interested in marine sciences. They traveled from Tokyo to Okinawa at their own expense and quite unannounced. So did Angier Biddle Duke, former Ambassador to Spain and Chief of Protocol. These were extremely short unofficial visits. Two American visitors received very special honors and attention from the Japanese. One was Lieutenant General James B. Lampert (U.S. Army retired) who was the High Commissioner of the Ryukyu Islands during the five years prior to reversion. He and his wife were widely honored by the Japanese during their visit. In fact, the staff received many telephone inquiries from other pavilions that morning, asking if it were American National Day and there had been no announcement. The U.S. flag was flying over Association Headquarters and elsewhere. General Lampert received favorable coverage from the press and on national Japanese television. Lt. General Ferdinand T. Unger, another Former High Commissioner of the Ryukyus, visited the Expo in September and was similarly honored. Another visitor important to the Japanese because of the phenomenon of reversion was the Honorable Richard L. Sneider, U.S. Ambassador to Korea. At the lavish luncheon given at the official Expo Guest House and hosted by Ambassador Lane, Ambassador Takase was choked with emotion during the toasts as he described the laborious process of negotiating the terms of reversion in which he and Ambassador Sneider had played the principal roles.

The staff of the Korean Pavilion were most anxious to participate and the affair took on the characteristics of a national day celebration with superb entertainment provided by the beautifully costumed and highly skilled Korean dancers. Ambassador Sneider was also entertained by the Japanese at a number of official functions.

The most significant aspect of the presence of American military commanders and personnel from the private sector at the many functions hosted by Ambassador Lane was the opportunity to mingle with Japanese leaders and dignitaries from other nations in an atmosphere which was relaxed, pleasant, and totally free from the press of business or potentially controversial issues. For example, the Ambassador gave a catered luncheon in the lounge for a number of Soviet dignitaries and included Japanese and American officials and civilians. This kind of informal atmosphere permitted the participants to meet with each other on a most unusual basis, entirely free from the stiffness so often associated with official diplomatic functions. American visitors were entertained at other foreign pavilions, as well as by the Japanese. Although this was far from being a trade fair, it can be said that numerous important business contacts were made.

#### **4. Media relations**

The Japanese Expo Association made a concentrated effort to interest the media for two years prior to the Expo's official opening. Among other things, they produced a richly illustrated monthly bulletin describing various aspects of the site, the development of the fair, the tourist attractions of Okinawa, and the contents of international and private pavilions. Many posters were printed and distributed. The building of the Aquapolis and the feat of towing it across the East China Sea to the site received considerable coverage in American newspapers and the international press. The Association launched a heavy campaign of paid advertising in both the printed and electronic media throughout Japan and neighboring countries.

The Association constructed a well-appointed Press Center. An elaborately scheduled press preview was arranged for three days from July 9 through 11, and the invitational

release anticipated attendance by 400 members of the Japanese press and 50 foreign correspondents. Among those expected to attend were the German television network, the Kyung Hang Daily News of Seoul, Travel Week, the Vancouver Sun, the Sydney Morning Herald, a group of 16 travel writers from the United States and 35 American military correspondents. Many of those invited did come to the Expo, but not in the numbers expected and not on the neatly arranged schedule put forth by the Publicity and Information Section of the Press Center.

Reporters who visited the Motobu site during the ten days prior to opening didn't know quite what to make of what they saw. Roads were unpaved and torrents of rain poured down incessantly. Fortunately, this dismal picture did not result in a rush of bad press. It didn't generate wild enthusiasm among the journalists and media people either. The whole Expo opened on schedule, with everything on the line—roads were

paved, landscaping was in and even the weather was good. Unfortunately, many journalists who might have provided favorable publicity had come and gone.

Ambassador Lane's own publication "Sunset" magazine, carried material both before and during the run of the show. Even as Commissioner-General-designate, the Ambassador publicized the Expo in speaking engagements, interviews and radio shows. This effort, like his magazine, was largely confined to the western states and there was a limit to what one man could do, especially given the added burden of arranging his personal and business affairs so that he could devote full-time effort to the project and shuttling back and forth across the Pacific for preliminary conferences.

Two foreign service officers were assigned to the project by USIA just prior to opening specifically for the purpose of handling press, public relations, and protocol matters. They escorted press and television people through the USPAV, arranged for speaking engagements and radio interviews with the Ambassador, and persuaded the U.S. Army photo laboratory to provide photographic coverage of the opening and all subsequent events of importance. The Army made multiple prints of selected photographs and the USIA press officers sent out literally hundreds of releases. This effort even extended to the hometown newspapers of individual guides and staff members. The press officers kept a camera at-the-ready and photographed important guests on the pavilion plaza, often with the Ambassador. Photos and newspaper articles sent to the staff by friends indicate that considerable placement was achieved, especially in Hawaii and the Pacific states.

The Los Angeles Times carried a favorable article about the Expo with a photograph and there was one piece in the New York Times. Some specialized scientific, technical, and oceanographic publications in the U.S. and abroad published material about the Expo and the USPAV in particular. Foreign countries (nearly forty of them) who participated carried articles which naturally featured their own exhibits. Ulrich Blumenstein of "Der Stern" came to the American pavilion and wrote about it in an article in his magazine. The Japanese vernacular press began to look more favorably on the Expo after journalists had seen it in full swing.

*Honored Guest James Michener and Mrs. Michener accompanied Ambassador and Mrs. Lane to nearby Ie Jima, visiting a memorial to war correspondent Ernie Pyle.*



Three motion picture crews and nine television teams covered the U.S. Pavilion at various times. There was TV coverage for Korea, the Philippines and the United States. KCRA in Sacramento sent an American crew and ran a series of short features on the Expo on four successive days. This series featured interviews with Ambassador Lane and one of the USPAV concessionaire's employees who happened to be from Sacramento. This was converted into a network feed and run as a one-shot by NBC nationwide. NHK television from mainland Japan covered the Expo on a continuing basis and shot extensively inside and outside the USPAV. Karu Kanataka, "the Barbara Walters of Japan," devoted one of her highly popular Sunday-morning television shows to the Expo. The American Pavilion was featured in depth, including interviews with General Lampert, Ambassador Lane, and one of the guides. The Japanese

Government sent a professional film crew to make the official documentary about the Expo, and they devoted two full days of shooting to the American pavilion. USIA's Regional Audio Visual Center in Tokyo produced a short educational film called "Everybody's Ocean" filmed almost entirely in the USPAV. The Expo's Press Center had their own crew and distributed clips of the films they made. Armed Forces Radio and Television on Okinawa carried extensive coverage in both media. The other English-language station on the island broadcast a 45-minute interview with Ambassador Lane.

With the exception of travel and science writers, most foreign correspondents are politically oriented. Much of the worldwide media coverage of the Expo, especially in the press, was concerned with the political and economic future of Okinawa and the psychological orientation of Okinawan populace. Consequently, most large-circulation newspaper pieces (such as the one by American correspondent Kyes

Beach) used the Expo only as a hook on which to hang a political piece about Okinawa. Since the fair was highly photogenic, coverage was much better in the television medium.

### 5. Special events

A large exposition is comprised of exhibits and fixed attractions but the serious and substantive activities along with the entertainment and spectacles which are inherent in a fair make it an event. Each large national pavilion and private exhibition is also the center of its own particular program designed to make the audience feel welcome, make the visit more memorable and otherwise enhance the presence of the participating country or company. The ancillary programs extend the impact of a country's participation beyond the time and place of the exhibition itself.

A comprehensive "festival" program was outlined as part of the U.S. Exhibition's activities. This was radically

*The Finale of the America Day Show at the Portside Theater.*



reduced during the project's development phase and finally eliminated as a separate entity one month before Expo's opening. A conservative budget policy, anticipated lack of money and, as importantly, lack of at least one full time officer to manage all aspects of the festival program both in the U.S. and in the field dictated this retreat from original plans. It also illustrated a known lesson re-learned. Each major function of an exhibition should be the principal responsibility of an officer, not a collateral duty of an officer burdened with many other tasks; and all features of an exhibition should be financed rather than be dependent on good will, interest, and underwriting by other quarters.

Hundreds of entrepreneurs, institutions and other groups were eager to visit Ocean Expo '75 under the aegis of the U.S. Pavilion providing that travel, accommodations and often fees were paid by the U.S. Government. In some instances research design, construction, freight and management services were the price exacted by parties whose initial proposals asked only for an invitation and whose enthusiasm embraced total support of their participation at Expo.

But, in some cases, the sincerity and determination of certain groups worked to the advantage of the American image at the Expo. A year before opening, a large group of singers, dancers, and musicians—"The Town Criers" from a high school in Fremont, California—contacted USIA and said that they would like to be invited to perform in Okinawa during the Expo. The Agency had to reply that our participation was simply not funded to support entertainment on that scale. The group raised money by performing in their own state and, with the assistance of the JAIOE, managed to travel to Okinawa and perform in the outdoor entertainment area adjacent to the U.S. Pavilion and elsewhere at the exposition. They attracted a large and enthusiastic audience and were an attractive addition to the American presence.



Ambassador Lane welcomes Japanese dignitaries to a luncheon aboard the U.S.S. Chauvenet.



James Michener is honored by Expo officials on America Day.

However, the continuing effort to elicit the cooperation and financial support of cities, states, organizations, and corporations in providing a full program of "festivals" was largely unsuccessful. The project was simply not staffed and not funded for the widespread effort necessary to follow up all leads, separate the sincerely interested from the merely promotion-minded, and bring grandiose plans into practicable reality.

Three kinds of special events took place—those few which were officially sponsored by the USPAV, those which were made available to the USPAV, and those which were sponsored by the JAIOE but lent themselves to American participation and a projection of the U.S. image.

#### 6. Official USPAV functions

Of all the festivities and special entertainments which centered around the American participation in Expo '75, none was as spectacular as the United States National Day celebration on October 13th. James Michener was there as the official Guest of Honor; he was introduced by Ambassador Lane, and Ambassador Takase also made warm and glowing remarks prior to the entertainment at the Portside Theater. The show was highlighted by musicians and dancers sent over by the State of Hawaii. A special organist from



Osaka flew to Okinawa for the occasion and played traditional American songs from the glass-enclosed booth above the crowded grandstand, while the bank of fountains behind the aquatic stage sprayed high into the air in synchronization with the music. Then the official Expo Boat glided up between the fountains and the stage. The Hawaiian musicians on stage began to play, and lovely hula dancers disembarked to perform their traditional entertainment. They were followed by Kathy Foy, Miss Hawaii of 1975, singing the dramatic "I Am Hawaii." The effectiveness of this part of the show was rendered all the more poignant by the presence of Mr. and Mrs. Michener in the grandstand, coming as it did in the wake of the deeply moving remarks made to the audience by the world-renowned author. The rest of the show was presented by Americans living on Okinawa, mixed in with some guides from the Pavilion. There was a lively display of the history of swimwear, sponsored by Jantzen and the Okinawa Hilton hotel, with special commentary relating to the development of beaches as places of recreation and the ecological themes inchoate in the Expo. Then the most professional

members of the American Square Dance Club on Okinawa presented their best numbers, again with commentary devised especially for this show. A very pretty and colorful finale topped off the performance.

American National Day activities were by no means confined to the public performance at the Portside Theater. The U.S. Naval Research Vessel "Chauvenet" had docked at the Expo Port on the morning of October 11th for a four-day stay. This fortuitous timing was no accident; it was preceded by many months of coordination between the Navy and the USIA, and a DOD advance man had been on the island for several weeks to make arrangements.

The visit of an American oceanographic research vessel would have been a major event in any case, even if the visit had not been timed to coincide with the national day festivities. Such a ship is perfectly appropriate to an Expo devoted primarily to the future of the oceans and it created considerable excitement among the scientific and oceanographic community. Many of the visitors who boarded the Chauvenet had made a special trip to the mainland to see this particular ship. Advance publicity had been good. The thirty-odd technical experts from the Soviet pavilion and the science advisors from many other nations were most anxious to visit everything on the ship and talked excitedly about the arrival long before it happened. Most who visited the ship were highly pleased and said that they learned much from the experience and were treated very hospitably.

The Chauvenet was open to the public on the 12th of October, and hosted a luncheon for American officials and important Okinawans. On American National Day Ambassador Lane and the ship's captain jointly hosted a luncheon in the wardroom for twenty important guests, including the Micheners. After lunch, the Ambassador and his VIP guests made an official tour of foreign pavilions. The Micheners then departed the Expo site by helicopter for Ie Jima, an island clearly visible from the Expo site. There they visited the monument marking the spot where famed wartime journalist Ernie Pyle was killed in action. The official U.S. delegation was then honored at a dinner given by the Governor of Okinawa in Naha, 55 miles to the south. Immediately after dinner they all rushed back to the Motobu Peninsula to attend the official America Day reception in the grand salon of the Aquapolis.

This ballroom-sized facility within the "floating city" was the only place that could have accommodated the large crowd of foreign dignitaries, U.S. and Japanese Government officials, prominent Okinawans and Americans living on Okinawa, and other invited guests—all of whom seemed to enjoy the affair immensely. The Ambassador and Mr. Michener spoke to the assembled guests, and entertainment was again provided by the Hawaiian musicians and dancers and the ever-faithful square dancers.



Square dancers and instrumental groups draw crowds to the multilevel Plaza of the U.S. Pavilion.



The hour was late and the Expo was closed to the public. But the American National Day celebration still had not ended. The guides and other junior members of the staff had been aching for a chance to entertain some of their newly-acquired friends from other pavilions and to reciprocate for some of the parties to which they had been invited. So, when the Pavilion was closed and the last visitors had left, they changed out of their costumes and working clothes and arranged for a dancing party inside one of the modules of the USPAV. A rock band popular with the young Okinawans was hired for the occasion. An extremely large crowd attended, including many members of the crew of the Chauvenet. Ambassador and Mrs. Lane were there, and so were Mr. Michener and his charming wife who, being of Japanese ancestry, added another appropriate note to the trans-Pacific themes which marked the day.

During American National Day Japanese officials had heard rumors of anti-American threats and feared trouble. Security was very heavy but

inconspicuous, and was augmented by civilian-attired specialists from each branch of the American military forces. However, it should be noted that not a single incident occurred. Here again, the close associations formed with the U.S. military commanders on the island brought help when it was desirable. The logistical nightmare of the tight schedule to be kept over considerable distances was solved through the use of military aircraft and other assistance. The use of the Aquapolis for the American reception was at first denied because of the necessity of closing it early to the public and then keeping its staff on duty long after the normal closing time. In this case, it was Ambassador Lane's special position among Commissioners General as Chairman of the Steering Committee and the resultant inti-

macy with Association President Ohama and Ambassador Takase that ultimately made them accede to his persuasive arguments. The use of the Aquapolis—the largest semi-submersible floating structure in the world—greatly enhanced the effectiveness and capacity of the America Day Reception.

#### **7. American presence at no expense to the government**

Two factors helped to compensate for the absence of a well-staffed, well-funded "festivals" program. One has already been mentioned—certain groups paid their own way from the United States or were brought over officially by the JAIIOE. The second fortuitous circumstance was the large American community on Okinawa, both military and civilian. The Field Staff made an extensive effort to get acquainted with people and find out what they had to offer gratis and whether they might be willing to do so. From the moment of his first arrival on the island—and even before—Ambassador Lane courted assiduously any potential source of assistance or entertainment which might be utilized to enlarge and enliven American participation in the Expo.

#### **a. Hawaii Week**

The state government of Hawaii responded to numerous solicitations not only by supplying entertainers for America Day in October, but also by sending a troupe of young dancers and musicians to entertain on the Pavilion Plaza shortly after the Expo opened in July. They were featured in various ways during that period of the Expo, and so it was possible to declare "Hawaii Week" a mini-festival at no cost to the project.



*The U.S. Naval Research Vessel  
U.S.S. Chauvenet at the Expo Port.*

#### **b. Kashmere High School Band**

One of the largest, finest, and most professional school bands in the country was touring the Far East with proceeds from the sale of their records and their paying concerts. With a "big band sound" and a penchant for jazz, this group from Houston drew large crowds of enthusiastic visitors when they played on the pavilion plaza, in the Sunset Amphitheater, and elsewhere at the Expo. They performed so much during their brief stay that few of them had an opportunity to visit more than one or two of the attractions at the fair. But no attraction was more popular with the Japanese than the Kashmere band. They and their music were very definitely and very evidently American.

#### **c. Air Force Band of the Pacific**

A large company of United States Air Force musicians, making a tour of the Far East late in the year, was invited to the Expo to give a series of concerts. It might be noted here that too much American military presence might detract from the purpose of the exhibition, and commanders on the island discouraged the troops from attending during the first six weeks of the show. However, these political sensitivities came to nothing at all. A great many American military

personnel did attend, and by the time the Air Force Band was available no one seemed to have any concern about the matter. The band was very well-received, and even the left-wing vernacular press remained silent on the subject.

#### **d. Okinawa Square-Dance Society**

There is a large and extremely enthusiastic square-dance society on Okinawa. Composed almost entirely of American military and civilian government employees, their wives and their children, this group is made up of a number of chapters throughout Okinawa. The president of the Society organized several groups of volunteers to travel by bus the considerable distance to the Motobu site almost every weekend that the fair was in progress. There they performed on the several levels of the Plaza leading to the entrance to the American Pavilion. The visitors frequently stopped to watch them whirling and turning, following the intricate directions of the "caller." The action, sound and colorful costumes called attention to the USPAV and its entrance in a most effective and appropriate manner.

The square-dancers constituted a major element in the National Day entertainments and represented the U.S. in several international events where entertainment was required.

Their transportation, food and expenses were provided by themselves at no expense to the project. One of the major motivations behind this faithful, loyal, and consistent effort on the part of the dancers was the continuing interest and expressions of appreciation on the part of the Commissioner General, Ambassador and Mrs. Lane visited them at some of their regular meetings, included the organizers in social events at their home, and were made honorary members of the Okinawa Square-Dance Society. On the rare weekends or Japanese holidays when the square-dancers could not come to the Expo, the USPAV did spend a small amount of money to provide an American rock band to play on the Plaza and attract attention. This was effective enough, but in no way paralleled the attractiveness of twenty or thirty men, women, and children—attired in their colorful western costumes—performing their lively routines on the Pavilion's wood-decked Plaza.

#### **e. Okinawa Choral Society**

During the Christmas season, the Plaza was graced by a large group of Americans singing Christmas carols in a thoroughly professional

*The Okinawa Choral Society heralds the Christmas Season on the Pavilion Plaza.*



manner. The services of the Choral Society were provided free of charge through the cooperation of Radio Station JOFF, an English-language station operated by religious missionaries on Okinawa. They also participated in the Christmas tree-lighting ceremony.

#### **f. Canoe from Yap Islands**

One of the most bizarre and exotic aspects of the American presence at the Expo was a primitive canoe, the "Che-chemeni," which arrived at the Expo Port on a cold and rainy December 13th. The six-man crew had decided to make the 3,000-kilometer voyage across the open Pacific entirely on their own. After 47 days at sea, attired only in loincloths, alternately paddling and sailing with a fibre mainsail, the men were greeted by an anxious crowd as they beached their craft at the sand cove near the Portside Theater. A medical check revealed all six to be tired but in excellent condition. They had followed the Kurushio or Black Current with the most ancient of navigation methods, relying on the sun, the stars, and the wind. A collection was taken up among the various pavilions to provide clothing, food, personal items, and a few gifts for these valiant American citizens from the Yap Islands. Then a large reception was given in their honor on the Aquapolis. Their voyage coincided perfectly with the thematic content of the permanent Ocean Cultures Museum, which was part of the Expo. It is believed that the "Che-chemeni" will remain in that collection, a continuing reminder of the visit of these unusual Japanese-speaking Americans.

#### **g. The Tommy Bartlett Water Show**

It is ironic that among the most spectacular and exciting American presences at the Expo during the first sixty-four days of its run had nothing whatsoever to do with the USPAV or the U.S. Government. The JAIIE contracted with an American water show team to perform in the basin of

the Portside Theater every two hours during the summer months. The musical fountains were used as a backdrop for a waterski show of the kind that is usually associated with the lakes and lagoons of Florida. The sight of a team of blond American girls skiing by athletic young American men, and the tight maneuvering by the noisy tow-boats was something that most of the Japanese visitors had experienced only vicariously on television or in the movies. Like all the attractions at Expo, the show was included in the one reasonable admission price to the fairgrounds. Tommy Bartlett is a world's champion hang-glider. At the finale of the show, he would take off from the water in front of the grandstand, soar to a height of 200 feet or more, and then the tow boat would leave the lagoon and pull him the entire length of the 244-acre Expo and tack again to a position in front of the grandstand. There he would drop the tow-line and free-glide in graceful circles for several minutes, finally approaching the floating stage and running up the ramp just as the skiers had done as they finished their acrobatics on the water. Visitors to the Expo gave this show a wildly enthusiastic reception, and most of those polled indicated that they thought the performance was somehow provided by the U.S. Pavilion. It is a pity that those who came in

the later months missed this attraction, but it would not have been feasible in the high winds and cold rain that characterized the late fall and winter on Okinawa.

#### **8. Participation in international events**

A great many events took place at the Expo or in connection with it were sponsored by the JAIIE, foreign and private pavilions, and other organizations and governments. Members of the USPAV, Americans from Hawaii and the mainland, and other government and military officials attempted to take part in as many of these as possible.

One of the ancillary programs arranged by the Japanese was a "World Youth Assembly" in which two youngsters and one chaperone from each of the major nations in the world were invited to attend. This brought in people from countries like Sweden and Denmark who, although they had no pavilions of their own, are maritime nations and were interested in the overall thrust of the Expo's themes. Participants eventually came from each of 47 nations. Characteristically, the Japanese officials had arranged a tightly regimented program for them all, including uniforms, trail-hikes, and other activities. This might have seemed appalling to some of the world's free-wheeling youths; however, most nations took the selection process very seriously and sent out young people who were studious.



*"The Che-Chemeni" and its valiant crew arriving from Yap.*

*Tommy Bartlett in free glide above the Portside Theater.*



highly educated in the ocean sciences, and most grateful to be able to accept an invitation tendered by the Japanese Government with a promise of full subsidy by that nation and its Fair Association.

Two of the participants and a chaperone travelled from the United States at the expense of the Association. Both youths had an interest in oceanography, and they contributed significantly to the prestige of the United States exactly as they were supposed to do. In addition, a number of students from the American high schools in Okinawa—actually, a full dozen, selected in a very vigorous competition—joined the group after a briefing by a staff member and further enhanced the American presence within this youth-oriented conference. Naturally, there was great interest on the part of the young people on the Japanese mainland, and 380 of them finally made up the assembly. They brought gifts of rocks from their homelands and presented them to Prince Mikasa Hirohito. The whole experience turned out to be much less regimented and far more enjoyable than most of the youngsters



had anticipated. In the opening ceremony it was established that they would return to their nations as "Messengers from the Sea."

A full program was arranged for the participants, including anthropological field work. Twelve brought their own boats. The assembly concluded with a guided-tour of Japan for those who wished to take advantage of it.

Two international oceanic symposia were held at the Expo. The first was "Pacem in Maribus VI" (The Sixth Conference on Peace in the Oceans), held October first through third under the co-sponsorship of the International Ocean Institute, Malta, and the Japan Association for the International Ocean Exposition. This symposium was attended by 80 scholars from 40 countries, including the committee chairmen of the U. N. Law of the Sea Conference. A number of Americans participated. Discussions centered around the latest problems in the current international movement for a new law and order for the seas of the world. Special attention was devoted to the evaluation of the past U. N. Law of the Sea Conference and preparation for the next session, as well as the peaceful development and control of the

Pacific Ocean. The second major symposium was called "Man and the Ocean" and was held November 17th through 22nd, 1975. It underlined the urgent need for a reasonable and well-balanced policy of ocean development and preservation. At the same time, the existence of wide differences of opinion among the nations concerned was recognized. The importance of developing and implementing anti-pollution measures on a worldwide scale was strongly emphasized. The symposium gave theoretical depth to the unifying theme of the Expo, "The Sea We Would Like to See," and generated material for the establishment of a new concept of the sea itself. It was attended by leading scholars from all over the world, including a number of Americans. Two of the leading speakers were Dr. John Craven and Dr. Finney from the University of Hawaii. This tied in nicely with the USPAV, where a videotape featuring Dr. Craven's floating-city concept was one of the audio-visual presentations which surrounded the Delta-T.

A special commercial show was held at the U. S. Trade Center in Tokyo during the run of the Expo. This presentation was devoted to oceanographic and marine instrumentation and equipment. Many of the American scientists and engineers who participated in this show also took the opportunity to

*The America Day Show — a lively mixture of professional entertainers and USPAV guides.*



visit the Ocean Expo, and the U.S. Pavilion loaned some of the equipment normally on display at the USPAV for exhibition in the Tokyo Trade Center.

Because of the large number of military and civilian scientists and engineers in Japan, much greater participation in symposia and scientific events could have been possible. However, the Embassy was highly sensitive to the possibility of adverse reaction, perhaps even a boycott, among the Japanese scientific community if the American military presence were too visible at official events relating to the Exposition.

Two Trans-Pacific Yacht Races were held as part of the official Expo activities. There was one American entry in the 1975 Single-handed Trans-Pacific Yacht Race that started in San Francisco September 22nd. The winner, a Japanese, arrived at Expo Port November 2nd. In the Hawaii-Okinawa Trans-Pacific Race which started in Honolulu on October 13th an American vessel was the first to arrive. The "Sorcery" of Hawaii

sailed into the Expo Port on November 4th. The USPAV was instrumental in making arrangements through the Consulate for two of the crew members to be married on board the "Sorcery" during her stay at Expo, and Ambassador Lane and his family attended the wedding. This enhanced the already favorable publicity surrounding the event.

USPAV staff and guides participated actively in the Christmas and New Year's holiday festivities. Americans supplied the decorations for the official Expo yuletide tree in the Sunset Plaza and took part actively in the tree-lighting ceremony. The Okinawa Choral Society provided the music. On New Year's Day, when it is customary for all Japanese to dress up in traditional costumes, the guides at the U.S. Pavilion rented kimonos at their own expense and wore them instead of their usual costumes. This was regarded by the visitors as a moving gesture of friendship and provided a colorful display on the Plaza and throughout the various modules of the Pavilion.

Old People's Day is a national holiday throughout the Japanese Empire. Special accommodations were arranged by the Expo Association, and many visitors did bring their elderly relatives to tour the fair on this occasion. The guides and staff of the American Pavilion arranged special tours to assist the aged and the infirm; souvenir "passports" and medals were given as gifts to those who wished to rest in the Commissioner General's Lounge during the day.

A "Miss International World Pageant" was held at the Expo in November,

and Americans from the U.S. and from Guam were among the forty-eight beautiful girls who participated.

The official Closing Ceremony, attended by the Crown Prince and Princess, featured traditional dancers from several nations, including the omnipresent American square dancers. Prime Minister Miki was the featured speaker at this event, and Ambassador Lane also spoke. It should be pointed out that the Ambassador addressed every major official gathering from the opening to the closing ceremonies. This was due to his special role as Chairman of the Steering Committee, and it provided a prominent American presence at many events which would have been entirely dominated by the Japanese hosts had he not been so much in evidence. Although he was often speaking on behalf of all international participants and not especially for the United States, he always epitomized and called attention to the American participation in Expo '75.

### **9. Commissioner General's lounge**

Seven modules of the cluster of eight modules that comprised the U.S. Pavilion were used for exhibits; the eighth was designated as the Administration and Lounge module.

The Admin-Lounge module had two levels; the upper level was entered from the main entrance plaza, and the lower level, from the vehicle access way via the principal Expo perimeter road.



The upper level of the Admin-Lounge module contained a reception area, the library, the Commissioner General's lounge, a kitchen, restroom facilities, the Commissioner General's executive offices and the general office for staff, technicians and clerical assistants.

The lower level contained a VIP special entrance, a reception lobby and two rest area rooms with lockers, lavatory and showers for the guides.

It was necessary that the offices and lounge area be furnished, decorated and operated with quality and good taste. In order to supplement the appropriated funds and to achieve the high standard desired in equipping and operating the Commissioner General's lounge, it was decided to invite members of the Japan/American Chambers of Commerce in Okinawa and Tokyo to become subscribers to the lounge for which they would receive a special lounge membership.

Twenty-one individuals or firms accepted this invitation by contributing \$1,000 each. Members were issued a special card identifying them as a member and giving them the privilege, along with their family and

friends, to use the lounge and its refreshments and facilities whenever they visited the fair. In addition, each member was issued special guest cards to give to other firm members or company guests. This allowed the recipient to use the lounge, in behalf of the member, without the member accompanying the guest. Subscribers were invited to all USA special functions at the Expo.

Throughout the Expo, the Commissioner General's lounge members and their guests seemed appreciative of this special accommodation, and the system worked well.

In addition to the membership use of the lounge, many special visitors were hosted in the lounge. Dignitaries from many nations and organizations visiting the U.S. Pavilion were first invited to the lounge to meet the Commissioner General, or the officer acting in his behalf, for a moment of refreshment and relaxation and the presentation of the USA official gift, before going on their tour of the exhibits.

The lounge was also used to host luncheons for small groups of visiting dignitaries.

Several large receptions for as many as 200 guests were held in the lounge. In such instances food was prepared by outside caterers, and then served from the lounge kitchen.

The largest receptions were held on opening day, USA day, and closing day.

The lounge served an extremely useful purpose as did the library, and with the membership sponsorship, most of its supply and operations costs were offset.

#### 10. Security

Security was primarily provided by the Teikoku Keibi Hoshō K.K., a Tokyo-based firm, considered to be one of the best security organizations in Japan. The contract negotiated with this company went into effect in June 1975 and lasted through the striking of the exhibition. Teikoku Keibi provided 11 uniformed guards who provided around-the-clock protection both at the Pavilion and at the residence of the Commissioner General.

In addition to the Teikoku Keibi force a separate agreement was reached with an Okinawa-based firm to provide night-time protective service at the Kadena harbor where the U.S. Pavilion official boat was docked. Security arrangements were coordinated with advice and assistance



45



from the Regional Security Officer stationed at the American Embassy in Tokyo. The RSO made several visits to Okinawa prior to the opening of the Pavilion and during the Exposition.

As part of the Pavilion security program the USPAV Executive Officer, who functioned as exhibit security officer, established appropriate liaison with the Consulate General, with various U.S. military security offices and with Japanese police offices.

The security program was augmented with periodic briefings for Pavilion employees conducted by the Executive Officer and with bomb evacuation drills. During the opening days of the Expo separate evacuation drills were conducted for each of the three shifts of Pavilion employees, and these were coordinated with Japanese police and fire officials. Also, all U.S. Pavilion guides were enrolled in a Red Cross casualty first aid course at Kadena Air Force Base prior to the opening of Expo.

There were no significant security incidents at the U.S. Exhibition during the Expo.

#### **11. Maintenance**

Professional cleaning and maintenance services were provided at the Pavilion by the Okinawan Building Maintenance Association (OBMA)

with which a contract was signed in June 1975. The OBMA did major cleaning at night after the Pavilion was closed to the public. During the day a small force of custodians provided continuous light cleaning of public areas in and around the Pavilion. Special cleaning problems resulted from the fine coral dust which permeated everything at the Expo site, from the torrential rains and storm winds which frequently visited Okinawa and from the runoff of soil and debris into the pool in the North Park.

The OBMA also was contracted to provide cleaning services in the Toychara housing units leased by the Pavilion for our employees. Cleaning and custodial services at the Voice of America office and housing was covered under a separate contract with an independent contractor.

#### **12. Fiscal accounting**

When the Congress approved and the President signed Public Laws 93-304 and 93-305 a refined fiscal plan was prepared which programmed the appropriated \$5,600,000. From this sum the moneys advanced by USIA to the Ocean Expo '75 were returned to the projects from which they were originally drawn. An additional \$20,000 was provided later for increased pay costs by the "Second Supplemental Appropriations Act, 1975." Five subsequent fiscal plans were prepared as development, production and operations evolved providing known obligations and better predictions of

anticipated costs. The second fiscal plan was drafted when the large exhibits construction and audio-visual contracts firmed up those expenses. A third plan was written after all staff, guide and technician commitments were known, exhibits shipped from the U.S. and their installation contract had been negotiated. On May 4, 1975 a fourth plan reflected unappropriated revenues such as those derived from lounge memberships. The fifth plan written in September 1975 profited from the experience gained during two months of field operation and permitted an accurate projection of costs which could be expected to be incurred during the remainder of the project's life. The final fiscal plan is included in Appendix B to this project.

All fiscal plans were cast within the \$2.5 million dollar GARIOA yen base and \$3.1 million dollar ceiling while always carrying approximately 15% of the total appropriated budget as a contingency for the crises not uncommon to exhibitions, especially one that might be subject to severe weather conditions. Most of this reserve was not used and remained available after Expo '75 for reprogramming to other regular international exhibition activities.

*The Gull Park north of the Pavilion.*



The savings resulted from some fortuitous circumstances, specifically a much more favorable dollar-to-yen exchange rate than was the case when the original fiscal plans were prepared. In fiscal plans 1, 2 and 3 the rate was calculated at 290 yen to one dollar. The exchange during the latter period of the Expo was over 300 yen to a dollar. The ability to use DOD's shipping contracts saved considerable money, but when the first fiscal plans were drafted there was no assurance that this would be possible. Lounge revenue, cash donations from private enterprises and by no means least, the use of innovative mechanical systems (spe-

cifically in the case of the aquarium) saved significant funds. The fact that in 1975 twelve typhoons passed close to Okinawa, but not directly over the island, saved considerable money which might otherwise have been needed to rebuild exterior exhibits.

An exhibition's fiscal plan is not a ledger but a planning paper with numbers rather than words on it. The plan for the U.S. Exhibition at Ocean Expo '75 was complicated. It had to anticipate international currency fluctuations in a somewhat unstable financial market. It embraced restricted use of foreign currency, non-appropriated dollars and yen and a revenue account as well as appropriated funds.

To reduce the impact on the dollar account, all local personnel expenses including international travel and per diem were paid to the staff and guides in yen.

At this time the U.S. Government's East Asian payroll office was relocated from Manila to Bangkok. So time cards prepared at the Pavilion were sent to the Tokyo Embassy's payroll office and from there to Bangkok. Then the checks were sent from Bangkok back to Tokyo, from there to the American Consulate General in Naha, Okinawa and



from there picked up by the U.S. Pavilion for employees. At about this same time a new U.S. Government regulation required that all local employees of the U.S. Government be paid in dollars rather than less stable foreign currency and Bangkok's computers were so programed. But the U.S. Pavilion's fiscal plan and solvency were based on paying local employees with GARIOA yen. The U.S. Pavilion acquired an exception to the regulation but, by the time the system was re-gearred, most payments had been made in dollars.

Disbursements other than payroll vouchers or invoices from vendors were routed from Okinawa to Tokyo to Manila to the Consulate in Naha and from there to the payee. Sometimes Tokyo paid the vendor directly and thus liquidations weren't reflected in the pavilion's ledgers until months after the payment.

The U.S. Pavilion had two accounts in the Okinawa Bank of America, one a holding account for yen receipts and another a no-interest dollar account. All other national pavilions and private participants in the Expo used the official Bank of the Expo, namely the Bank of the Ryukyus, located on the fairgrounds. The U.S. was obligated to use an American bank and by regulation could not have deposits into two banks at once. There was also a separate account for donations received for the Commissioner General's lounge.

The complications of the U.S. Pavilion's fiscal procedures were a source of wonder to our bookkeeper peers at other countries' exhibitions.

*The Japanese Aquarium — a permanent reminder of Expo '75.*



## **F. Striking phase**

Tactical plans for the demolition and disposal of an exhibition should begin even before the show opens and this was the case in Okinawa. However, midway through the Expo the Dentsu Advertising Company of Japan, representing a joint venture of Japanese radio, television and newspaper interests, proposed that the whole U.S. Exhibition be moved to Osaka, Japan, for another two months' exposure in celebration of the American bicentennial.

### **1. Content disposition**

Even though large exhibitions at expos are hardly designed as movable feasts, most of the U.S. Government-owned exhibits were dismantled, packed and shipped to Osaka. Extensions of privately-owned product loans were negotiated with nearly all of the companies which participated in Ocean Expo and their equipment was also shipped to Osaka where it was newly installed in "The Great American Fair" held between 12 March and 30 May, 1976.

700,000 Japanese again saw the artifacts and accomplishments of America's oceans' industries. This extension of the U.S. Exhibition of Ocean Expo '75 was wholly paid for by the Japanese sponsors and neither the U.S. Government nor any of the participating U.S. companies incurred a single dollar of expense.

The sponsors were so pleased with the Osaka results that they wanted to extend the show for yet another two months in the southern Japanese city of Fukuoka. But, by this time

USIA had agreed to donate all of the remaining exhibits including sophisticated demonstrations of ocean phenomena to Tokai University which is going to build a permanent pavilion as part of its marine museum to house the exhibits.

The U.S. Pavilion's technical library was donated to the University of the Ryukyus.

One remaining exhibit was turned over to the U.S. Naval Museum in Washington, D.C. and another was donated to the U.S. Army for experimental purposes.

Used residential furniture, appliances and accessories were given to the U.S. Consulate on Okinawa for donation to local charities. Office and lounge furniture was given to the U.S. Embassy Tokyo as was all of the exhibition's audio visual equipment.

A portion of the privately-owned equipment was consigned to Japanese representatives of the American manufacturers. Some of these were existing agents but some were newly developed during the run of the Ocean Expo '75 and "The Great American Fair."

### **2. Future use of the Expo site**

Ocean Expo '75 was a "special" category exposition and as such, pavilions were leased to official national exhibitors and these pavilions reverted back to the Japanese sponsors at the end of the Expo. The U.S. Pavilion was demolished and the entire plot returned to the condition in which the U.S. received it. All pavilions of official national participants were similarly dismantled and the Motobu site rebuilt into a park-like setting. The Aquapolis, the aquarium, the Ryukyu pavilion and the Ocean Cultures Museum, along with the amusement area and the Expo Port facilities have been retained as the principal structures in the new Japanese national park which the site is to become. The Japanese report that 6,000 people are still visiting the Expo site every day. The United States will have no more site or pavilion costs related to Ocean Expo '75. □

UNITED STATES OF AMERICA



UNITED STATES OF AMERICA



## Conclusion

Official United States participation in Ocean Expo '75 had five main objectives; to demonstrate American interest in the economic welfare of Okinawa; to illustrate our spirit of cooperation with the Japanese central government through support of its initiative in developing Ocean Expo; to enhance the psychological acceptance of the American military presence on the island; to further the growing awareness of the oceans' potential and to promote the rational use of marine resources in order to avoid conflicts and confrontations.

The Ocean Exposition not only left an inheritance of new highways, reservoirs, an airport and new hotels to Okinawa; it introduced the island's beauty and economic potential to 3.5 million Japanese visitors, many of whom heretofore thought of the Ryukyus as a rural backwash and site of the last disastrous battle of World War II. Without United States participation in the Expo and our leadership during the show it is unlikely that Ocean Expo '75 would have as fully achieved these objectives.

The Japanese Ambassador, Jiro Takase, in opening the U.S. Pavilion stated that Ocean Expo '75 was an example of U.S./Japanese comradeship.

Principals of the world's leading oceanographic institutions accorded the U.S. Exhibition the highest compliments, typified by the remark of Jacques Piccard who said that of all the oceanographic presentations he had seen throughout the world, the U.S. Exhibition at Ocean Expo '75 was among the most dramatic, comprehensive and informative. Government and industry leaders from throughout the world, including a 19-scientist delegation from the PRC, visited the U.S. Pavilion. Representatives of Japanese ministries, as well as the Prime Minister and members of the Royal family, were frequent and enthusiastic visitors to the U.S. Exhibition. 500 VIP's of this stature registered at the U.S. Pavilion lounge. Favorable NBC coverage of the U.S. show was televised in the U.S. and Japanese national television produced numerous stories on the American exhibition. Bulgarian and Hungarian national television requested films of the U.S. presentation.

The U.S. Pavilion occupied an area of 55,000 square feet and received a total of 1,750,000 visitors during the six-month showing. Rarely, if ever, have so many different statements been made in such diverse forms concerning distinct oceanographic subjects to so differentiated an audience.

Continued interest in our exhibits was attested to by the Japanese request to dismantle all of the exhibition's 96 individual products from 66 U.S. companies, along with much of the exhibitry, and reassemble the show in Osaka, Japan, for another two-month exposure. They did this at no cost either to the U.S. Government or to any of the U.S. participants.

In Osaka, the "Great American Fair," in recognition of the U.S. Bicentennial, closed on May 31 on a high note. The Japanese-sponsoring group was elated with the success of the show. The attendance for the period of March 12 to May 31 ran well over 700,000. Its success led the sponsor, Dentsu Joint Venture, to request yet another three-month extension for another showing in Fukuoka. However, all USIA-owned exhibitry and some small products were donated to Tokai University Museum for permanent display in a pavilion which is being built especially for these remains of the U.S. Exhibition at Ocean Expo '75. For a show built for one six-month showing in Okinawa, the exhibition has gone a long way... and still lives!

One of the functions of expositions is to not only announce the state of a particular art or science but to extend the state of many arts.

The U.S. Exhibition at Ocean Expo '75 did accomplish this in significant and mundane ways. More than anything else, it assembled in one dramatic setting a comprehensive primer on oceanography. Of all of the world's aquariums and science museums and ocean-oriented trade

shows, none has communicated so many statements about the many inter-related fields of oceanography as did the U.S. Exhibition at Ocean Expo '75.

A unique exhibit in the U.S. Pavilion depicted a futuristic application of the Ocean Thermal Energy Concept, based on a scientific principle of energy produced by heat-transfer which physicists call the Delta T. Working with theoretical scientists from the solar energy section of the National Science Foundation, applications engineers and senior technicians from industry, and consultants in this new and special field, the U.S. Exhibition created a two-story high representation of a floating city of the future. The huge cutaway model explained how the thermal gradient natural to the ocean may someday harness solar energy on a grand scale to produce enormous amounts of electrical energy at relatively low cost. Related exhibitry on the same scale showed how this energy producing off-shore city may someday be used in concert with such concepts as tethered breakwaters to protect LTV vessels at open-ocean moorings, mariculture techniques and fish or crustacean husbandry, and secondary energy resources such as modern windmills. The exhibit was designed and constructed during a period when government and industry were beginning serious studies and small-scale experiments to determine the feasibility of actual prototype production of such an energy-producing system.

Among more prosaic technical bench marks was fabrication of the world's largest "seamless" acrylic tank for the pavilion's salt water aquarium. The USPAV initially was told that this couldn't be accomplished. It was also told that the simple filtration system produced for the pool wouldn't work. It did, was fault-free, and cost \$160,000 less than the system originally recommended. The exhibition management said that an expensive pumping system for the tank would be

required but the USPAV elected to fill the 25,000-gallon tank from a tank truck which worked nicely. Indeed, the USPAV filled the Australian and Philippine pools with the same U.S. Army tank truck.

The audio-visual techniques in the U.S. Pavilion presented another new challenge in that every one of the four major installations required unusual equipment modifications, extremely awkward projection angles and unheard of image ratios. Standard projectors were specifically rebuilt to accomplish the desired effects and demonstrated that it could be done relatively economically.

A scientific laboratory experiment invented by Dr. Von Arx for the study of ocean currents was built on a grand scale and dramatically styled to attract the attention of a lay audience without sacrificing the principles of the experiment. This was the first time such a device was ever built on such a large scale or used outside of a laboratory.

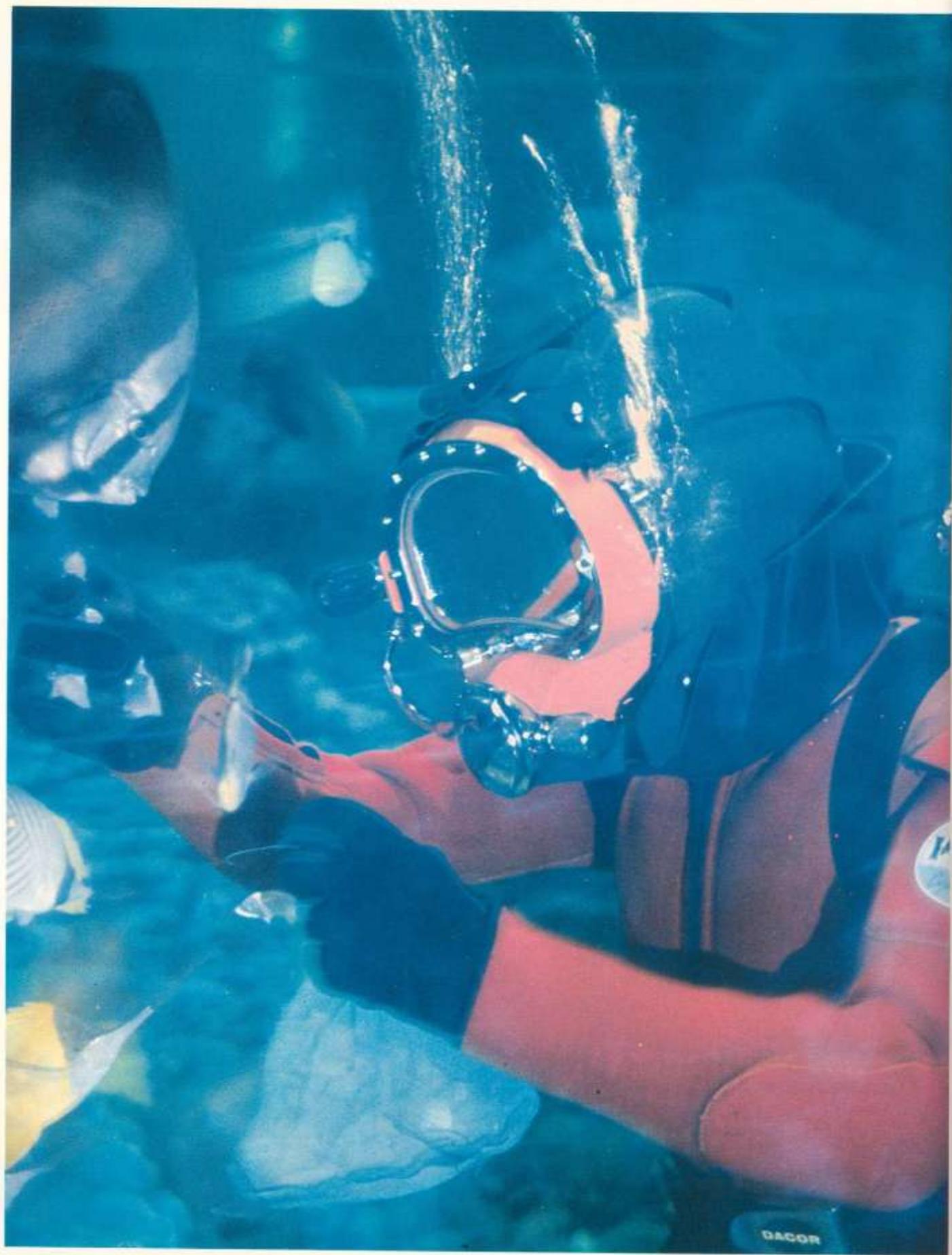
Unique air cushion devices were first used in an exhibit to move extremely heavy equipment. The use of these bearings permitted two persons to easily move displays and supplies which otherwise would have required use of lift trucks or other heavy material handling equipment.

Locally recruited foreign guides were successfully integrated with Americans living in the host country and with Americans hired in the United States. This system was contrary to the usual expo method of hiring all guides exclusively in the U.S. And, different from the usual practice, all guides were costumed rather than outfitted in the same uniforms. This treatment helped to better relate the individual guides to the respective exhibits and provided a highly successful photo opportunity for the thousands of camera-carrying Japanese visitors.

The sense of achievement against heavy odds, the technical innovations, the dramatic pavilions, the spectacular environment and the pervasive aura of holiday goodwill will be lasting impressions for all the people who worked on Ocean Expo '75 and for its audience of millions.

But the significance of Ocean Expo will go beyond its six month time and its Motobu Peninsula place. The event benefitted from its topical theme and the conscientiousness of all participants in their interpretation of that theme. The amalgam of the many presentations of the expo sensitized the individual visitor to the complexity of the ocean's problems and to the interrelationships between the many persuasions, disciplines and interests which are brought to bear on these problems.

The island itself gained more than the new roads and airports and waterworks and hotels. The Ocean Expo generated a sense of community integrated into a national fellowship. Cadres of local people, initially organized for quite different Expo tasks, will work together on future projects which will benefit Okinawa. The economic fall-out from Ocean Expo '75 will be more apparent five years from now than tangible evidence suggests today. This has been the case with every past exposition and particularly for those held in relatively remote areas. Neither attendance nor income will be the measure of Ocean Expo '75. The final judgement will rest on the new pride in their island which Ocean Expo has generated among the Okinawans. The Expo promoted a closer relationship between Japan and the participant countries as well as between Okinawa and mainland Japan. The eventual contributions the event will have made to a sound Okinawa economy will represent an objective achieved and a dividend which can continually be reinvested. Expo visitors of every rank now have a better understanding and appreciation of the finite seas all nations share. The heroic proportions of man's new and accelerating ventures into the sea humbled, challenged and excited every visitor who had even a little hope for the human race. □



## Recommendations

### A. Time

The minimum time required for the orderly development of an official U.S. exhibition at an international exposition is two years. The 24-month lead time should be measured from the date the President signs the legislation until the opening date.

This type of minimum schedule has been recommended in virtually every report submitted in the wake of official U.S. Exhibitions at expos. But each successive exhibition seems to have less lead time. The U.S. Exhibition at Ocean Expo had only 13 months for development and production. Twenty-four months' lead time would still result in a crash project.

A project is mandated. The lack of time compromises, not only its scope, but every good management principle. Telescoped schedules acerbate a latent institutional animosity to any project demanding special and always-accelerated and anything-but-routine support. At the least, the condition alienates staff.

Like every other expo activity, staffing was a function of time and here Ocean Expo '75 experienced a version of Catch-22. Staff could not be hired until Congress approved the project, its concept, its funding and personnel level. But, without staff, who would prepare this material? Had not USIA advanced PL 87-256 funds, a staff officer and a secretary for this crucial preparatory work, the

project would never have broken out of that circle. The ideation and constraints on the project were established before one person was formally assigned to it.

### B. Time and attendance

Many expositions have field officers in various locations. The same individuals often perform related functions at these different offices at different times. Goals determine the hours personnel devote to a task and where they accomplish the work. Professional persons work mostly under their own recognition rather than hierarchical supervision. Moreover, any exhibition's field operations are characterized by odd and irregular work schedules. During installation the clock is ignored as nearly everyone works through nights, holidays and weekends in preparation for opening. This was considered just a reality that went with the exhibition territory and compensations of time were worked out in the field.

New regulations and new attitudes now recommend that much more structured procedures be followed. A time and attendance clerk—or a time clock—should be installed in all offices. Budgets for junior officers' overtime, compensatory time, and differentials should be established at the beginning of a project.

### C. Staff

A full-time officer must be assigned to every major function such as procurement, design coordination, production supervision, research, writing and editorial supervision, public relations, protocol, special events, etc. Expedient assignments made on an

"as-available" basis are not satisfactory to the officer assigned and are not productive. Task continuity is lost and staff fractiousness results. Existing functional units such as Logistics, Inventory control, Personnel, Security, Contracts, Budget and Fiscal, Administrative services, and Travel can be utilized but officers from these units must be oriented to and personally committed to the objectives of the project. This means they must practically work under the temporary supervision of the project director.

The number of staff implied above has been the level approved for exposition projects less complicated than the one on Okinawa. No project of the magnitude and political consequence of the U.S. Exhibition at Ocean Expo '75 should ever be embarked upon with so few people and so little time. On the occasion of the next expo—and there will be a next expo—the staff available might not be so dedicated, nor so ornery.

### D. The Commissioner General

A Commissioner General cannot be appointed prior to the passage of an authorization and appropriation for the project, yet this is exactly when he is most needed to explain the project to other quarters of the Executive Branch and to Congress. The project is conceptualized, schedules prepared and fiscal plans drafted as proposals which are submitted to OMB and to Congress. Interagency committees are convened for advice and the possibilities of private cooperation investigated before legislation is ever prepared much less approved and thus before a Commissioner General can be appointed. The Commissioner General, the principal officer of the project, assumes his supervisory duties when everything from the theme to the staff has already been established and approved by Congress. Most persons of the stat-

ure appointed Commissioner General find such a situation and their role within it as awkward at best. It is patently unfair to them.

If the individual could be identified early and retained as a consultant on what would be an as yet unauthorized and unfunded project, a questionable procedure at best, his subsequent role would be less anomalous. Or, if the Commissioner General designee is a Federal Government officer and his parent agency details him to the project, that too might obviate the problem of the Commissioner General's function prior to official endorsement of the project.

One thing is certain. If the U.S. Government determines that it is in its national interest to participate in an exposition, a Commissioner General must be appointed. And, if it is an exposition held abroad, that Commissioner General should be assigned to the site as a full-time, if temporary, resident. If the appointment is simply an acknowledgement of the individual's ability or accomplishments, he or she could be appointed on a part-time basis rather than as a resident at the site. But, much more than representation will be expected of the U.S. Commissioner General simply because he is the envoy to that event from the United States of America.

The foregoing and many variations are options for the appointment of a Commissioner General.

In lieu of a Commissioner General the senior line officer charged with conceiving and organizing the project must coordinate all aspects of it. A virtual czar is needed to expedite a major project burdened with short deadlines and limited staff. In the

foreign affairs community it is not realistic to expect that this czar will be an operations officer familiar with the requirements of making real the idea of the exhibition, regardless of fiat or charisma.

The role of the U.S. Commissioner General in the Steering Committee of all national participants at an expo is predicated on the circumstances of the exposition. If the United States has been the host for a B.I.E. event in the recent past as was the case in Okinawa vs. Expo '74 in Spokane; or if the United States expects to host the next B.I.E. endorsed exposition, it can be anticipated that the host country and all other international participants will expect the U.S. Commissioner General to play a special role in the Steering Committee of all international participants. This body is the only major official liaison between the collective international participants and the expo sponsors in the host country. Ultimately this sponsor is the Ministry of Trade, Ministry of Culture and/or Foreign Ministry of the host country. The comprehensive involvement of a U.S. Commissioner General in such circumstances recommends that he be a resident on site. Moreover, it insists that special resources including a separate budget and a special staff be available to the Commissioner General for his special activities relating to the Steering Committee. This was not the case at Ocean Expo '75 and the U.S. Commissioner General, a bonafide U.S. Ambassador, had to depend upon the exhibition's field director, available secretaries, the exhibition press officer and the exhibition's protocol officer to attend to another whole dimension of responsibilities in supporting the Commissioner General's role as Chairman of the Steering Committee. Such attenuation of staff should not have been necessary. It imposed on the U.S. Ambassador to Expo '75 and over-extended the exhibition staff.

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### **E. Funding**

An exposition of a stipulated scope is authorized as being in the U.S. national interest. The resources which must be devoted to accomplish the mission must not be compromised in quarters which are not responsible for producing and operating the project unless the scope is changed or the precepts modified.

A budget for a U.S. exhibition at an exposition is a function of the timing, of the expo's location and of the project's scope. A fiscal program initially drafted for OMB approval is a planning paper with numbers instead of words on it. It must encompass all costs of the project.

The project must completely pay its own way and be independent of the largesse of the private agency, other executive branch bureaus or of private companies and institutions. Nevertheless, every exposition's management solicits separate cooperation from those quarters in the form of money or support through which obligations of appropriated project funds can be reduced. Such exercises are marginally effective considering the amount of time involved to confirm the support. This invariably requires that some plans are held in abeyance until much later than good development and its management recommends. The problem is somewhat offset by the sense of identification participants have with the exposition. However, this can cut both ways. It's not a dependable way to finance any part of a project.

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### **F. Management of funds**

The accounting system used by the U.S. Government's foreign affairs agencies for their field obligations and disbursements is well organized and takes advantage of the newest data processing tools. Far-flung installations and regular activities within a large geographical region

profit from centralized service. But the system results in rather attenuated lines of communication which delay response times on the unique and somewhat peculiar and always urgent tasks of an exposition where disbursements must, in many cases, be made immediately at the site. The checks and balances inherent in the system sometimes render small field operations inert and make foreigners wonder about America's vaunted efficiency.

Exhibition projects at international expos should be vested with more latitude in the procedural administration of their funds. This does not mean a system which is financially permissive but does recommend that the character of a national exhibition be recognized and that the procedural loop be tightened around the site at which the exhibition is held. Waivers originally written into the authorizing legislation for U.S. participation at international exhibitions demonstrated an understanding of the management problems inherent in exhibitions. Similar waivers to some procedures are now warranted but with the acknowledgement that controls must be tailored for the unique operation of a national exhibition held abroad.

### **G. Concessions**

It is a strong temptation to include official concessions in a national exhibition as a way to widely distribute mementos of the country and of its participation in the fair. It also seems that concessions not only pay their own way but provide revenue to the participating country thus reducing pressure on an appropriated budget. This scheme is a chimera when the project is a U.S. national exhibition.

It is recommended that no official concession be in any way related to future U.S. exhibitions, even given a

full time officer and an assistant to supervise a concessionaire's plans and operations.

Official medals, stamps, pins, souvenirs, books, and the like, can still be assembled and given to important foreign visitors and as reciprocation for the many small remembrances invariably given to the staff of the American exhibition. Such distribution should be a function of the Commissioner General's office.

### **H. Interagency committee**

USIA was charged by the U.S. Department of State with chairing a committee of representatives from other U.S. Government agencies having an interest in, some authority over or potential to contribute to an international exposition on the oceans. The official Chairman of the Interagency International Exhibition Committee is the Deputy Director of USIA. His designee as Acting Chairman of this Committee is Chief of Planning for USIA exhibits. Coincidentally, this officer was also the Project Director for the U.S. Exhibition at Ocean Expo '75.

Actual practice is that the agency responsible for the development and operation of the exhibition (in this case USIA but for other events the Department of Commerce or other action agencies) convenes and chairs the meetings of the Committee. Other participating agencies, whatever their relationship to the theme or to the event, are not really accountable for the result, are not equipped to support it, at best tangentially related to such projects, have no unprogrammed funds for it and never have staff available for it. It would take a Presidential directive to make it otherwise.

But the interagency International Exhibition Committee is a good instrument for contacts within the respective agencies and thus for communications. It is not a body with authority nor is it equipped to make decisions. Any significant commitments by a participating agency

must be approved far higher in the respective hierarchies than can be done by the officers assigned to the Committee.

Only the President can direct the various agencies to invest their resources in the project and these contributions should be approved by Congress. Fond of this idea as the operational agency must be, its implementation would be unwieldy and result in more lost time. The operational agency must carry all of its own water and have the authority and resources to do so.

The Committee should not be construed as other than it is, a consultative entity and a pool in which to fish for information. If it is to be an action agency, very senior officers from the Committee's agencies must participate in it.

### **I. Design services**

There is much to recommend that one design firm be retained for all aspects of a large exhibition's physical development. That would include design of architectural spaces, exhibitry, product presentation, graphics, printed material and even audio-visual elements as well as production supervision. Few design firms will testify that they have permanent in-house capabilities to accomplish all of these responsibilities. They usually hire special talents or establish associations with other design services for a project as large as a national exhibition at an expo.

Supervision of all of the aforementioned design responsibilities is unwieldy for a single design firm. Unless such firms are highly capitalized, such supervisory responsibilities encourage them to court financial disaster. When this

situation looms they are inclined to reduce their staff and cut overtime. This often jeopardizes deadlines because their staffs are usually exhausted by the time final due dates arrive. A private entrepreneur cannot be strongly criticized for trying to keep his enterprise solvent. But the project's budget and the opening date are involved and these are the responsibility of the client.

The scope of work should be secured and separate contracts awarded for various design responsibilities. The coordination of design style, cost and schedules should be the responsibility of a professional design cadre on the client's staff.

#### **J. Press and public relations**

The objectives of U.S. participation in the event and the interpretation of those objectives by the media content of the exhibition are the pegs upon which are hung all of the public relations, protocol activities, publicity, personal representation, entertainment, festivals, and collateral programs which make an exhibition a communications system greater than the sum of its parts.

Upon opening, these promotional activities become more than collateral; they become the project's program, its essence. But like every factor of development, production and operations they must be planned before ground is ever broken for a pavilion. And that planning decidedly cannot be a collateral duty of an officer working on more imminent aspects of a project. Nor is it reasonable to expect the existing information facility of an embassy to spend the time or attention required by a special project of the scale of an international exposition when the embassy's resources are already stretched thin covering the post's regular program of public affairs.

A public relations officer and a special events officer must be part of the management team from the early days of the project's development. A protocol officer should be assigned

to the project shortly thereafter. However, those slots cannot preempt the positions of project director or media director, field director or operations deputy or executive officer, which would have been the case under the personnel limits imposed on Ocean Expo '75. The USIA managed to detail two officers to the formidable tasks of public information and protocol one month before opening the show. They arrived in the exposition organization after all other personnel were on site. Their orientation to the project was abbreviated. They hardly had time to plan anything. But as professionals and specialists they executed their assignments with unstinting labor and imaginative improvisations. They were of inestimable service to the Commissioner General. The public affairs function which settled under their aegis could have been much more comprehensive had it been possible to assign such officers to the project at an early date.

For instance, an informational pamphlet or promotional brochure could have been written and published as a giveaway to the pavilion's general audience two months earlier than it was finally distributed had an officer been available to prepare it and expedite its production. Much credit should be given to the exhibition's public information and protocol officers who did accomplish this after they arrived in Okinawa and amid all of their other responsibilities. This pamphlet supplemented the catalog of the exhibition which was published prior to opening. Although the catalog enunciated the theme and content of the exhibition, it was really commercially oriented and prepared for potential customers of the products displayed in the exhibition.

#### **K. Representation**

There is a legislative limit on representational funds. It is readily understood that this money is solely for hospitality extended to important foreign visitors to the expo. There are also more than a few notable Americans who visit a U.S. exhibition abroad. These visitors come en masse. The community of nations represented at an exposition also extend courtesies to one another and these should be reciprocated. The relationships with third-country participants in a fair are among the most important and sensitive opportunities afforded by such an event.

The representation account by itself is not adequate to cover all of these expenses. This observation has been made in the final reports of other U.S. national exhibitions at international expos.

The U.S. Exhibition at Ocean Expo '75 was not as much burdened by this problem as were other expositions because of the revenue derived from private memberships in the Commissioner General's Lounge. Such a technique would not likely be available to the management of future U.S. exhibitions unless there is a large American commercial presence at the site. Without discretionary funds to purchase small gifts, produce simple, but tasteful official mementos, and provide hospitality in a lounge similar to the facility at the Ocean Expo Pavilion much of the protocol function and public affairs program would be crippled. Guests look upon the Lounge facility and activity in it as part of the whole exhibition and as evidence of America's commitment to the project, our nation's sense of style and, not the least, as a demonstration of America's interest in them as individuals.

Single companies or institutions have in the past sponsored

complete lounges at U.S. exhibitions. But, U.S. exhibitions should not have to depend on such aid at future expo installations. Money for the activity in a lounge should be programmed into the project's original budget and clearly identified and approved as funds for the discreet entertainment of guests. Or, the representations budget should be expanded manifoldly.

### **L. Matters of concern**

On 16 January 1976, at the last meeting of the Commissioners General of all participating countries at Ocean Expo '75, a resolution was adopted congratulating the Japanese Association for their efforts but making five recommendations pertaining to the organization and operation of future expositions. The Japanese subsequently brought these recommendations to the attention of the Bureau of International Expositions (B.I.E.) when that group convened in Paris in April 1976.

The B.I.E. concluded that these suggestions were matters which should be addressed by prospective sponsors of expositions rather than be incorporated into the B.I.E. regulations. Following are those recommendations:

1. The potential hazards of locating an exposition at a remote site should be fully reviewed by the B.I.E. before formal registration of the event is recorded. These hazards include a possible lack of visitor attendance aggravated by inadequate and under-publicized transportation and transit facilities, unduly high costs for both participants and visitors, and lack of appropriate housing and amenities for pavilion staff.

2. The B.I.E. must ascertain, before registration, that provision can be made to lease for adequate and convenient housing for foreign pavilion staffs, at reasonable rates based on long-term occupancy—as opposed to hotel-type accommodations which are not customary or usually affordable for staff housing at World Fairs.

3. The employees of an Exposition Association and the host government should not be permitted to engage in commercial activities (either for personal or Association gain) in competition with Foreign Participants, insofar as the official products permitted for sale within national exhibits are concerned. Likewise, employees of any government exhibit (foreign or host) should not be engaged in a commercial activity with the sponsoring Association or other participants, where there is a financial relationship and/or gain to the individual or exhibitor, resulting from the advantage of being officially recognized as an employee of a government exhibit. Both of these activities tend to encourage a "conflict-of-interest." This is contrary to the spirit and purpose of a World's Fair. Also, all commercial activities should be fully known and agreed upon before permanent concession contracts are signed, and no new concession contracts should be made after the exposition opens without approval of the Steering Committee.

4. A requirement of registration should include a detailed plan for obtaining satisfactory publicity before and during the exposition for foreign participant exhibits—both in the host country and in the home country of the foreign exhibitor.

5. The B.I.E. must provide that, in the absence of an official representative of the Bureau, the Chairman of the Steering Committee must be in residence throughout the exposition, and be given authority to ensure that, insofar as the interests of foreign participants are concerned, the General and Special rules and regulations are followed by the organizers of the exposition. Also, the Steering Committee Commissioners General, or a senior deputy (if not a Commissioner General) should agree to be in residence and have full delegated authority for their country or international organization. □

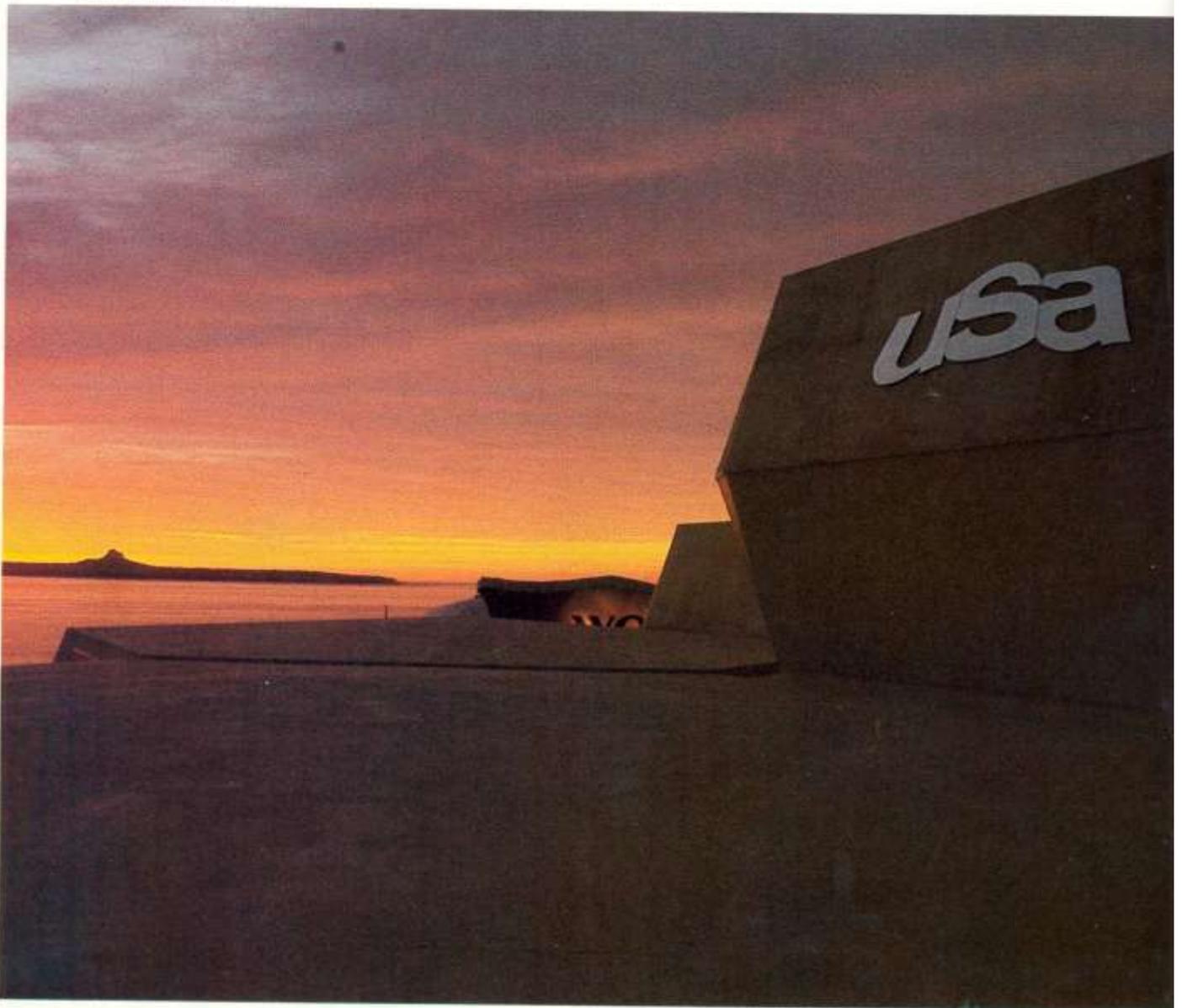


Part VI

**Appendices**

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*le Jimia from the Plaza.*





Public Law 93-304  
93rd Congress, S. 2662  
June 8, 1974

An Act

88 STAT. 104

To authorize appropriations for United States participation in the International Ocean Exposition '75.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,* That this Act may be cited as the "International Ocean Exposition Appropriations Authorization Act of 1973".

SEC. 2. There is authorized to be appropriated for the United States Information Agency for "Special International Exhibitions", for United States participation in the International Ocean Exposition to be held in Okinawa, Japan, in 1975, as authorized by the Mutual Educational and Cultural Exchange Act of 1961, as amended (22 U.S.C. 2451 et seq.), \$5,600,000, to remain available until expended: *Provided,* That the amount authorized to be appropriated herein shall be available without regard to section 3108 of title 5, United States Code.

International  
Ocean Exposition  
Appropriations Author-  
ization Act of  
1973.

75 Stat. 527.

80 Stat. 416.

Approved June 8, 1974.

LEGISLATIVE HISTORY:

SENATE REPORT No. 93-700 (Comm. on Foreign Relations),  
CONGRESSIONAL RECORD, Vol. 120 (1974):

Mar. 11, considered and passed Senate.  
May 29, considered and passed House.

## Appendix B

### FISCAL PLAN FOR S.I.E. PROJECTS

Project Number 73-490		Showing Dates: July 20, 1975 January 18, 1976		Locations: Motobu Peninsula Okinawa, Japan		Fiscal Plan Number: FP #6 (Final)			
Project Name: Ocean Expo '76									
Description	Code	Budget	Wash. Allotment Distribution Units		Field Allotment USFAV Okinawa			Total \$ + in \$	
			ICS/ES	ICS/OP	\$	¥ in \$	¥ Equivalent		
A1	Research and writing	25211	7,350	6,400			850	255,000 ¥	850
A2	Exhibit design	25213	422,800	420,600			2,300	690,000 ¥	2,300
A3	Project Staff Travel	21233	162,200		54,700	1,900	105,600	31,680,000 ¥	107,500
B1	Exhibit fabrication	25214	811,608	487,908			23,700	7,110,000 ¥	23,700
B2	Exhibit assembly and striking	25215	420,300			5,900	414,400	124,320,000 ¥	420,300
B3	Supplies and materials	26800	43,300	16,000		11,300	16,000	4,800,000 ¥	27,300
B4	Equipment	31700	81,500	35,900		11,900	13,700	4,110,000 ¥	25,600
B5	Audio-visual	26200	489,000	479,800			9,200	2,760,000 ¥	9,200
B6	Promotionals	26201	9,900				3,900	1,170,000 ¥	3,900
C1	Brochure printing	24200	7,100	4,650			2,450	735,000 ¥	2,450
C2	Other printing and reproduction	24841	29,150	9,300		250	19,800	5,880,000 ¥	19,850
D1	Pavilion Landscaping	25205	811,200	10,800			800,400	240,120,000 ¥	800,400
D2	Fixed structures-- architectural costs	25216	N/A						
D3	Pavilion erecting and striking	25204			See Footnote #1				
D4	Materials for fixed structures	26203	N/A						
D5	Construction of fixed structures	32201	N/A						
D6	Demountable structure	31201	N/A						
E1	Project staff	21203	387,800	380,000		27,800			27,800
E2	Guide staff (American)	21204	124,350	54,350			70,000	21,000,000 ¥	70,000
E3	Specialists, VIP'S, technicians	21511	31,700	16,000		4,700	11,000	3,300,000 ¥	15,700
E4	Seminar panelists	41706	N/A						
E5	Technicians and specialists (Crafts)	41717	12,700	9,600			3,100	930,000 ¥	3,100
E6	Security investigations	25209	N/A						
F1	Shipping to site	22206	123,500		85,500		58,000	17,400,000 ¥	58,000
F2	Shipping from site	22207	44,900		12,700		32,200	9,660,000 ¥	32,200
F3	Shipping internal	22208	N/A						
F4	Local drayage and handling	22504	95,000				95,000	28,500,000 ¥	95,000
F5	Home leave and transfer, shipping and storage	22616	N/A						
G1	Exterior ground rental	23201	24,450				24,450	7,034,265 ¥	24,450
G2	Interior space rental	23812	264,800				264,800	78,125,420 ¥	264,800
G3	Utilities	23801	38,500			7,000	31,500	9,450,000 ¥	38,500
G4	Equipment, car rental	23811	135,500			20,000	115,500	34,650,000 ¥	135,500
G5	Communications	23820	29,300	4,000		7,300	18,000	5,400,000 ¥	25,300
H1	Local hired staff	25206	120,100				120,100	36,030,000 ¥	120,100
H2	Local guide staff	25207	163,800			64,000	99,800	29,650,000 ¥	163,800
H3	Liaison staff (AUCC)	25208	N/A						
H4	AUCC contract	25212	N/A						
H5	Other contractual costs	25830	186,300			800	184,500	55,350,000 ¥	186,300
I	Representation	25800	9,800			1,252	8,348	2,504,400 ¥	9,600
J	Advertising and Publicity	25203	800				800	240,000 ¥	800
K	Medical Costs and evacuation	25201	-						
L	Insurance	25210	6,450	50			6,400	1,920,000 ¥	6,400
M	Contingency		852,542	852,542					
<b>Total Direct Project Costs</b>			<b>5,620,000</b>	<b>2,767,900</b>	<b>132,800</b>	<b>164,102</b>	<b>2,555,098</b>	<b>762,974,085 ¥</b>	<b>2,719,200</b>

#### Source of Funds:

Remarks: (1) Revenue Account 67X8564 A/R non-appropriated funds total receipts \$103,963 of which \$88,500 spent for North Park & USPAV landscaping not represented in total \$5,620,000 under 67X0064.  
(2) Yen equivalent varied with rate of exchange from 290¥-306¥ to the dollar during the Expo represented in the yen column.

## Appendix C

### NON-APPROPRIATED FUNDS

Authority to receive and spend non-appropriated money from the American private sector is derived from Section 8(15) of Executive Order 11034.

The major sources of these funds were:

Gulf Oil Company	\$ 60,000.00
Memberships in the Commissioner General's Lounge	19,858.61
The U.S. Pavilion Concession	28,056.73
	<hr/>
	\$107,915.34

## Appendix D

### JURIES FOR DESIGN PRESENTATION

#### PRIVATE PANELISTS

Professor George Papp, Jr.  
Dept. of Geology & Geophysics  
108 Pillsbury Hall  
University of Minnesota  
Minneapolis, Minnesota 55455

Dr. Athelstan Spilhaus  
Woodrow Wilson International  
Center for Scholars  
Smithsonian Institution Bldg.  
Washington, D.C. 20560

Mr. Robert M. Ruenitz  
Associate Executive Director  
Japan Society  
333 East 47th Street  
New York, New York 10017

Mr. Robert W. Niblock  
Executive Director  
Marine Technology Society  
1730 M Street, N.W., Suite 412  
Washington, D.C.

Mr. Harris Shettel  
Director of the Institute for  
Development of Human Resources  
American Institute of Research  
710 Chatham Center  
Pittsburgh, Pennsylvania 15219

#### INTERAGENCY PANELISTS

Mr. Joseph W. Adams, Director  
Exhibits Design Division  
Department of Commerce  
14th & Constitution Avenue, N.W.  
Washington, D.C. 20230

Mr. Russell Hendrickson  
Chief, Division of Museums  
Harpers Ferry Center  
National Park Service  
Harpers Ferry, West Virginia 25425

Mr. James Mahoney  
Chief, Exhibits Central  
Smithsonian Institution  
Arts & Industries Bldg.  
900 Jefferson Drive, S.W.  
Washington, D.C. 20560

Mr. Edward Simmons  
Coordinator for Spokane '74  
U.S. Pavilion (and Deputy  
Commissioner General, Expo '74)  
Department of Commerce  
14th & Constitution Avenue, N.W.  
Washington, D.C. 20230

## Appendix E

### DESIGN GROUPS

#### MAKING PRESENTATIONS

Chermayeff & Geismar Associates  
830 Third Avenue  
New York, New York 10022

Walter Landor Associates  
Industrial Designers  
Ferryboat Klamath, Pier 5  
San Francisco, California 94111

Robert P. Gersin Associates, Inc.\*  
Industrial Design  
11 East 22nd Street  
New York, New York 10010

Burdick Group  
2238 1/2 Purdue Avenue  
Los Angeles, California 90064

Jamin and Levitan  
Associates in Design, Inc.  
220 East 23rd Street  
New York, New York 10010

\*Award

## Appendix F

### MEMBERS OF THE INTERAGENCY INTERNATIONAL EXHIBITION COMMITTEE FOR OCEAN EXPO '75

U.S. Information Agency (Chairmanship)  
Department of Commerce  
Department of Defense  
Department of Transportation  
(U.S. Coast Guard)  
Department of State  
U.S. Energy Research and  
Development Administration  
Environmental Protection Agency  
National Science Foundation  
National Security Council  
Department of the Interior  
National Aeronautics and  
Space Administration  
National Oceanic & Atmospheric  
Administration  
Maritime Administration  
Smithsonian Institution  
Office of Management and Budget  
Department of the Navy (Office of the  
Oceanographer of the Navy)  
Atomic Energy Commission

## Appendix G

### OCEAN EXPO '75 STAFFING PATTERN

#### EXECUTIVE STAFF

Commissioner General FSR-1  
Secretary to the Commissioner  
General FSL-7  
Deputy Commissioner General GS-15  
Deputy Project Director FSS-2  
Field Director FSR-2  
Deputy Field Director FSR-5  
Assistant Director for Administration FSD-5  
Budget & Fiscal Assistant FSS-8  
Secretary FSS-8  
Secretary/Receptionist FSS-9

#### ADMINISTRATIVE STAFF

Librarian FSL-6  
Receptionist FSL-10  
Clerk Typist FSL-8  
Administrative Assistant FSL-5  
Driver/Dispatcher FSL-7  
Drivers (5) FSL-7  
AV Technician FSS-7  
Technician FSS-10

#### GUIDE STAFF

Senior Guides (2) FSL-10  
From U.S. on TDY (10) FSS-9  
Local Japanese (12) FSL-10  
Local U.S. (8) FSS-10  
Local U.S. (2) FSS-9  
Local U.S. Drivers (3) FSS-10

#### CONTRACTUAL LABOR

Security Guards (11)  
Maintenance (Bldg.) (9)  
Technicians (2)

## Appendix H

### LIST OF PARTICIPANTS

American Optical Corporation  
AMF Marine Products Group  
AMF Sea-Link Systems  
AMF Sports Products Group  
AMF Swimmaster  
Bausch & Lomb, Inc.  
Berthos, Inc.  
Berkley and Company

Chicago Bridge & Iron Co.  
Chemical Products Co., Inc.  
Couter Electronics, Inc.  
Datalog Division of Litton Industries  
David Clarke Company  
E. D. Bullard Company  
EDG Western  
E. G. & G. Environmental Equipment  
E-Z-Go Cart Company  
Fenwick  
FMC Corporation  
Garcia Corporation  
General Aquadyne Company, Inc.  
General Electric Company  
General Electric Company  
(Space Division)  
Girard Polly-Pigs, Inc.  
Grumman Aerospace Corporation  
Habitat Architectural Supplements  
Helle Engineering Company  
Honeywell Marine Systems  
HydroLab Corporation  
Hydro Products  
Ithaco, Inc.  
J-Tec Associates, Inc.  
Johns Hopkins Applied Physics Lab  
John Laboratories, Inc.  
Klein Associates, Inc.  
Lear Siegler, Inc.  
Lockheed Missiles & Space Company  
McDonald Products, Inc.  
McEvoy Oilfield Equipment Company  
Motionetics  
Motorola  
National Aeronautics & Space  
Administration  
Naval Undersea Center  
Naval Underwater Systems Center  
Navy Experimental Diving Unit  
Oceanographer of the Navy  
Office of Naval Research  
Patent Scaffolding Co., Inc.  
Penn Fishing Tackle Mfg. Co.  
Pennwalt Corporation  
Questar Corporation  
Raytheon Marine Corp.  
Revell, Inc.  
Smith Tool Company  
Solar Power Corporation  
Steelcase, Inc.  
Underwater Ways, Inc.  
U.S. Divers Co.  
The Coca Cola Export Corporation  
Pepsico, Inc.  
James B. Beam Distilling Company  
Fromm & Sichel  
The Fleischmann Distilling Corporation  
Paul Masson Vineyards  
Gulf Oil  
Schenley International  
Schlitz Brewing Company  
Seagram Vintners International

## Appendix I

### DONORS TO THE LIBRARY COLLECTION OF THE U.S. EXHIBITION

Academic Press, Inc.  
American Association for  
the Advancement of Science  
American Bar Foundation  
American Geological Institute  
American Heritage Publishing Company  
American Society of Limnology and  
Oceanography, Inc.  
American Society for Testing and  
Materials  
Arno Press, Inc.  
Association of Scientific Publishers  
Cambridge University Press  
Charles Scribner's Sons  
Commission on Marine Science  
Committee on Commerce  
Committee on Merchant Marine  
& Fisheries  
Crane, Russak & Company  
Creative Educational Society, Inc.  
Doubleday & Company, Inc.  
Dover Publications, Inc.  
Elsevier Scientific Publishing Company  
The Exxon Corporation  
General Electric Co.  
Harvard University Press  
Holt, Rinehart & Winston, Inc.  
Houghton Mifflin Company  
International Marine Publishing  
Company  
International Oceanographic Foundation  
International Publications Service  
Jacobson/Wallace, Inc.  
J. B. Lippincott Co.  
Johns Hopkins University Press  
Library of Congress  
Marine Science  
Marine Technology Society  
Massachusetts Institute  
of Technology Press  
Maury Center for Ocean Science  
McGraw-Hill Book Company  
Motor Boating & Sailing Magazine  
National Academy of Engineering  
National Academy of Sciences  
National Geographic Society  
The National Observer  
National Oceanic & Atmospheric  
Administration  
National Oceanographic Data Center  
National Oceanographic  
Instrumentation Center  
National Park Service  
National Petroleum Council  
National Science Foundation

National Water Commission  
Naval Institute Press  
Naval Research Review  
Naval Weather Service Command  
North-Holland Publishing Company  
Klein Associates, Inc.  
Ocean Industry Magazine  
The Oceanographer of the Navy  
Ocean Oil Weekly Report  
Office of Naval Research  
Offshore Magazine  
Offshore Technology Conference  
The Pennsylvania State University Press  
The Petroleum Publishing Company  
Paragr Publishers, Inc.  
Pyramid Books  
RFF Program of International Studies  
of Fishery Arrangements  
Rudder Magazine  
Science News Magazine  
Scientific American Magazine  
Sea Power Magazine  
Sea Technology Magazine  
Simon & Schuster  
Skin Diver Magazine  
Springer-Verlag Publishing Company  
Time-Life Publishing Company  
U.S. Department of Commerce  
U.S. Department of Interior  
U.S. Department of the Navy  
U.S. Department of State  
U.S. Department of Transportation  
U.S. Environmental Protection Agency  
U.S. Government Printing Office  
The Office of the Oceanographer  
of the Navy  
U.S. News & World Report  
University of Miami Press  
University of Oklahoma Press  
University of Rhode Island Press  
University of Washington Press  
Van Nostrand-Reinhold Company  
Water Pollution Control Research  
Service  
W.H. Freeman & Company  
Wiley & Sons Publishing Company  
Woodrow Wilson International  
Center for Scholars  
Woods Hole Oceanographic Institution  
World Oil Magazine  
Yachting Magazine

## Appendix J

*OTHER ORGANIZATIONS  
WHICH CONTRIBUTED SIGNIFICANT  
GUIDANCE AND SUPPORT*  
American Petroleum Institute  
American Philosophical Society  
American Revolution Bicentennial  
Administration  
Atwater Kent Museum  
Deep Sea Ventures, Inc.  
Exxon Corporation  
Fasson  
(Division of Avery Products Corp.)  
Global Marine, Inc.  
Hart Nautical Museum  
Johns Hopkins University  
Lamont-Doherty Geological Observatory  
Marine Historical Association  
Mariner's Museum  
Massachusetts Chamber of Commerce  
Mobil Oil Corporation  
Museum of American Folk Art  
National Data Buoy Office  
National Geographic Society  
National Marine Fisheries  
National Oceanic & Atmospheric  
Administration  
National Science Foundation  
National Sea Grant Program  
Naval Memorial Museum  
New York Historical Society  
New York Public Library  
Peabody Museum  
Perry Oceanographics, Inc.  
Pitcon Industries, Inc.  
Reader's Digest  
Science Magazine  
Scientific American  
Scripps Oceanographic Institute  
Seaman's Bank for Savings  
Southport Museum  
Texaco, Inc.  
Time, Incorporated  
Undersea Technology Compass  
Publications  
United Nations  
U.S. Army Postal Directorate  
U.S. Coast Guard  
U.S. Department of Commerce  
U.S. Department of the Interior  
U.S. Department of State  
U.S. National Weather Service  
U.S. Naval Memorial Museum  
U.S. Naval Photo Lab  
U.S. Postal Service  
University of Maryland  
University of Miami  
University of New Hampshire  
University of Rhode Island  
Woods Hole Oceanographic Institute

## Appendix K

*LOUNGE MEMBERSHIPS*  
Mr. Kohtoku Watanabe  
Vice President & Manager  
Bank of America (Tokyo Branch)  
Mr. A. R. Caudron  
Manager  
Bank of America (Okinawa Branches)  
Leonard Y. Yip, General Manager  
Loyal Trading Syndicate, Ltd.  
Mr. Kinji Yasu  
Vice President & Asian Representative  
Crown Zellerbach International  
of Asia, Ltd.  
Mr. Shinichi Watanabe  
Special Events Dept. Manager  
Coca-Cola (Japan) Company, Ltd.  
Mr. Frank W. Crossen  
President  
Foremost International Dairies  
(Ryukyus) Ltd.  
Mr. James J. McGlory  
Chairman and Representative Director  
Nansei Sekiyu K.K.  
Mr. Jinshiro Miyagi  
Ryukyu Cement Co., Ltd. (Naha)  
Mr. Mike E. Kretzner  
Manager  
American Express International, Inc.  
(Okinawa)  
Williams International, Inc. (Naha)  
Mr. Steve Parker  
President  
Parker Productions, Ltd.  
Mr. Robert W. Patterson  
Vice President  
Kaiser International Services Corp.  
Mr. Elmore A. Cotton  
Unival Investments, Ltd.  
Awase Shopping Center, (Okinawa)  
Mr. Kiyomasa Toyama  
President  
Hokubu Service Co.  
Mr. G. J. Wilson, Jr.  
Okinawa Sekiyu Seisei Co., Ltd.  
Mr. Richard G. Booth  
Ivano Training Co., Ltd.  
Mr. C. S. M. Laurin  
Manager  
Okinawa Hilton Hotel  
Sunset Magazine  
Lane Magazine and Book Company  
Gulf Oil  
Mr. Robert Pogue  
Foreast Service Co.  
Mr. Duncan Tucker  
Pacific Architects & Engineers, Ltd.

**Appendix L**

EXPO 75 SITE LAYOUT

