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THE WHITE HOUSE

WASHINGTON

August 25, 1975

MEMORANDUM FOR: RON NESSEN

FROM: MARGITA WHITE

SUBJECT: Correspondence and Related Functions

As I mentioned, I have devoted considerable time and attention to the handling of correspondence and related functions by the Communications Office. Related functions include scheduling, editorial research and mailings, all of which involve either incoming or outgoing correspondence, or both.

Following are my conclusions as to how these functions should be handled and by whom. Some changes already have been initiated; others cannot be implemented until Randy Woods comes onboard (September 1) and a final decision is made concerning the staffing of the Correspondence Unit.

CORRESPONDENCE UNIT

The general correspondence can be handled by one correspondence assistant, supported by an hourly-rate typist.

Having reviewed and edited Becky Hamill's work in your absence, I am confident that with minimum guidance from me she can handle the general correspondence on her own. Becky is intelligent, has an excellent education (see resume at Tab A) and has had considerable experience drafting letters, including a full year as a mail analyst in the White House correspondence section prior to joining the Communications staff in May, 1974.

With the support of an hourly-rate typist, Becky should be able to keep current the daily flow of correspondence as well as initiate more letters for the President's signature (see below). For the time being, I will continue to review all drafts, but I do not believe this will be necessary for long. In the meantime, we are or will be instituting the following changes in the handling of the mail:

- (1) A Weekly Mail Log. A simple daily tally will be kept, by the typist, of numbers and categories of mail. Each Friday, the correspondence unit will provide you and me with a Weekly Mail Log to provide an overview of the amount of incoming and outgoing mail, its content and the number of outstanding letters to be answered.

To provide a complete reflection of the mail, the log should cover general correspondence which you, I or others respond to personally. For this reason, as well as to give the correspondence unit information and guidance as to how we answer mail and with whom we deal personally, it is important that copies of letters we dictate be sent FYI routinely to Becky Hamill.

A sample weekly mail log is at Tab B.

- (2) A Form Letter Book. The correspondence unit will maintain a binder of approved answers or phrases for responding to various categories of letters.
- (3) Presidential Letters. Presidential letters will be drafted more often to editors expressing appreciation for exceptionally favorable or supportive editorials. Very few of these have been done. Yet, such brief letters of thanks have a tremendous value in keeping the President in touch with editors and in letting them know that their views are noted at the White House.

Such letters will depend upon a coordinated system of review of editorials which we have not had but which I plan to implement (see page 7). They will be logged in the newspaper card file which also is helpful to the drafting of such letters by indicating previous contact (written and personal) between the President and the respective editors.

Sometimes letters from you or from me will be more appropriate than Presidential letters (due to the content of the editorial, perhaps, or because the President recently wrote a letter to the editor with respect to another editorial).

Becky will draft Presidential letters to editors for my approval. These are then submitted for final editing through Roland Elliott. You will receive FYI copies of the letters and editorials. Presidential letters drafted to Washington correspondents, columnists

or others with whom you maintain personal contact, as well as letters for your signature, will be sent to you for approval.

- (4) Cartoon Requests. In conjunction with improving our system for tracking editorials, I also want to initiate more comprehensive clipping of Presidential cartoons. More letters will be sent under your signature requesting the originals of especially good cartoons for the President.

We will try to get an hourly-rate typist as soon as possible. (In the meantime, Kathy Tucker, Jim Shuman's secretary, is typing the letters.) When she is in place, my aim is to have all letters acknowledged or answered within three days of their arrival.

Once we have established this pattern, I believe you will feel more confident in referring more letters to Becky for immediate drafts, with a note of guidance if needed. This also will save you time from dictation.

Finally, Jim Shuman has suggested, and I agree, that it would be a logical extension of his responsibilities to exercise day-to-day supervision over the general correspondence unit. Because Jim, as editor of the News Summary and briefing book, is most current on the President's position on issues in the news, it would be especially appropriate for him to provide guidance concerning replies to letters dealing with these issues.

SCHEDULING CORRESPONDENCE

Letters and telegrams inviting the President to speak or participate in interviews, as well as open or specific invitations for Administration spokesmen, are rapidly increasing. These will be handled separately from the correspondence unit, but included in the weekly tally sheet.

These letters need to be closely coordinated, as you know, to ensure your involvement in decisions concerning the President, that we get the best Administration spokesmen before important forums declined for the President and that we make maximum use of our information concerning forums, including television shows, to place Administration spokesmen when they are traveling around the country.

The basic division of responsibility will be between invitations which merit consideration for the President, which I will coordinate with you and the scheduling office, and invitations for other Administration spokesmen, which will be coordinated with Randy Woods.

Presidential Invitations

Speaking invitations for the President received by our office fall into three categories: (1) invitations from major news organizations, such as ANPA, ASNE, SDX, APME, NNA, RTNDA and the National Conference of Editorial Writers; (2) invitations from state or local organizations, such as state broadcasters, state newspaper groups, or local chapters of SDX; and (3) invitations from media executives or correspondents for the President to appear before non-news related groups to which they belong.

I would like to establish a procedure for handling speaking invitations as follows:

- (1) National or Major News Organizations. On all these I will consult with you. If the invitations are addressed to you or to the President, the initial response will be for your signature, naming me as the contact within the letter. I will respond under my name to those addressed to me, with copies sent to you. I will prepare schedule proposals for those we strongly recommend and memoranda to the scheduling office on those we would recommend under certain circumstances (i. e., if the President is in the area). Sandi Wisniewski will maintain a log of the status of all such requests or recommendations, updated weekly, with copies to you and to me.
- (2) State or Local News Organizations. Obviously, the President rarely would be able to accept an invitation to appear before these. Unless the inviting individual is someone with whom you maintain personal contact (i. e., the invitation is addressed "Dear Ron"), I would suggest the response come from me, indicating that the President very much appreciates the invitation but the chances are very remote that he will be able to accept and, therefore, we are offering assistance in obtaining a high-level Administration substitute. Copies of the correspondence would be forwarded to Randy Woods and logged with other Administration spokesmen invitations (see below). If the President's schedule later indicates that he will be in the area of the event at the time it is to be held, we can easily resurrect the invitation for consideration for the President. In the meantime, if the organization wants a substitute, Woods will follow up.

- (3) Invitations from Non-Media Organizations. With rare exceptions, these will be referred to the scheduling office for handling. A current exception is Cliff Kirtland's (Cox Television) request to me for a spokesman for the Atlanta Rotary. This is being coordinated with the scheduling office, but we are making the contacts with the appropriate PIOs.

Interview invitations for the President require a slightly different procedure. The invitations fall into the following categories: (1) invitations to appear on national network programs, including Sunday shows, or to be interviewed by national magazines or major newspaper representatives in Washington; (2) invitations for television interviews or talk shows and for newspaper interviews or editorial board meetings in cities which the President is scheduled to visit; and (3) open invitations from stations or newspapers in cities which the President currently has no plans to visit.

- (1) You obviously handle the first category (but it is helpful to me to know their status).
- (2) The second category--invitations from areas the President will be visiting--currently presents the biggest problem. I am holding these so that we can review their handling. I suspect that in each case we will need to sit down and review pending invitations for each stop. Decisions should be made as quickly as possible, both to make plans for those the President might accept but also to get word to those stations or papers whose invitations must be regretted (see sample letter at Tab C). Quick turndowns will avoid the requestor thinking he might have a chance and pulling in Congressmen and other powers to rally support (Henry Wolf). Information concerning turndowns will be (and already is) relayed to Eric Rosenberger, per our discussion at Camp David.
- (3) Invitations from areas the President is not scheduled to visit within a few months can be handled much as invitations for the President to speak to state and local news organizations. The response from you or me would indicate that the President is not currently scheduled to visit the area, but if he does, we will keep the invitation in mind. In the meantime, we will suggest that if he wants other Administration spokesmen for an interview, I can be contacted (see sample letters at Tab D). The file would then be forwarded to Randy for followup and logging.

Spokesmen Invitations

It will be Randy Woods' responsibility, as part of his role in working with the PIOs on a regular basis, to handle requests for Administration spokesmen. He also will review schedules we receive from Cabinet members and key spokesmen to ensure that when they are going into areas where we have pending requests for spokesmen interviews (group broadcasters, talk shows, etc.), every effort is made to provide those stations or newspapers access to our top spokesmen.

In this effort, he will be assisted by Margaret Earl, who has been handling, and will continue to handle, White House and Cabinet energy and economic spokesmen schedules.

To make this system work effectively, Randy will need to maintain logs of outstanding interview requests and group broadcasters by area. (Becky Hamill has been doing this.) We are now maintaining files by state of contacts and pending requests. We also need an up-to-date comprehensive list of talk shows around the country, which I plan to ask him to put together.

White House Press Office Speeches, Interviews and Briefings

The season for requests from various news-related organizations, journalism groups (such as the American Press Institute), and students for White House briefings is again upon us. In addition, I have accepted some speaking invitations as I am sure others have or will as well.

Sandi Wisniewski will keep a log of these (as she did last spring but discontinued during the slow summer season) which I think is helpful to you and certainly is to me.

Sandi is the contact with and helps me with arrangements and speakers for all the various White House briefings, including the upcoming American Business Press all-day briefing, the API briefings, the Ad Council briefing for PIOs next month and our top-level Washington briefing for them next spring. She also handles all the detail work involved with putting together guest lists for out-of-town regional breakfasts and similar functions.

EDITORIAL RESEARCH FILES

With the departure of Jon Hoornstra, I have initially assigned to Margaret Earl the responsibility to draft editorial profiles, such as the one for the Milwaukee papers editorial board meeting.

However, we must establish a better system of following editorials and making better use of them. All of us see the editorials excerpted in the News Summary, but these represent only a small proportion of editorials from the papers received by the News Summary staff. Our other sources for editorials are the RNC, which sends copies of Administration-related editorials to our office, news summaries sent to us from some of the departments and agencies and newspapers and television stations which send copies of editorials to us by mail.

Currently these are not coordinated. The News Summary Office keeps on file only those editorials used in the Summary, by date. Margaret Earl reviews the editorials from the RNC and departments. Liz O'Neill also has reviewed the RNC editorials for possible Presidential letters.

We need to review and have access to more editorials for various reasons: (1) to obtain a better understanding of editorial opinion around the country; (2) to prepare comprehensive summaries of opinion for individual newspapers or from newspapers from a specific area to brief the President or others prior to meetings with editorial boards or individual editors; (3) to be able to select exceptional editorials for Presidential letters; and (4) to be able to zero in on misinformed or hostile editorials which require follow-up through letters, op-ed pieces or visits by spokesmen to an editorial board.

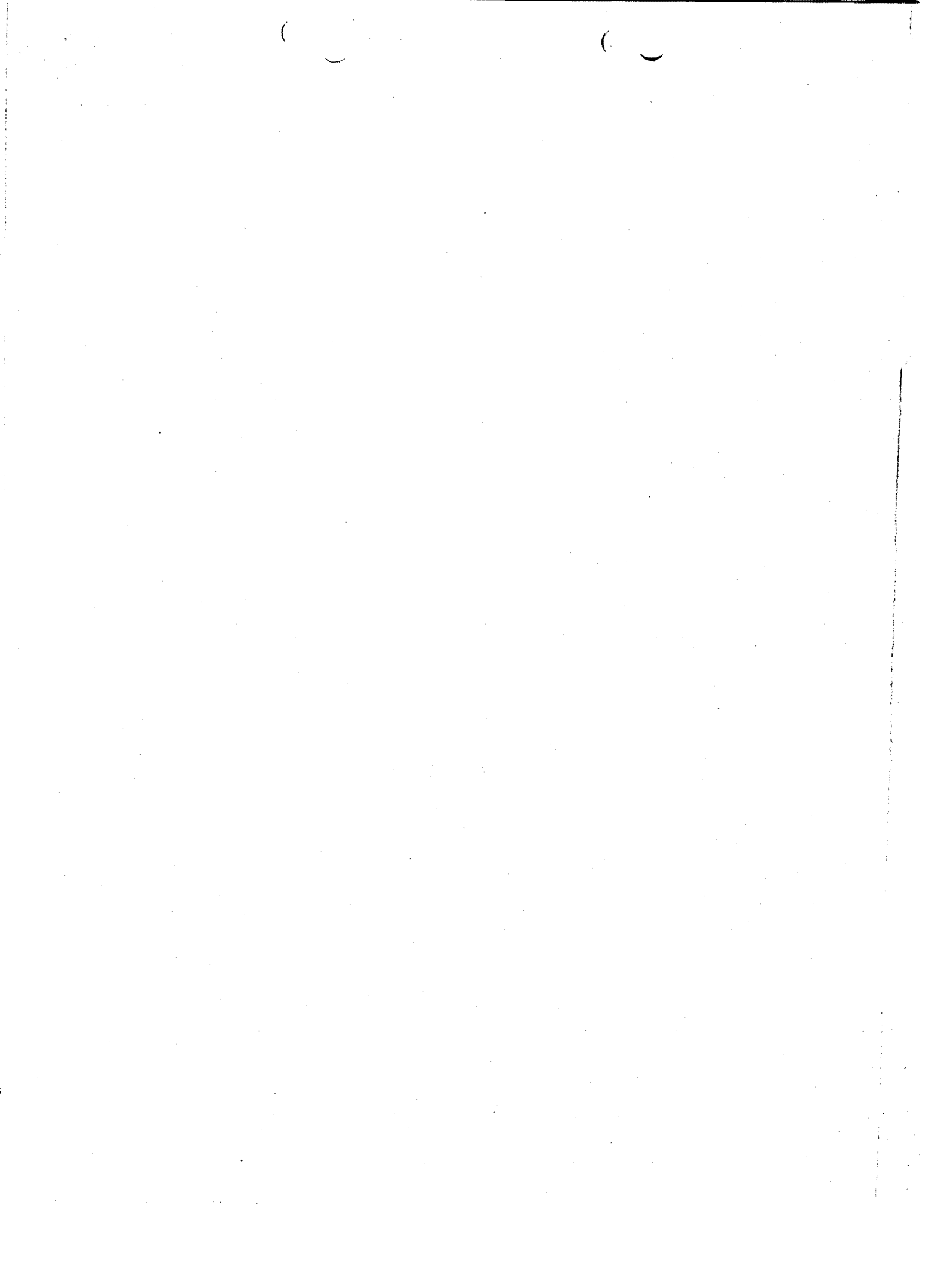
Therefore, I plan to reinstitute a central editorial filing system (which I started in my previous incarnation but has since been discontinued) for editorials. Kathy Goltra, who also handles the wires and the mailings, (and has helped with drafting letters) and who is paid by the hour, will be in day-to-day charge of this.

Kathy will be responsible for making xerox copies of all editorials used by the News Summary, clipping editorials on the Administration not used by the News Summary, and compiling these with those received from the RNC and other sources in a weekly editorial reading file for circulation among our staff. From scanning these editorials, we will get a better feel for editorial opinion generally and be able to pull out editorials for follow-up action or Presidential letters.

When the file is returned to Kathy, she will file the editorials by state-- in individual folders for newspapers we receive regularly and a miscellaneous state folder for newspapers which we do not have regular access to. These files will provide immediate access to all the information needed for editorial excerpts or summaries of editorial opinion from individual newspapers or for newspapers in a given region.

MAILINGS

Attached at Tab E is a summary of our mailing list. We use xerox labels and have worked out a system so that we should always have a set of labeled envelopes for each category ready for immediate use. I make the decision on what to mail and prepare a cover letter. Kathy Goltra is charged with keeping the mailing list current and arranging with Mr. Parker and the mail room for duplication and mailing.



RESUME

Miss Rebecca Ellen Hamill
 4862 MacArthur Blvd., N. W. (#1)
 Washington, D. C. 20007

Telephone Numbers

(o) 456 - 2890

(h) 965 - 1817

DATE OF BIRTH:

July 11, 1951

EDUCATION:

Stratford College
 Danville, Virginia
 B. A. Degree - History '73

COLLEGE ACTIVITIES
AND OFFICES:

--President, Student Government Association '7
 --Chairman, College Council
 --Chairman, Executive Board
 --Chairman, Elections Board
 --Staff Writer, Traveller

--Listed in Who's Who in American Colleges
and Universities.

As Student Body President in 1973 I planned and organized a college/community project, "Pedal for People". This project involved more than 500 students and 200 businessmen and community members. Through a well coordinated staff of 12 committees we raised over \$7,000.00 in one day for local charities and arranged for and received press coverage in three states. Through radio, television and mass mailing techniques we gained the support of the entire community and achieved a successful program ending with a reception for 700 students and members of the community.

SPECIAL STUDIES:

Oxford University, Christ Church College
 Certificate of Summer Study - "British
 Life and Institutions". (Summer, 1968)

Internship with Congressman M. Caldwell
 Butler (R - Va.) January, 1973

Volunteer work on "Youth Inaugural" Jan. '73

EXPERIENCE:May 1974 - Present

Correspondence Assistant to the Press Secretary
 The White House
 Washington, D. C.

In this position I handle and prepare replies for the Press Secretary's mail

and media mail to the President. I maintain records on editorial positions taken by national newspapers, television and radio stations and columnists. I draft responses to interview requests and compile reference cards on all interview requests for future handling and am responsible for coordinating reference sheet on status of outstanding invitations.

September 1973 - May 1974

Junior Mail Analyst
The White House
Washington, D. C.

In this position I analyzed incoming Presidential mail for public opinion trends, reaction and tabulation. Analysis included referring correspondence for appropriate handling.

1970 - 1972 (During College)

Waitress
Sparks Restaurant
Danville, Virginia 24541

Summers - 1971, '72, '73

Hunting Hills Country Club, Roanoke, Virginia

Involved in every aspect of club work and functions in this three year period

OTHER:

September 1973 - Present

Assume the duties of the Maitre d'City Tavern Club whenever he is away.

EXTRA CURRICULAR ACTIVITIES :

- Member, The Junior League of Washington, D
- Member, Board of Directors of the Alumnae Association of Stratford College
- Youth leadership programs of Virginia Episcopal Churches
- Delegate, Virginia GOP State Convention '73
Alternate Delegate, 1972
- Member, Danville Virginia City Republican Committee, 1972, 1973

B

OFFICE OF COMMUNICATIONS

Weekly Mail Log

(Week of _____)

INCOMING MAIL

Total letters received _____

From media _____

From public _____

Categories:

Autograph requests _____

Information requests _____

Thank you letters _____

Speech or interview requests _____

Views on Issues _____

Major Issues in Mail This Week:

OUTGOING MAIL

Total letters sent out _____

Presidential signature _____

Nessen signature _____

White Signature _____

Other _____

Referred to other offices _____

LETTERS TO BE ANSWERED: _____

Initials

REQUEST FROM AREA WHERE PRESIDENT IS GOING

Dear _____:

Thank you for your recent letter and your 1(invitation for the President to _____) 2(request to interview the President).

I know the President would enjoy meeting with you during his trip to _____ if time permitted. Unfortunately, the schedule of activities during his time there are such that it will not be possible on this trip. Should the President be scheduled for another visit to your area, I will, of course, keep your request in mind.

With best wishes,

Sincerely,

Ron Nessen
Press Secretary
to the President

bcc: Eric Rosenberger w/incoming FYI
(appropriate state file w/incoming for invitations)

INTERVIEW REQUESTS FROM AREAS PRESIDENT IS NOT
SCHEDULED TO VISIT

Dear _____:

Thank you for your _____ letter and the invitation for the President
to _____.

Although the President is not currently scheduled to visit _____,
we will be pleased to keep your invitation in mind should specific plans
be made for a trip to your area.

In the meantime, should you wish to invite a Cabinet member or other
high level Administration official who might be coming through _____
to appear on _____, please let me know if I can be of assistance.

With best wishes,

Sincerely,

Margita E. White
Assistant Press Secretary
to the President

Dear _____:

Thank you for your _____ letter and the invitation for the
President to _____.

Although the President is not currently scheduled to visit _____,
we will be pleased to keep your invitation in mind should specific plans be
made for such a visit.

In the meantime, should you wish to invite a Cabinet member or other
high level Administration official who might be coming through your area
to appear on _____, please call or write Margita White.
Mrs. White is Assistant Press Secretary to the President and heads our
Office of Communications which handles such requests and seeks to assist
the out-of-town media in their needs.

With best wishes,

Sincerely,

Ron Nessen

bcc: (appropriate state file w/incoming for invitations)
(if necessary) Becky Hamill for placement on pending list of open invitation

MEDIA MAILING LISTS

Newspaper Publishers - Circulation 100,000 +	99
Directors and Officers of American Newspaper Publishers Association	16
Editors of Newspapers with Circulation 100,000 +	114
Editors of Newspapers with Circulation 25,000 +	333
Editorial Writers	325
Members of the National Newspaper Association	165
American Press Institute	19
Major Newspaper Columnists	35
TV and Radio Invitees to Media Breakfasts/Luncheons/Receptions	191
TV and Radio News Directors Association	149
Executive Group Broadcasters	24
GOP Governors Association Press Aides	<u>14</u>
	1,484

THE WHITE HOUSE

WASHINGTON

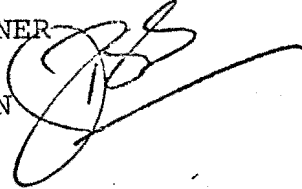
September 17, 1975

MEMORANDUM FOR:

BILL GREENER

FROM:

JIM SHUMAN



The attached News Summary Jobs Description should explain what each member of the NEWS & COMMENT Staff does.

As you can see, eliminating one position seriously curtails the function of the staff. If one of the assistant editors is absent, it leaves no one to cover one network or some 11 newspapers.

If the editor slot is not filled, it leaves no one to co-ordinate the daily effort of the staff, to check for accuracy, to rewrite, or to organize.

I should add one note. I have worked very hard building up the morale of my staff and to instill in them a sense of professionalism, pride and responsibility.

Leaving a crucial position open for even a few days more will not only impair the physical production of NEWS & COMMENT, it will also be a signal to the staff that their work is not appreciated, which can have only a detrimental effect on the quality of the News Summary.

NEWS SUMMARY JOB DESCRIPTION

EDITOR:

Duties assigned to editor daily - routing responsibility:

- Scan 11 major daily newspapers looking for new news and pertinent editorials and columns. All articles and editorials must be excerpted or condensed.
- Monitor wires throughout the day for major news stories.
- Co-ordinate comment section, and proofread and edit regional articles condensed by the other members of the staff, and written copy from the morning network shows.
- Watch all three major networks, and make note of pertinent comment, news stories, and special reports.
- When all copy is completed, the editor checks for accuracy, rewrites if necessary, and organizes completed summary.

ASSISTANT EDITORS: (3)

- Reading and excerpting editorials and new articles in at least 11 newspapers daily (two editions of each paper, seven days a week).
- Watching one morning network show and writing up interviews, special reports, byline news reports, comments and new news stories. (News not covered the evening before).
- Reading and rewriting major news stories of the day from the AP and UPI wire services before the evening network shows are watched.
- Watching ABC, NBC, or CBS, and taping the entire

show, timing each news story and making note of all comment. Then each news story is written up and integrated with the wire stories and the morning shows. The copy is given to the editor for final proofreading, editing and rewriting.

ADDITIONAL DUTIES OF ENTIRE STAFF:

1. Filling White House staff requests for particular articles on various subjects.
2. Maintaining office files.
3. Cutting and filing wires according to categories.
4. General coordination of the office.

NOTE: When the President is out of town, two summaries are required and the workload and time spent on NEWS & COMMENT almost doubles.

SUNDAY EDITION:

One person is assigned weekly to write and edit the Sunday NEWS & COMMENT. This includes:

1. Read and condense comment and news articles from all major Saturday and Sunday papers.
2. Monitor wires.
3. Watch 5 network talk shows -
 1. Meet the Press
 2. Washington Week in Review
 3. Issues & Answers
 4. Face the Nation
 5. Agronsky and Company

Write up comment and news from all of these shows.

4. Watch NBC News at 6:30 p.m. and write up all major news stories from the show and the wireservices.

If the News Summary is to remain as it is now, it is imperative that four people be permanently assigned to the staff. Otherwise, cutbacks in the content and quality of the News Summary would be necessary.

THE WHITE HOUSE

WASHINGTON

September 23, 1975

MEMORANDUM FOR: RON NESSEN

FROM: MARGITA WHITE *du*

Bill Greener has my memorandum concerning the need for the typist for the Correspondence Section. (Tab A)

The current staff for the Communications Office is listed at Tab B. We currently have 13 positions plus Kathy Goltra, who is paid on an hourly basis. This includes Jim Shuman and the three remaining members of the News Summary staff. It also includes Liz O'Neill.

My goal is a staff of 14 plus two hourly rate employees. This would be achieved by the departure of Liz O'Neill, the hiring of a secretary for Margaret Earl (whose secretary has been transferred to Randy Woods), restoring the News Summary staff to four, and the hiring of an hourly rate typist for the News Summary. Shuman's justification for the latter is at Tab C.

As a reminder, I am attaching a summary of the function of the Office of Communications at Tab D.

Attachments

A

Margita E. White
Assistant Press Secretary to the President
Director, Office of Communications

Randall L. Woods
Associate Director
Office of Communications

James Shuman
Associate Director
Office of Communications

Margaret Earl
Staff Assistant
Office of Communications

Elizabeth O'Neill
Staff Assistant
Office of Communications

Sandra Wisniewski
Staff Secretary
Office of Communications

Becky Hamill
Correspondence Assistant

Carolyn Wimmer
Secretary to Margita White

Kathy Tucker
Secretary to Jim Shuman

Gail Campbell
Secretary to Randy Woods

Kathy Goltra
Research Aide

News Summary Staff

Megan Williams

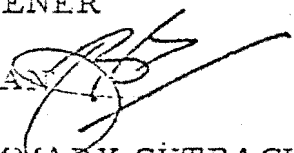
Melanie Berney

Ann Reilly

THE WHITE HOUSE

WASHINGTON

September 17, 1975

MEMORANDUM FOR: BILL GREENER
FROM: JIM SHUMAN 
SUBJECT: NEWS SUMMARY CUTBACK

Because the news summary cannot operate at its present degree of completeness or accuracy without a staff of at least four, we will institute the following cutbacks, beginning Friday:

There will be no coverage of ABC Morning or Evening News

There will be no coverage of papers from the Midwest

There will be no special, morning editions when the President is away from Washington

I regret that we are forced to this reduced level of coverage. One of the qualities which has made the news summary the useful tool it is now regarded to be is the fact that it is complete, and that it does provide a unique coverage of television and newspapers which a growing circulation has found helpful in their jobs of supporting the President, and which the President himself has said he finds useful.

We will, of course, resume normal coverage as soon as we are able to bring aboard a trained, competent person for the staff.

THE WHITE HOUSE

WASHINGTON

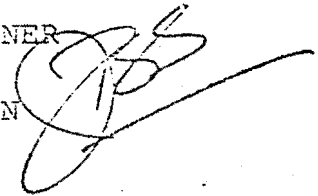
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FUNCTIONS OF THE OFFICE OF COMMUNICATIONS

The Office of Communications is a division of the White House Press Office, set aside from its day-to-day Presidential spokesman role and the pressures of dealing with the headline news and responding to deadline queries. Whereas the President's Press Secretary and his immediate staff focus on providing the White House Press Corps news and information, the Office of Communications seeks to expand two-way communication with, and the flow of in-depth information to, newspapers, magazines, television and radio throughout the United States.

The main responsibilities of the Office of Communications are to:

- I. Compile and disseminate in-depth factual information concerning the President's and his Administration's policies, programs and proposals to the media, especially to those who analyze and interpret the news. This is accomplished through:
 - A. Mailings of factual printed material on major, on-going and complex policies and issues to editors, editorial writers and broadcasters.
 - B. Briefings at the White House (Rooms 160 and 450, OEOB) on such policies and issues by White House and Administration officials.
 - C. Briefings outside Washington, especially in conjunction with Presidential travel where accompanying Administration or White House spokesmen are available to provide substantive information and perspective on their respective areas of responsibility.
- II. Encourage a dialogue between the President and his Administration and representatives of the media.
 - A. Propose and arrange meetings between the President and representatives of the print and broadcast media both in Washington and elsewhere in the country.
 - B. Coordinate and seek maximum responsiveness to speaking invitations directed to the President or White House and Administration spokesmen from the press and news organizations.



- C. Serve as link between the White House and organizations representing the media, including publishers (ANPA), editors (ASNE), small and weekly newspapers (NNA), magazine and book publishers and journalism groups.
 - D. Handle the correspondence from and to the press to the President, the Press Secretary and Office of Communications and mail from the public on press-related issues.
- III. Provide information to the President on news and media opinion.
- A. Prepare the daily news summary News and Comment for the President and White House staff.
 - B. Coordinate and compile information from other White House and Administration offices for the President's briefing book.
- IV. Assist members of White House staff with arrangements for interviews and press conferences in Washington and during travels around the country.
- V. Maintain liaison with and encourage cooperation among the public affairs officers of the departments and key agencies of the Executive Branch.
- A. Coordinate public affairs projects when programs overlap or involve several departments and agencies (Example: energy conservation education).
 - B. Hold monthly meetings with public affairs officers.
 - C. Circulate fact sheets, major speeches and other information on major issues.
 - D. Provide advice, guidance and direct assistance, on request, regarding media-related activities, including scheduling.
 - E. Encourage and coordinate placement of Op-Ed pieces in daily newspapers.

- F. Encourage more active efforts to provide factual information to the press through Cabinet press conferences, interviews and wide use of all press forums during travel.
 - G. Provide guidance and maintain informal liaison on requests and placement of key spokesmen on major television news and interview shows.
- VI. Serve as liaison with the Advertising Council on Executive Branch public service programs to prevent duplication and to maximize the public impact of Federal volunteer and social service messages.

THE WHITE HOUSE
WASHINGTON

September 18, 1975

MEMORANDUM FOR: WILLIAM GREENER
FROM: MARGITA WHITE
SUBJECT: Typist for Correspondence Section

This is the memorandum you requested concerning our need for a typist for the Correspondence Section. As you know, we had requested an hourly rate typist.

Background:

The Correspondence Section, under the Office of Communications, handles all correspondence addressed to Ron Nessen (except those he answers personally) and most media-related letters addressed to the President.

The correspondence Section, early this year had a staff of four:

Director:	Elizabeth O'Neill ✓
Assistants:	Becky Hamill ✓ Carol Montague
Secretary:	Marie Willke

In January, Carol Montague was moved to the West Wing Press Office. In March, Marie Willke left and her slot was abolished. Elizabeth O'Neill's slot is to be abolished. This will reduce the correspondence staff to ONE person.

Responsibilities:

The responsibilities of the Correspondence Section are to:

1. Handle Ron Nessen's correspondence.

2. Handle the President's media correspondence and all public mail to the President related to the Press Office.
3. Review editorials and acknowledge with Presidentials when appropriate.
4. Maintain file cards on national newspapers, selected weeklies, radio and television stations, magazines, columnists and publishing and broadcasting companies. These cards reflect the correspondence they have had with the White House, any events or White House functions in which they have been participants and the various editorial positions they have taken on important issues.
5. Maintain research files to answer letters and fill information requests.
6. Refer correspondence to other White House offices, the departments and agencies, maintain logs and follow-up.

In addition, the Correspondence Section has been answering letters requesting the President to speak or participate in interviews from media-related organizations or individual newspapers, radio and television stations; established state files for such invitations; and logged pending invitations.

The latter function is now being transferred to Randy Woods, my new deputy. In the meantime, I am handling a large number personally. Randy does not have a secretary. That position was abolished when Jerry Warren's secretary took another job.

The Correspondence Section has barely been able to keep up with drafting the correspondence (Becky Hamill and Elizabeth O'Neill, who is still here but actively looking for another position). Kathy Goltra, who is an hourly rate research clerk, has been helping out with opening the mail, referrals to departments and agencies and various other tasks. The letters have been parceled out for typing among the three secretaries on the staff.

When Jon Hoornstra's slot was abolished, some of his responsibilities were given to Kathy. In addition to clipping the wires, maintaining the card file, handling our mailings to editors, and assisting the correspondence unit, Kathy now also maintains state and major newspaper files for approximately 100 newspapers. This includes clipping these newspapers daily for issue coverage as well as editorial opinions. She

also files the RNC clippings we receive bi-weekly covering 50 newspapers. These files are indispensable in putting together media backgrounders for the President's travels and follow-up special reports. (The news summary staff is not able to maintain such files.)

Since we cannot get a secretary for Randall Woods, I am transferring Margaret Earl's secretary, Gail Campbell to Woods. Margaret will not have a secretary but Kathy Goltra will continue her responsibilities--except her assistance with correspondence--working outside Margaret's office, so that she can assist Margaret with phone calls. Her typing will have to be parceled out. This is not a good solution but the only one available. Since Margaret works on issue research and fact sheets and prepares the media backgrounders for the President, among her other duties, this seemed the most logical transfer under the circumstances.

Mail Breakdown:

Although the Correspondence Section is under the Communications Office its primary function is to respond to mail addressed to Nessen and the President. The volume fluctuates. During the past week, 399 letters were received. This does not include mail addressed to me (about 25 letters a day) nor to other members of the staff which are handled by the respective recipients. Nor does it include the growing volume of speaking and interview invitations to the President--about 80 in the last two weeks.

Ron is very concerned about the correspondence, as you know. The letters are from key editors, publishers, broadcasters, reporters, media VIPs and the public. All but the last category must have special handling. Since they are mostly from the out-of-town media, with whom this office deals, constant checking is necessary to have up-to-date information about recent contacts with this office and the President. Of the 399 letters, the media mail totals 94. However, it requires by far more time to handle responsively than the public mail.

The 205 letters from the public during this period were nearly all addressed to Ron Nessen. A great many were referred to departments and agencies. But many others are from people Nessen knows personally or from people requesting information or giving reaction to the President, including his media appearances.

Recommendation:

Our office has lost four slots in the past few months and will lose another one when Liz O'Neill leaves. We also have lost one on the news summary staff and are trying to preserve another. That's a one-third cut of the total staff.

We are trying to reapportion responsibilities to cope. We are now reaching the point where important functions will have to be dropped. Since most of the work of this office (except the news summary), and especially the Correspondence Section, is generated by requests from the media, it will inevitably mean being less responsive.

Much of the media correspondence is intertwined with our day-to-day activities and could not be delegated to the Correspondence Unit. These have to be handled even if other functions have to be sacrificed. Certainly, the public mail could be sent to the Correspondence Unit for a form robo letter "thank you for your views." Since this is basically mail addressed to Ron Nessen, that would have to be his decision.

The Correspondence Unit cannot handle the typing of our drafts. That staff too is being cut.

Hence, at the very minimum, we need one drafter (Becky Hamill) and a typist to open the mail, handle referrals, log referrals, process autograph requests, type the letters and file.

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced his intention to nominate William I. Greener, of Springfield, Virginia, to be an Assistant Secretary of Defense (Public Affairs). He will succeed Joseph Laitin who resigned.

Since April 1975, Mr. Greener has been Deputy Press Secretary to the President. Prior to his appointment, he was Assistant to the Director of the Office of Management and Budget for Public Affairs beginning in February 1975. From 1973 to 1975, he was Assistant to the Secretary for Public Affairs at the Department of Housing and Urban Development.

From 1972 to 1973, Mr. Greener was Assistant Director of the Cost of Living Council for Congressional and Public Affairs. During 1971-72, he was Assistant to the Commissioner for Public Affairs of the Internal Revenue Service. During that period he was assigned to the Department of the Treasury as Deputy Special Assistant to the Secretary for Public Affairs from May of 1972 to July of 1972. From July of 1967 to September 1970, he served in the United States Air Force in the Public Information Division.

Mr. Greener was born on February 18, 1925, in Memphis, Tennessee. He received his B.S. degree from the University of Missouri in 1947 and his M.S. degree from Boston University in 1967. He is married to the former Charlene McPheeters and they have five children.

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January 6, 1976

SUBJECT:

MARGARET EARL

For Announcement

Today I am pleased to announce that a person many of you already know will be joining the Press Office operation in the area of Domestic Affairs. Of course, I'm talking about Margaret Earl, who for the last eight months has been working with Margita White. Margaret has been primarily involved in dealing with out-of-town press, arranging briefings for publishers and editors, filling requests for interviews, scheduling editorial board meetings, etc.

Over the next few weeks and months, Margaret will be phasing more and more into the Domestic area, so as you have questions and problems, please feel free to start calling Margaret; also feel free to talk with John if you need to.

Just to give you a little idea of Margaret's background, she is a 1971 graduate of Stanford University. Prior to joining the White House, Margaret worked for Frank Zarb and was Director of Research at the Federal Energy Administration. She was also the Liaison with the ten Regional Offices in the Office of Public Affairs at FEA.

Margaret Earl can be reached at 456-2876.

JGC

THE WHITE HOUSE
WASHINGTON

June 17, 1976

MEMORANDUM FOR: DICK CHENEY
FROM: FOSTER CHANOCK
SUBJECT: White House Communications

Tom Nessen
see me on
this
Chanock

A vacancy in the Office of Communications is one of our few opportunities to compensate for any staff weaknesses we may have. I feel very strongly that we should not rush into filling a vacancy, but take this opportunity and carefully consider how to maximize its potential gain.

The following activities are presently performed by the office:

1. Setting up media opportunities for the President.
2. Mailing materials to editors and publishers.
3. The News Summary (which should be a better resource for research).

In addition, these areas could be subsumed under a high quality Director:

1. Working editorial boards and publishers across the country.
2. Television advice for the President.
3. Coordination of advocate schedule, press and content.
4. Coordination of PIO's in Departments and agencies.
5. Liaison with smaller papers and chains.

I urge you to hold a decision on this until we can consider all of the possible benefits. I'm sure there are others to be gained.

Director of Communications
Asst Press Secty to Pres.

1. Gergen + secty (Pat Taylor)
2. Rhatigan + secty
 - Steth Halger (PAO's) + ^{SUMMER} ^{INTERVIEW}
 - Agnes Waldron (Research)
 - Bill Rodgers (Asst.)
 - Jody Muleberry (secty/Research)
 - George VanCleave (Summer Research)
3. Bob Mead. - TV adviser.
4. Jim Shuman. - News summary
5. Sandi Wasniewski - correspondence.
6. Advocates.

[Ben Stein worked over him]



ABOARD AIR FORCE ONE

John Whitaker

Win Gyles (Towson)

Bill Klatian

Heyle Branson (Bahr)

Bob McCloskey

Bill Greener

Way. Smith (Phalan)

Dave Bergen



ABOARD AIR FORCE ONE

Jim Sparling (Vanderyacht)
Ralph Vinovich (Mike)
Bob Goodwin
Les Jonka
Larry Eastland.

U. S. F. O.

THE WHITE HOUSE
WASHINGTON

NOTE FOR:

Connie

FROM

:

RON NESSEN

Put this in
my office
reorganization
file.

R.N.

[July 1976?]

Cartland

Wiederfeld?

Rhatican

~~Quality - Standard?~~

~~Macdonald~~
No

1. O. of C. stay in Press Off.
2. ~~Responsibilities~~ ~~being~~ ~~involved~~
3. Organ will ~~operate~~ ~~with~~ ~~considerable~~ ~~independence~~
4. News will continue to maintain oversight over O. of C.

O. of C.

- 1- T.V.
- 2- Advocates (with Hendrix) ^{scheduling} ~~control~~
- 3- News summary.
- 4- Q & A books.
- 5- Press plans, media plans.
- 6- PAO'S
- 7- Out-of-town editors, publishers, etc.
8. Affairs group.
9. Press statements.

7/10/76

Chicago Tribune, Saturday, Jul

Hint Ford staff shakeup to curb Nessen's powers



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JULY 9, 1976

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced his intention to nominate Margita E. White, of McLean, Virginia, to be a Commissioner of the Federal Communications Commission for a term expiring July 1, 1983. She will succeed Glenn O. Robinson whose term expired on June 30, 1976. Mrs. White has been Assistant Press Secretary to the President since February, 1975, and was named Director of the Office of Communications on June 18, 1975.

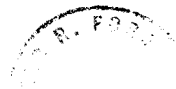
Born in Sweden on June 27, 1937, Mrs. White emigrated with her family to California in 1948. She became a U.S. citizen in 1955. She received her B.A. degree magna cum laude from the University of the Redlands in California. She attended Rutgers University and received her M.A. in 1960 in Political Science, where she was a Woodrow Wilson Fellow at the Eagleton Institute of Politics. She was awarded the University of Redlands Alumni Association's Distinguished Service Award in 1974.

In 1961, Mrs. White became Administrative Assistant for the Honolulu office of Whitaker and Baxter Advertising Agency. She was appointed minority Press Secretary for the Hawaii House of Representatives in 1963. She was a research aide to Senator Barry Goldwater and a research associate with the Republican National Committee during 1963-64 and a research assistant and writer with the Free Society Association during 1965-66. From 1967 to 1969, she was a research assistant to syndicated columnist, the late Raymond Moley. From January, 1969 to February, 1973, she was an assistant to Herbert G. Klein, Director of Communications for the Executive Branch. From 1973 to 1975, she was Assistant Director of the United States Information Agency (Public Information).

Mrs. White received the U.S.I.A.'s Superior Honor Award in 1975 and is a founding member and current secretary of Executive Women in Government.

Mrs. White is married to Stuart C. White and they have two children. They reside in McLean, Virginia.

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JULY 12, 1976

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of William F. Rhatican of South Orange, New Jersey, to be Deputy Director of the White House Office of Communications and Special Assistant to the President. Mr. Rhatican has been serving since February, 1976, as Special Assistant to the Secretary of the Treasury for Public Affairs. In that post, he was also responsible for the public affairs activities of the Secretary in his capacity as Chairman of the Economic Policy Board.

Prior to joining the Treasury Department, he was Assistant to the Secretary of Commerce for Public Affairs and before that he was chief public affairs officer for the Secretary of the Interior under Rogers C. B. Morton.

Mr. Rhatican was born in Mt. Vernon, New York on September 18, 1940, and was graduated in 1962 from Seton Hall University in South Orange, New Jersey. He became a Partner and Account Executive with Executive News Associates in Elizabeth, New Jersey, specializing in community relations for industry and for state and local government agencies from 1965 to 1970.

In 1970 he joined the White House staff and served for three years directing media-oriented projects and as liaison to the Advertising Council.

In 1973, Mr. Rhatican was named Vice President for Public Relations and Communications for the American Paper Institute in New York. He held that job until he was asked to return to government service in October of 1974.

Mr. Rhatican and his wife, Leslie, have two children and they reside in Alexandria, Virginia.

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JULY 12, 1976

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of David R. Gergen as the Director of the White House Office of Communications.

Mr. Gergen has been serving as a Special Counsel to the President. Born in Durham, North Carolina on May 9, 1942, he attended public schools there. He received his A. B. degree from Yale University in 1963, and his LL. B. degree from the Harvard School of Law in 1967. He entered the United States Naval Reserve in 1967 and served as an officer for three years.

Mr. Gergen joined the White House staff in 1971 as an assistant to Raymond K. Price, Jr. In early 1973, he was named Special Assistant to the President and was appointed to head the writing and research team. Mr. Gergen served at the White House until October, 1974, when he joined the Treasury Department as a Special Consultant to Secretary William E. Simon. He was awarded the Department's Distinguished Service Award for his work. In December, 1975, Mr. Gergen returned to the White House staff.

Mr. Gergen lives with his wife, Anne, and their two children in McLean, Virginia.

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Tuesday, July 13, 1976

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THE WASHINGTON POST

White House Revamps PR

Administration

MAGAZINE SUPPLEMENT

More Musical Chairs

PRESIDENTIAL FOCUS/DOM BONAFEDE

To: BUN# - 8/8/76

Nixon-style 'attack team'
planning Ford's strategy