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PRESS OFFICE IMPROVEMENT MEETING

Saturday, October 18, 1975

Conference Room - EOB

10:00 am

Attending:

Ron Nessen	Connie Gerrard	Liz O'Neil
Bill Greener	Margita White	Eric Rosenberger
Jack Hushen	Randy Woods	Sheila Weidenfeld
Larry Speaks	Jim Shuman	Margy VanderHye
Bill Roberts	Bob Mead	Margaret Earl
John Carlson	Helen Collins	
Tom DeCair		

Ron Nessen began the session with introductory remarks. This is the second meeting of this nature held. The first was at Camp David a few months ago. It was tremendously useful, and improved the Press Office operation tremendously. Hopefully the second one will be just as successful. We want to have these meetings every few months.

The reason the Camp David meeting was so successful is that it was very candid. We hope today's session will be a combination of group therapy, brain storming, management planning.

We have a list of suggestions that were brought up at the Camp David meetings. Action on many of these is completed. We will do a similar list from today's meetings to check on the action taken on what is discussed.

The Press Office is running well. Some of this is reflected in what has been written and said privately. We also have some distance to go. We should continue along the track of improvement.

One problem which continues is that too much is landing on Ron's desk. Every office head within the Press Office is there because Ron has confidence in his judgement. Bill Greener has the total and complete confidence of Ron, the President, and members of the White House staff. He is totally interchangeable. He speaks and acts with total authority. You can deal through Bill. He'll see that Ron is made aware of any problems that are necessary. Ron, of course, will never close his door or refuse to take a phone call from anyone in this room. But you should use Bill Greener as much as possible.

Tom DeCair is leaving. He has been here through eras and problems of the press operation. We will now hear what he feels about the Press Office and ways it can be improved.

Tom Decair said he would begin by giving the perceptions he has gained in traveling around the last 4 and 5 months both in official capacity and on vacation. There is a growing view that we don't see which is affecting us -- that the Administration is without direction, fumbling along without a grand plan - that it has no goal. There is a feeling afoot that we don't know what we're doing.

This affects us in the Press Office. In 1972 the press didn't like Nixon and didn't feel any affection for McGovern. But because of the lack of professionalism in the McGovern operation - it swayed them toward Nixon. They thought that if McGovern's group couldn't run a campaign, they most likely could not run the nation.

Be concerned that as the campaign year approaches, reporters perceptions are important - their personal perceptions that will be expressed through columns if not in stories. This is a crucial thing in getting the President elected. The October 14 news summary contained an October 13 Eric Sevareid commentary on the devastating way things are going at the White House. (Copy attached at TAB A)

We need to get the image conveyed that we look like we know what we're doing. We need to handle things in a professional manner. There has been a tendency over the last year that too many or too few people are focusing on an area. Areas of defined responsibility are important. Important that one person speaks on an issue publicly to reporters, so they can identify the person doing it. If four people are quoted, reporters will go to everyone until they get the answers they want.

The most important thing to do to get the President elected is to operate in a professional manner regardless of the gravity of the hour.

Ron Nessen said one of the things we'll miss most about Tom is his ability to zero in on the problem. He has put his finger on the two things that are the biggest problems, and that have been bothering Ron most. Ron feels that the image of the White House is largely determined by the image of the Press Office. However it is run is the way the White House is run, is the perception of the outside world. If it is inefficient and sloppy, it does the President harm.

The list of recommendations from Camp David was then discussed, (TAB B) and the following recommendations, on which there had been no action taken or no satisfactory action were discussed:

2 and 3: State dinners: Turning over coverage arrangements to Sheila Weidenfeld's office, and Bob Mead's office handling technicalities.

It was decided that Bob Mead's office will set up the technical arrangements for filming the day of the dinner. Patty Matson will walk the pool around for the stairway and arrival shots. We will think about how the toast transcript should be handled.

5. Trip problems - Alderson needs more supervision. On pre-trip walk-through, maybe Alderson should be included, or include in the assigning of responsibilities the supervision of Alderson personnel. Should give Alderson the responsibility to find out if the President gave remarks, and if there is a recording available. Another possibility is to look into getting White House personnel do the transcripts.

7. Ron sitting in on Sec. Kissinger's meeting with his press staff.

Bill Greener usually sits in on the Kissinger meeting, when it does not conflict with Ron and Bill meeting with the President.

9. Briefings on foreign policy should be continued. Should include Assistant Press Secretaries.

10. How to best work with NSC. Margy Vanderhye said one of the problems is the Kissinger secrecy - he doesn't tell anyone what is going on. Margy is trying to convince the NSC that the more information the press has the more objectively and positively they can handle it. They same holds true for the press office. There continues to be the basic confidence problem of convincing Scowcroft and Kissinger the Press Office can deal effectively with their area.

Ron said that there is an assumption by the NSC that when any stories appears in the newspaper that the NSC doesn't want to appear, the NSC automatically assumes it was leaked by the Press Office. Margy said that the NSC is wary of the press offices of the White House, State Department and Pentagon because they spend half their time responding to inflamed foreign capitals about what was said the newspapers. One on one sessions will expose each other to the problems involved.

Ron said the surest way to make a misstep is not to know where not to step.

The Foreign policy guidance should be ready for Ron to take in when he sees the President around 10:30 every morning. Everyone else's guidance is ready then, and NSC guidance should be included. Such a procedure could have averted a catastrophe such as the Solzchenitzen problem.

Margy said the guidance would not have General Scowcroft's or Secretary Kissinger's sign-off, or the amplification of the press staff of the Secretary's in it. But it could be modified afterward.

18. Circulating the briefing book among lower office spokesmen and staff to keep them informed. Ron said he feels the spokesmen in the lower office do not know all they should know. A copy of the President's briefing book is not necessarily the answer. The answers proposed in the briefing book are not necessarily the ones that the President wants to use.

We do inform everyone on what is happening among staff by giving a read-out of the Senior staff meeting every morning at 8:30 am. We could do the same thing after the morning meeting with the President.

The President's briefing book is updated on a regular basis day in and day out. It is kept in Ron's office for anyone to check for guidance.

Ron feels the best way for everyone to keep informed is to keep his own briefing book. Go through transcripts of interviews, speeches, and see what the President says on different subjects. **Keep yourself up to date.**

Maybe it would be a good idea for every afternoon around 5 pm the press officers to get together to discuss what the queries were during the day and how they were answered, including the staff member that is the expert on the subject.

It might also be a good idea to have a "read" file kept so that everyone can look through it to be kept up to date on information items.

Also there is the Press Release section which cards everything the President says, that is a reference resource we can use.

Some people in the White House always accuse the Press Office of the leaks that appear. We have to tighten up on information we give out as personal guidance as it can turn into leaks not used for personal guidance.

We have to have more guidance from the Press Secretary on who has more information to give out on certain subjects.

Sheila Weidenfeld feels that the game playing between offices in the White House hurts the credibility of the President, and offices should work more closely together. We should announce where the President is going (to private affairs) instead of hurting ourselves with the Press by stalling.

Tom DeCair said the President is entitled to private occasions where the press is not there to make a production, and it is the Press Office's responsibility to take the heat to give the President that private time.

Eric said it is important that in announcing upcoming trips, not to do so until the pre-advance team comes back and gives their report. Ron said now the only time we announce trips is when it is cleared with Jerry Jones.

There is no set procedure of saying, "now is the time to announce this upcoming trip."

19. The foreign requests have sorted themselves into the following categories: Bill Roberts handles Japanese and most foreign correspondents. Jack Hushen has been handling English and Australian correspondents. Margita gets some foreign correspondents requests because of her past job at USIA. Bill Roberts should keep the master file on the foreign correspondents requests.

21. Eric and Margita doing memos to Ron to submit to legal counsel for a ruling on if we can borrow people from private industry to help during campaigns. Nothing has been done on this but will as campaign progresses.

23. On new arrangements for arrival ceremonies, Eric said they are trying to work them out and it will take awhile.

24. Ground rules for press conferences. Ron thinks the rule of follow-up questions should be expanded to unlimited follow-up questions. Let the press determine how many they need to get a satisfactory answer.

Tom brought up that the press use the follow-up questions now for added exposure even when they don't really have a follow-up question. They feel they don't look tough unless they ask two questions. The procedure in the upcoming election would be abused - to pursue questions that we don't necessarily want pursued.

Ron is going to talk it over with the President and we might try it. Sheila suggested that other reporters might wish to follow up with a question a colleague asked. It was decided that would be too complicated to work out.

25. The manner in which our government treats foreign journalists traveling with visiting foreign leaders is being handled by Jerry Jones and Eric.

26. Kennerly operation. Kennerly's operation is no longer part of the press office.

The Press Office needs to have the last word and control over when releases are issued. Ron does not want any speech put out until the final sign off has happened. The Press Office takes the heat, so we need a final sign off on every piece of paper that goes out. If there are any doubts at all about putting it out, don't do it. The Press Office held off the proclamation of the end of the Vietnam war for 2 or 3 months. We also held off the cancellation of Veterans benefits for 2 or 3 months.

It should be clear to the Senior Staff that Ron Nessen has the final say on when something is released. The way to get that established is for Ron to put pressure on the Senior Staff and make that the policy understood by everyone. Ron must exercise control over when things are released.

37. Summary of what issued during the day has been phased out. The same holds true of the morning schedule compilation. One day it wasn't done because there was no time. There were no complaints or questions, and no demand for it so it was felt that it wasn't useful to the press. The summary of the day's releases is put on the recording.

Ron felt the summary should be issued at the end of the day, and it will be reinstated.

39. Practice of circulating in briefing room - the assistants are doing that in the morning to get a feel of what is on the reporters' minds. Ron makes trips into briefing room also to chat informally with the press.

42. Briefings held in informal settings is still a good idea. The problem is that there is no room for it to be done that way.

49. Being tougher and not taking pat answers is a good point. We need to confer together and press senior officials harder for information. Ron's concept is that the press office are the inside reporters. We need to push for the correct answers and not accept the "We don't want to talk about it" attitude or the very surface answers.

There is a growing feeling in the Press Corps the White House is tightening up. Ron feels the Press Office function is as omnibusman to tell staff the first waves of feeling outside the White House. We should insist that we know what is going on.

64. Internal communications improved. We'll talk about that this afternoon.

73. New press kit. Shuman is working on getting information together. It is pretty well in process. Ron would like it ready for use in January. Jim will use Liz when he needs help.

74. Critical letters following trip. The letters of complaint have been cut down. When they come in, are given to Eric who either writes letter directly or draft letter for Ron's signature. The inequality of treatment of the local press is bad. This subject will be discussed in a smaller group. One suggestion is that local credential man should be available when we are in area. Jack would like to see a sheet given to the local credentialing man as guidelines. One way to solve this is to have someone from the White House go out to credential.

Travel through the end of the year is a crushing schedule.

On China, Secretary Kissinger left on Friday. He carried with him a series of memos having to do with making him aware of press problems we need to negotiate. The President talked to him about it. Rumsfeld and Jones talked to him about it.

The networks want to go to China ahead of schedule. Secretary Kissinger will make arrangements with the Chinese to have the television people go separately. Bob Mead will accompany them if they go. Bob will handle all technical television arrangements for the Chinese trip and will be devoting all of his time to this.

The pre-advance team will leave November 2 until November 12. Ron is going to go if nothing interferes. Bill Greener and the others in the office will work on the Europe trip. It should be a short, simple trip.

The thing to watch in the French trip is that the French are trying to set up the meeting out in the country with no filing facilities. Make sure our press are taken care of.

Six or seven days after Europe we go to China. After the return from China within 2 or 3 weeks we go to Vail. After Vail begins the campaign season.

The schedule for the China trip looks like there will a stop in Alaska going over to visit a pipeline and to do an event for Senator Stevens, and to get a night's sleep at Elmendorf Air Base. From there he will fly to Yukoda Air Force Base to refuel, and then fly directly to Peking. There is no need to stop at Shanghai this time. There will be 4 1/2 days in China, and 2 days in Hawaii on the way home. TAB C is piece on how to deal with Chinese.

The President will arrive in Peking during non-prime time, at 2 or 3 am US time.) The President's arrival will be on the morning news shows on film. There will be less TV coverage this time by the networks. And we want to show that this is not being done just for political purposes.

The press book on China will be done by Ann Grier. Liz will help if there is additional help needed. Joy will probably be on the advance. Margy will prepare a briefing book for Ron and will get thorough information on China.

For the Paris trip the advance office hopes to lock everything in on the pre-advance. The State Department will assign us one expert for China and one expert for Paris to accompany us.

Jerry Warren will be in Washington October 25 and will come in to talk to Ron. We'll also ask Tim Elbourne to do the same thing. Ron will also talk to the agent who ran the last Chinese trip - Bill Livingood.

In light of the upcoming hectic months, everyone should review his priorities. Devote time to the most important things.

Sheila said she would like the philosophy of Presidential exposure. He is spread so thin. We will talk about this question this afternoon.

A major point is the reason why the President is going to China. The reason why he is going on the economic trip to Paris, and the justification why this is piggybacked to a political trip to Atlanta. We need to start explaining the China trip much earlier than has been done for other foreign trips. Secretary Kissinger needs to help us by setting forth the reasons that we can give for his going.

On the President Sadat visit to Washington, we're going all out to treat the Egyptians well. The press arrangements will not be handled by the Egyptian Embassy here, but by President Sadat's spokesman. President Sadat has a heavy press schedule.

Daily Briefings. What happened to the announcement for Ron to start the daily briefings with? That usually guides the whole briefing. The topic could be determined at the 7:30 am meeting.

John Osborne suggested to Ron that he stop answering some of the stupid questions asked at the briefings. Ron can work subtly with the hierarchy of correspondents, which would eventually tone down the harshness of the questions. John Osborne, Jim Naughton, Mort Kondracke could help do this.

When there is no news, Bill Greener could do the briefing as a sign that we expected no news and didn't want to drag out the length of the briefing. We could have other experts come to brief press on some issue when it is a slow news day.

Jack suggested that the briefing be moved to 11 a.m. The others saw no advantages to that.

Ron is thinking seriously of having film coverage of the briefing. This still needs to have thought given to it. The idea of letting people know we would do any topic after the regular briefing for filming has not been too successful.

Connie will see that the left-over questions from the briefing are gotten into Ron earlier.



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THE WHITE HOUSE
WASHINGTON

October 17, 1975

MEMORANDUM FOR: THE STAFF
FROM: BILL GREENER *Bill*
SUBJECT: Compilation of Recommendations from Camp David Meeting

The attached is a compilation of the major suggestions made at our Camp David Meeting.

Below each one in caps is an indication of where those recommendations stand. They will be discussed early in the meeting and the indication of completed or non-completed action should not be considered as the final word. It was just an indication of what I knew on the subject.

Attachment

REPORT FROM RECOMMENDATIONS
OF CAMP DAVID I

1. Perhaps some rotation could be worked out for the press secretaries in the lower office to handle the late work. As now, everyone stays through the evening news shows, and if things are quiet, then people start to leave. Perhaps the late duty should be rotated.

NO COMPLETED ACTION

2. Coverage of the state dinners be given to Sheila Weidenfeld's office.

NO COMPLETED ACTION

3. For state dinners, perhaps Bob Mead's office could handle some of the technical TV. Helen Collins is over there sometimes, but someone has to be with them all the time.

NO COMPLETED ACTION

4. A permanent late girl for Ron.

ACTION COMPLETED

5. On trips, we need to have the office covered at all times, and keep continuity.

ACTION COMPLETED

6. Suggestions made for trips:

More formal office set-up, with each person assigned a desk as in the White House office.

More formal work schedule of time off so the office is always covered.

Assignment of specific duties to everyone on trip.

Keeping continuity in office procedures.

ONGOING ACTION

7. Ron could sit in on Kissinger's meeting with his press staff, but it is at the same time Ron goes in to see the President.

ACTION COMPLETED (Greener)

8. Do not give out FYI information in Ron's guidance. There have been occasions when it has been given to the press.

ACTION COMPLETED

9. Have a series of seminars - one hour each week similar to the Alan Greenspan briefings - to be briefed on issues such as Portugal, etc., to give a little background on the world situation.

STARTED -- MARGY HAS SOME POINTS TO ADD

10. Other suggestions on how we can best work with NSC:

Ron should spend more time with Kissinger and Scowcroft personally to get guidance.

Ron needs to attend what meetings he can of NSC that aren't too sensitive.

Ron needs to cultivate better relations with the NSC - starting at the top - to convince them we're all working together and NSC can trust us.

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11. To expand coverage to what is in magazines not commonly read at the White House -- to catch early trends in the nation's thinking.

SUPERSEDED

12. The TV times of the news summary can be dropped except for Bob Mead and Ron Nessen.

ACTION COMPLETED

13. Jim Shuman and Bill Greener will investigate the possibility of having the summary printed by off-set process rather than stencils.

NOT WORKABLE

14. On the briefing book, the best procedure is to try to keep it up every day from the Nessen briefings, and Jim Shuman's own reading.

ACTION COMPLETED

15. Jim would like to know a week in advance when a press conference will be held.

SO WOULD EVERYONE

16. The Q's and A's should be submitted to Jim two days before the press conference.

MAYBE!

17. It would be a good idea for Ron and Jim to go in to see the President after the next news conference for a session on how the briefing book could better serve him.

NO COMPLETED ACTION

18. The request was made to have the President's briefing book passed around to the press office spokesmen. Bill Greener will circulate it among the staff for the purpose to keep them apprised of what it says and for review.

NO COMPLETED ACTION

19. It might be good to spread foreign requests around -- have foreign reporters develop their own person in the office with whom they work well.

NO ACTION ANYWHERE

20. Rumsfeld's office would like us to reduce our staff from 46 people to 40 people.

ACTION COMPLETED

21. Eric and Margita should do memos to Ron, who will submit them to the legal counsel for a ruling on if we can borrow people from private industry to volunteer help during the campaign.

NO COMPLETED ACTION

22. Discuss personnel actions in the office with the people involved before they are undertaken.

OF COURSE WE WILL TRY TO DO BETTER

23. Arrival ceremonies, Eric will make suggestions and work with the Military Aide's office in redesigning the setup for improved arrangements for picture purposes, and also better viewing from those in attendance.

NO COMPLETED ACTION

24. Ground rules for press conferences need to be emphasized.

ACTION COMPLETED

25. The manner in which our government treats foreign journalists traveling with visiting foreign leaders needs to be improved.

NO COMPLETED ACTION

26. The Kennerly operation, should photograph people who shake hands with the President and then an autographed copy should be sent to each individual. Ron needs to talk with Rumsfeld about this.

NO COMPLETED ACTION ? ? ? ?

27. Jerry Warren summing up:

We have to solve some of the "them vs. us" situation with the East Wing.

We need to get decisions from the President into the system for implementation.

Out on trips, check with the advance man who is familiar with the situation before we commit ourselves to things that might not be possible.

NO COMPLETED ACTION

28. Give attention to a series of vetoes which were sustained in Congress, which portray the President as a strong leader.

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29. In daily briefings and contacts with the press and in forums for Presidential speeches and statements, stress the point that what the President is doing is being done for strong economic reasons.

ACTION COMPLETED

30. Year-end pieces now, need to get going on material and get this organized.

COMPLETED ACTION

31. We will check into Adam Clymer's idea of a historian at the White House.

NO ACTION BY MARRS

32. Let's get a flat starting time on briefings and stick to whatever time we have announced.

ACTION COMPLETED

33. One reporter suggested someone should go through the press room informally early in the morning to find out the areas of interest.

ACTION COMPLETED

34. Have Staff move out and get substance and bring it together. Will alleviate Ron's having to do that.

ACTION COMPLETED WHERE POSSIBLE

35. Two-a-day briefings should be looked at as another opportunity to get the President's word out to the PM papers.

DECIDED AGAINST

36. Post things at the same time every day even the one-man bureaus will drop by to see if anything was released affecting their area.

ACTION COMPLETED

37. Bill Roberts has suggested that we do a daily compilation of press office releases at the end of the day.

ACTION COMPLETED

38. Proposed timing for making material available each day:

- | | |
|-------------|--|
| 10:30 a. m. | Posting of:
Very detailed schedule for the day
Routine announcements |
| 11:30 a. m. | Daily briefing by Ron (or Bill G. if Ron is tied up in meetings)
Ron comes in if finished before briefing concludes, and carried on with information he has |
| 3:30 p. m. | Posting of any items not ready for morning briefing |
| 5:00 p. m. | Summary of everything put out today |

ACTION COMPLETED

39. Ron should wander into the briefing room between 3:30 and 4:00 p.m. each day.

NO

40. Reinstate the policy we had previously of having something positive at the beginning of each briefing.

TRIED

41. The Press Secretary should meet with the President without other White House staff in there -- preferably alone.

REJECTED

42. Have briefings in a more informal setting.

ACTION COMPLETED

43. Go over the briefing transcript, along with listening to the tape to see what would happen if it were recorded and edited by radio reporters.

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44. Another idea, Ron could do for sound and film after the briefing the topic of interest instead of allowing taping in the actual briefing.

ACTION COMPLETED

45. Ron needs more information on the announcements for the day, and our plans for the schedule. We should have all that is done in the 7:30 a.m. meeting concluded before the Senior Staff at 8:00 a.m. so that Ron can discuss it there.

ACTION COMPLETED

46. Everyone could come in at 7:30 a.m. to discuss the day's activities.

ACTION COMPLETED

47. Larry Brock (the summer intern) should come in at 6:00 a.m. to get the clippings and overnight wires done by the earlier time.

ACTION COMPLETED

48. Advisory role to the President as to when he should do things for the best press coverage, etc. That area needs to be concentrated on considerably more.

ACTION COMPLETED (BUT ONGOING)

49. We all need to be tougher and stop taking pat answers. The Senior staff needs to take time to give us proper answers.

BETTER -- BUT NOT PERFECT

50. Professionalism, the Press Secretary needs people with him and by him.

I HOPE SO

51. It is important to share information with each.

BETTER BUT NOT PERFECT

52. Confidence, on a sticky subject the Press Secretary should say something instead of "I don't know." Could say, "I'll check."

ACTION COMPLETED

53. Reducing the briefing book to 1/8 of its present size, or carrying only a folder into the briefing.

ACTION COMPLETED

54. Can't allow the "us against them" attitude to set in.

CONTINUAL PROBLEM

55. Effort should be made to get rid of little nagging stories that have been around for a few years. White House should put heat on the agencies to get out the facts and figures, even if it is embarrassing information.

NO COMPLETED ACTION

56. Don't make the secretaries in the office press spokesmen.

NO COMPLETED ACTION

57. Staff has to be used. Can't take information your contacts provide and leave it at that. Look at it, examine it, think about it. Go back again and again if necessary.

BETTER

58. Civility and reasonableness also on press relations. Best way to have this happen is for the staff to set the example.

HALFWAY DONE

59. Source stories coming out of the White House -- let the positive stuff come out.

STILL NOT UNDERSTOOD BY STAFF

60. Most important thing the staff can do is to get its hands dirty. Everyone has to do everything. Everyone has to know what everyone else does. This is particularly true in this busy period coming up with travel and campaign.

ACTION COMPLETED

61. Press Office should involve Margita and her staff.

ACTION COMPLETED

62. Need work on communication between upper and lower press offices and Margita's operation.

BETTER -- BUT NOT SOLVED

63. Suggested that each press officer have a definite responsibility. That person is the resource person during the day to take calls.

BETTER

64. Internal communications must also be worked on. Copies of announcements in briefings must be given to all. Copies of memoes to Ron on guidance should be given to each of the spokesmen.

ACTION COMPLETED

65. It would help to have a change in the physical arrangements of the lower press office.

ACTION COMPLETED

66. Perhaps a change of location of the xerox machine could be made so that people don't have to come in to use it.

ACTION COMPLETED

67. Assignments were given for Bill Greener to look into the possibilities of reconstruction of lower press office to incorporate three feet behind the podium into space for the press office.

ACTION COMPLETED

68. Jack Hushen will see that everyone in upper office gets copies of everything put out so that Ron and others are informed.

ACTION COMPLETED

69. It would be helpful if when Ron came out of Senior Staff meetings, and sessions with the President, he would dictate the guidance given, which would then be distributed to the other staff people.

SOME BETTER

70. Someone from the press office should represent Ron to have input on what is good from the news point of view. There are apparently no set schedule meetings, and they are very unproductive. This is in connection with Jerry Jones meetings.

ACTION COMPLETED

71. Ron should restate in Senior Staff meeting the need for cooperation in advance planning with members of Press Office staff.

ACTION COMPLETED

72. Bob Mead said that on road trips, the President should meet with the major local anchormen in the large cities. We should get a good policy for announcing upcoming trips.

ACTION COMPLETED

73. Pre-trip publicity needs to be improved.

NO COMPLETED ACTION

74. When there are critical letters after a trip, they should be given to Eric so that he can make phone calls to smooth over things and see where problems can be corrected.

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75. Use of teleprompter for short film clips, etc. to enable the President to get used to it. The President should make time in his day when Bob could go in and work with him or he could practice by himself with a tape recorder or teleprompter.

NO COMPLETED ACTION

76. Upcoming campaign, we need to think about the local issues in the various places the President will visit, local press coverage, use of statements on the issues, traveling press office on Air Force One, and to stay in touch with political experts.

NOT DONE -- NOT EVEN DISCUSSED

77. Press Secretary gather local press together at airport at one end of press area and say hello. He would then bring the President over to meet local press.

SOME BETTER

78. Tom will get for Ron a list of 50 political reporters that Bo Callaway could have over for a Q and A session.

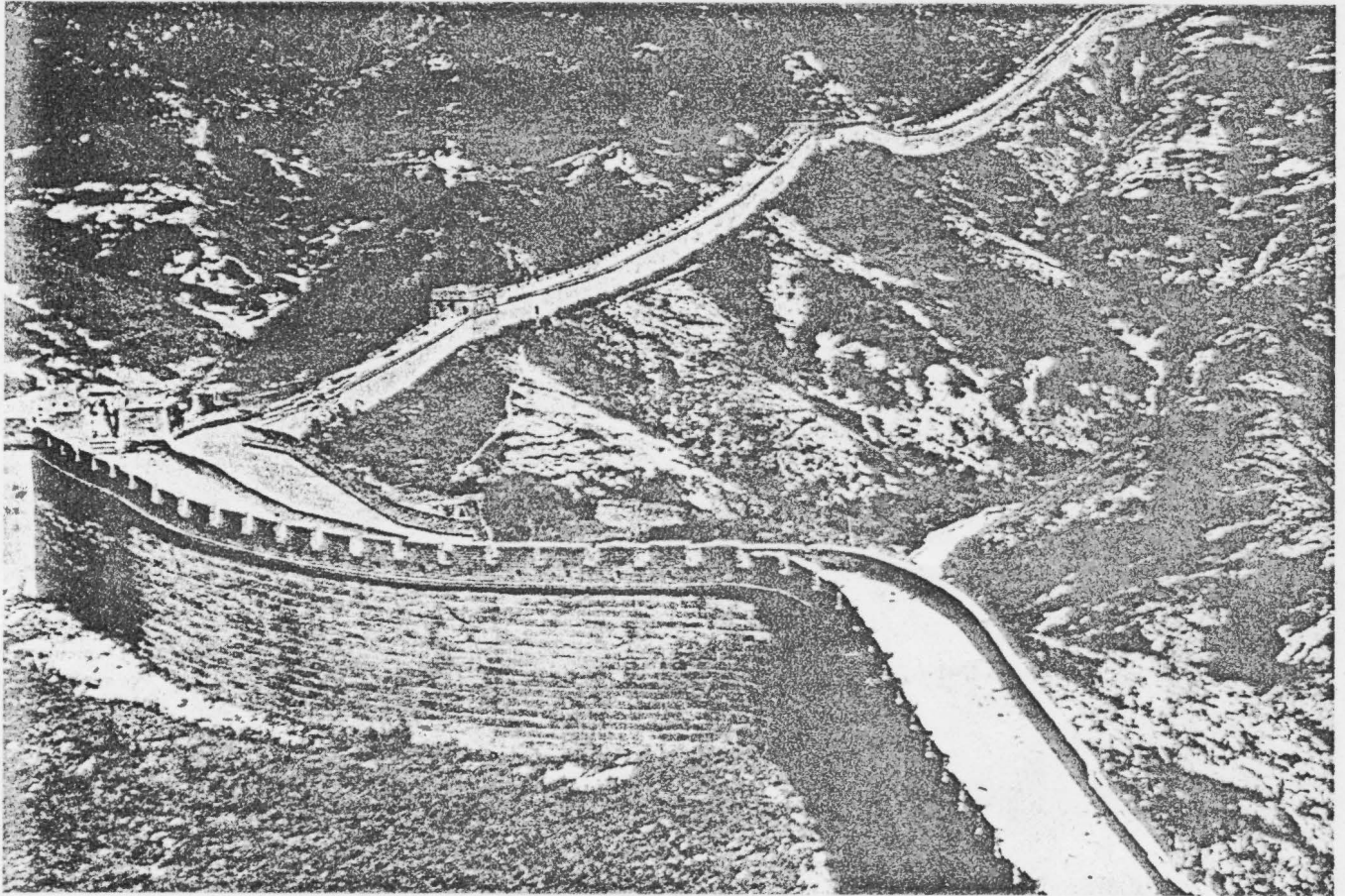
ACTION COMPLETED

C





NEWS BACKGROUNDEERS



THE TRICKS OF CHINESE TRADE

BY ROBERT SIEGENTHALER

Editor's Note: The newly-formed National Council for U.S. — China Trade is sponsoring a May conference for businessmen interested in dealing with the Peking government.

ABC News Special Events Producer Robert Siegenthaler marks the occasion by recalling his eight weeks in China last year, negotiating and planning the pooled broadcast coverage of President Nixon's trip to Peking, Shanghai and Hangchow.

As Chairman of the three network broadcast task force, "Chairman Bob" spent some 75 hours at the bargaining table with his Chinese counterpart, arranging for the extensive facilities needed by radio and television newsmen accompanying the President. This Backgrounder contains informed "pointers" for U.S. businessmen contemplating trade with the People's Republic of China gleaned from Siegenthaler's experiences there in 1972.



To do business with the Chinese is to experience pleasure and pain — like being close enough to a pretty girl to have her stand on your foot.

In negotiations I found the Chinese to be gracious, well-prepared, stubborn, honorable and punctual — to a fault. Occasionally though, their method of operating bespoke of the fabled inscrutability of the Orient.

Example: A week after President Nixon had completed his visit, the U.S. broadcast technicians finished packing their gear and were loading it into a jet chartered by the network pool. Assisting us was a large Chinese work force and two cranes.

The civil aviation authorities of the People's Republic had given me a precise and inflexible timetable for take-off from Peking, landing in Shanghai and final departure from Chinese airspace. It was a timetable that my fellow homesick Americans were also anxious to meet.

But with only a single four-ton cargo pallet remaining on the ramp to be loaded, I discovered the Chinese loadmaster was planning to take his crew to lunch!

Collaring my interpreter and tugging at the loadmaster's sleeve, I implored that the meal be delayed until that last pallet was aboard.

"Impossible" was the reply, "the airport dining room has scheduled lunch for this hour," he said, "and his crew had to show up."

"That's no problem," I replied, "send half your men to eat, keep half here to wrap-up the job."

Quizzical looks now on the faces of the loadmaster and the interpreter.

"What's the point of that," I was asked. "We'll finish the job after lunch."

"But I have a schedule from the air ministry," I pleaded, "Can you get it changed?"

"That's none of our affair," was the reply, but my crest-fallen countenance must have softened the loadmaster's heart. He and his associates held a conference. I was soon to have good news.

"Good news," the interpreter told me, "half the crew will remain." The bad news was that all the crane operators were in the first shift for lunch. The work paused one hour for the mid-day meal.

I was guilty of "overloading the system," with my ad lib proposal of a split lunch. My hosts, however, did not want to disappoint me. (famed Chinese courtesy) and since I had asked for half a crew to remain, that's what I got.

The fact that the crane operators were senior men and had a right to eat in the first shift was something I had to be flexible about.

WATCH OUT FOR THE LONE RANGER

The Chinese are keen on having what they call "a systematic plan." The visitor provides that. It outlines what his "goal" is, and the methods he plans to use in reaching that goal.

Step one in dealing with China is to have a simple, well-thought-out systematic plan. One you can justify, line-by-line, and one from which you will never, repeat, never deviate.

The Chinese will take the plan at the first formal session, then study it while you are entertained at various protocol functions.

Now is the time for you to watch out for the Lone Ranger. Not everything in your plan will have been clear to the Chinese. At a banquet, or while you are walking on the Great Wall, or at the Revolutionary Opera, you may suddenly be asked a question about your proposal by a chap you haven't seen before.

Anxious to clarify, your tendency will be to ad lib a response, then turn to a colleague for further amplification – only to find when you turn back that the questioner has taken your first answer and disappeared. Having been suddenly quizzed by ushers, guides and drivers, my colleagues and I came to know the mysterious questioner as the Lone Ranger.

The answer casually given will come back to haunt you if it wasn't slavishly consistent with the original written proposal.

At formal bargaining session number two, your plan will be discussed clause by clause. If there are inconsistencies between what you've said and what's in writing, they'll be pointed out, politely. If there is fat in your requests, it will be pinpointed, candidly.

I found that being forthright, consistent and occasionally implacable, were the best negotiating tactics. Fall-back positions, bluffs and/or bluster are guaranteed to make the Chinese wary.

Following are some other suggestions and pointers which might prove useful to the American businessman on his first visit to the People's Republic of China.

- 1.) Always refer to the country as the People's Republic of China (PRC), or "the People's Republic."

- 2.) Be punctual. The PRC representatives will be and will not deviate from the schedule that they set. They will not be rushed, and if you find yourself on many sightseeing jaunts when you are anxious to move ahead with a project, be patient. The PRC is using the time to marshal their next response.

- 3.) Your hosts will be friendly, always. They will often mask their feelings, so be sensitive to their moods. A suggestion most humbly given is often a command. If you can take hints and seem to be doing on your own what they would like you to do, then you're negotiating successfully.

- 4.) Control your own feelings in the formal exchanges. Be stubborn if events are not going your way, but quietly stubborn. Aggressive behavior is often counter-productive to your cause.

- 5.) The Chinese appreciate gentle humor, but our Western brand of irony is often lost on them. Mao or Nixon jokes are to be avoided.

6.) As in any new business relationship, your hosts will indulge in mild flattery and expect you to return it mildly. Toasts at banquets are perfect for this. Don't touch your glass without offering a toast to your host's health, success of the project or to the two countries involved in the business transaction. Political subjects should be avoided.

7.) Courtesy in the PRC is based on normal practices of good manners that are expected and appreciated everywhere. Some practices to remember: yield at doorways, or at least make the gesture; address your hosts by their title if known, e.g. "Vice Minister Chien," "Chairman Yung," or "Mister Foo," – never address your hosts as "comrade." Always ask permission to take photographs (it will always be given).

Unlike their counterparts in the U.S., Chinese women experienced the consciousness raising of women's liberation years ago. Women in China proudly enjoy full equal status. So, it's a good idea not to tease women, and don't engage in casual banter.

Tippling is regarded as an insult by all, no matter how lowly their station. Do not tip – anyone. Waste is anathema in the People's Republic. Consequently, it's impossible to throw away half-filled tubes of toothpaste, torn socks, etc. Contents of waste baskets will be returned to you when you check out of your hotel. Destroy what you want to be rid of.

8.) If you are an official guest, transportation will be provided. If not, it's best to ask the hotel management to arrange a taxi and keep it. Cabs do not cruise and I don't think they can be called from corner phone booths (which don't exist in the PRC).

9.) Food is delicious in the PRC. I recommend that the traveler eat Chinese lunches and dinners. Local beers and wines are excellent. Orange juice is served with every meal. To get eggs and toast in the morning, one must ask for "European breakfast." Just "breakfast" brings soup and hors d'oeuvres from the night before. Water in taps is allegedly okay, but bottled water is available.

With regard to personal health and hygiene, a full complement of inoculations is recommended, especially if traveling in summer.

In winter, warm clothing is a must. The cold is dry and deceptive, but it penetrates; we had several "he-men" get pneumonia because they did not respect Peking weather.

Bring chap stick and cold cream for the skin. All other sundries are available at the "Friendship Stores" which are well stocked with both necessities and object d'art. Shopping is enjoyable.

One final word of caution; when hotel employees offer to take your suit and have it "pressed and washed," that's exactly what they mean.

Our Political Climate '75
by Eric Sevareid (CBS)

This is a holiday of sorts for government too, but these days it's a little hard to tell a holiday from a working day in terms of federal action. There is much motion, little movement. If, up to last year we were in some danger of quasi-police state government, directed and boss-controlled, we are now in danger of the opposite -- quasi-anarchy. It's as if the Ford administration were a temporary regency with Congress accepting the role of regent.

The White House staff work is more open and disarming than in Nixon's regime, but also less efficient, united and purposeful. Everyone has to doublecheck every day to know whether the President is even in town. In both political parties on the eve of an election year, there is a great milling about, Republicans remain unsure whether Ronald Reagan will or will not try it, what his strength really is, whether Ford is determined to keep Rockefeller or let him go under pressure. The Democratic side debate on the prospects is well illustrated by the fact that the erstwhile frontrunner Senator Jackson is ringing no bells, while the man considered finished for good, Senator Humphrey, finds the press spotlights shifting to himself with no effort on his part whatever.

Kissinger-style diplomacy finds less and less favor on Capitol Hill while State Department people claim that congressional insistence on dotting every i and crossing every t is making private diplomacy impossible. When nothing happens in the present and the future is not taking form it is not surprising that the past, in this case the past sins of the FBI, CIA and Internal Revenue, not only comes under proper and necessary review, but fills the vacuum starved for drama.

The regent of Congress is in no firmer shape than the White House or the political parties. Its leadership has been described as not the worst in many years -- just the least. The motion on the Hill is coming not so much from the nominal leaders as the newly-swollen infra-structure. The anonymous staff people on the 358 committees and subcommittees which are vying with each other, duplicating each other, in a jungle growth of a density never known there before. These units, as columnist Charles Bartlett puts it, are splinters of authority with the capacity to transform committee clerks ~~barely~~ out of college into tyrants with the power to bend agencies to their will. Of all the hands vying for control of the wheel, he writes, these are the most partisan and inexperienced. From these least protected anonymous sources come most of the leaks to the press. And much of the press itself, post-Watergate, is quicker to believe the worst than the best, practicing its own kind of McCarthyism, holding every defendant guilty until proven innocent. Seventy-six, elections and a new legitimacy can't come too soon. -- (10/13/75)

[10/18/75] N

Afternoon Session

2.20 pm.

Margyta White:

* Speaking request from media-related organization

Ref. to Margyta whether to Ron, IT, Margyta Sandy Wisniewski funeral.

Acknowledged ~~by~~ immediately.

* If found important & IT can't offer substitute person in their area.

Maintain files ^{on} all ^{local} mutations.

Work @ W.D. spokesmen to assist @ local media

Interview requests for IT

40 a week come in.

Urge to send in by letter.

Help for specific date when IT will be in area

Ack. immediately.

Filed in state file.

when trip announced, pull all mutations for that area.

Consult @ Bob on TV request

Send recommendation to Ron.

When approved, notify station

Sometimes advance office gets word first

but hope that is worked out.

Now for every trip, 10 days in advance summary of media ~~status~~ in area given

to Eric to take.

Margita's office has so much to do, has to set priorities.
System where ~~the~~ Appoint. Office vents letters for speech
& sends Margita carbon.

When you single station interview, make more carbon
than friend.

~~App~~ Margita is pulling together radio interview
requests now for consideration.

Bob Mead - T.V. advisory & once decided @ Bob's advice
and recommendation, he takes over. Needs to
to have enough time to make arrangements.
Complicated arrangements because of cable equipment, etc.

All down-downs should be turned down
~~at~~ before interview takes place.

~~Have designated job of trip environmental procedure~~

Are trying to work closely @ press secretary of
Republican Governors so they will be on guard.

Could work out procedure @ Eric.

Problem @ credit for trip to Hill or local officials?

~~the~~ Major part of activity working @ department
& agency PIO's on press plan for IT's program:

⊕ Get in PIO's from department to lay
out how should be developed
Sun talk show
extra budget
Morrow, news show.

(2)

Recommend to PIO's for a given & they to work
have informal arrangement @ Sunday shows
to provide people.

Should make better use of Sun shows & money show.

Bill Parosdy operation

~~Parosdy secretary, return, news summary~~
Has been taken up one @ Rumsfeld.

Totally persuaded is headed for disaster
Total duplication of our staff.

Parosdy has facility we don't have in that can
stay in area & get coverage. ~~Can~~ Same thing
~~we~~ can get from department regional
offices.

~~brief for columnist that could be successful. Complaint~~
~~have sense of briefing~~ that others wanted to con

Might have series of briefing
System of calling newspapers when it speaks
consciously stopped.

But should call Mowman before trial speech
to let them know so could have reacted
immediately.

Phoning editorial writer - ~~some~~ PM papers the
next day - some editorial writer might be stoked

Bill Roberts

His items^{and 3} handled this morning.
On weekend rotation, if Monday is slow,
could take time off

Dealing @ unexpected events such as San Francisco
& Hartford - need better co-ordination.

Advance man set up unlisted number to
give information to Press Office

Need to ~~be~~ demand from secret service
details and correct information.

RN needs to meet @ Kaiser & Stu Knight
to straighten it out.

Telephone companies need to keep up their
phones for press in cars;

When something happens have to open
channel of communications

Better to be slow than wrong.
Made no mistakes in Sacramento, S.F. and
Hartford.

~~Plan should~~

In course of advance, find out how to
get information from local police
that don't be jammed.

Have obligation to provide outline of news
even if police information to become
at press is local police incident.

If can't get S.S. guy on phone, need to
get Command Post.



Jack: ~~Have individual assignments~~

① Wouldn't hurt to have assistants sit in on meetings, interviews.

Ron agrees, but Runsfeld disagrees. Gets unhappy with excessive attendance at meetings.

② Phone calls - 40-80% go to upper office.

Need to divide lines

Spotmaster from recording? Need to get some recommendation + cost estimates.

Phone calls need to be taken from

④ Mixicians need to go on a ^{camera} platform -
Bob Mead will inform networks

⑤ Mrs. Ford - no communication between offices
Active family + small staff.

7:30 Staff meeting - could be used for co-ordination
Liaison w Sheila will be handled by Bill D.
or W.H. and trips.

Sheila is invited to all staff meetings

Sheila should wear radio

Upper & lower offices get together to have meeting every couple of weeks

● Press officers ride in motorcades:

Press officers in 2nd camera car
Post seating ^{assignment} in camera cars ~~to~~ ^{put on} post lists

Some staff can't ride in unit cars, could fill up with photographers.

Motorcade press may have to be rethought.

Move to reduce no. of cars. Want to consolidate press.

~~_____~~
Scheduling for coverage purposes
Too many events scheduled that don't have time for filing or after deadlines.

Bill Nicholson needs guidelines for coverage problems. P

Press Plane interchanges falls into same category with
Ron will ~~write~~ guidelines on ~~press~~ ^{media} for scheduling purposes

Circulate background on trips.

Whoever goes to Friday meeting should make report.

Question of who gets planning calendar in state of flux

④

See for all :

Personnel: As part of over-all plan are cutting down. Have constant lower number. Is ~~better~~ more efficient. People work hard
Margita - RN told her to handle photographs for interview request.

RN - oval office interviews
for TV interview - local ~~photos~~ photos will send in their pic to Bob to be autographed.

See that Kimberly takes pictures required of P's interview.

for large groups (100) no way to identify all of people from 6 states.

mail - all caught up except for tax cut.

Our deal @ common is they will handle public mail ~~not~~ relating to Pres office

Announcements

Re 1976-

Any plan?

where does it start?

where is it?

Ann Is a plan. P.O. trying to articulate it. Accomplishments of 1st year could have been expanded on. We have input through briefs, books, input into speeches. Sometimes get so involved in logistics don't have big plan in mind

Bill R. means specifics - In Jan we do this & work
forward July when this happens.

Eric: As we move around country, what people
think entirely different from what W. N. thinks.
Ron as seeing things from other side, is one of
few who knows reality.

State of the Union is blueprint. That we
pull together π Ford's plan for America.

Would ease some people's concerns if knew
~~it~~ long-range strategy if even if we
don't know what it is.

π still wants @ π transition group on long-range
planning. Rumsfeld has some thought
in his head.

Ron needs to push with the π and Senior
Councils of W. N. the sense of needing
a grand plan, as goal to work toward.

Ron thinks Pres office has to soak up impressions,
take them to Senior Councils and make
them aware of that - early-warning system.

Long-range planning - next week ^{we will work on this & then out} we are going
to announce action. Most men know
one day in advance.

In Congress, should have information on where
legislation stands.

Office of Comm. should play important role

In Jan. another meeting to get ready for
campaign.

Shuman's Meetings very valuable.

PRESS OFFICE IMPROVEMENT MEETING

Afternoon Session

October 18, 1975

2:20 pm

Margita White began by telling the group what her office handles.

Speaking requests from media-related organizations. They are referred to Margita from President, Ron. The contact in Margita's office is Sandi Waneski. They are acknowledged immediately. If the forum is important and the President can't attend, we then offer some substitute person. Margita's office maintains files and log (TAB A) on them. They work with White House spokesmen to assist them with the local media.

Interview requests for the President. Forty a week come in. Some of those are by phone, and the people who call are urged to put their request in writing. Half of the requests are for a specific date when the President will be in their area. They then consult with Bob Mead on the TV requests and send recommendations to Ron. When approved for the President's schedule, the station is notified. Sometimes the advance office gets the word first, and notifies the station. That is being remedied so that the Communications Office notifies the station of the President's acceptance.

Now for every trip, ten days in advance there is a summary of the media in the area given to Eric to take.

Ron said that Margita's office has so much to do that it has to set priorities. There is supposed to be a system where the Appointments Office writes the letters in response to speeches and sends Margita the carbons. Make sure that system is working.

The point was made that when the President has a single station interview you make more enemies than friends.

Margita is now pulling together radio interview requests now for consideration.

Bob Mead, as the President's television advisor, takes over the arrangements once the interview is decided upon. He needs to have enough time to make arrangements, which can be complicated because of amount of cable needed, etc.

Margita's office is also trying to work closely with the press secretaries of Republican governors so they won't be caught off-guard on what the President says, and visit by the President to their areas. There arises the problem of who should get credit for the trip -- the legislators on Capital Hill or the local officials.

A major part of Margita's office activity is dealing with the public information officers of the departments and agencies, on the press plans for announcements of Presidential programs. They get the information officers from the departments to lay out how the program information should be developed such as Sunday talk shows, extra briefings, and morning news shows. Also make recommendations to PIO's on how something should be handled, and they do the work. (TAB B)

We have an informal arrangement with the Sunday talk shows on providing them with people. We should make better use of Sunday talk shows and morning news shows.

The Bill Baroody operation, and how it duplicates Press Office activities was also discussed. They have their own press secretary, news summary etc. Ron has taken this matter up with Don Rumsfeld. Ron is convinced the operation is totally headed for disaster. It is a total duplication of our staff's work. But Baroody has a facility we don't have in that they have someone who can stay in an area and get the coverage after the President has returned from Washington. However, the regional offices of the agencies could get the same stuff and send to us.

The briefing for columnists last week was successful. There were complaints from others who wanted to be included. We could have a series of briefings .

The practice of calling newspapers when the President speaks was consciously stopped. But one thing we should consider is calling Governors before Presidential speeches to let them know what the President was saying so that they can respond immediately afterward.

We might phone editorial writers of PM papers to see their reactions.

Bill Roberts suggested that if Monday is a slow day, those who worked the weekend might take a day off.

In dealing with unexpected events such as San Francisco and Hartford, we need better coordination between the Press Office staff when they are scattered all around. We also need to demand from the Secret Service details and correct information on what has happened. Ron needs to talk to Dick Kaiser and Stu Knight to straighten out this situation of the Secret Service not giving the Press Office information.

The telephone company also needs to beef up its phones for press in wire car. Maybe someone should talk to Jack Gertz about that.

When something unexpected happens, we should keep open a channel of communication. But it is better to be slow than wrong in responding to queries. We made no mistakes in Sacramento and San Francisco and Hartford, and that's how we should continue.

Perhaps in the course of the advance we should find out how to get information from the local police on lines that won't be jammed. We shouldn't do the job of the police in providing all information, but a bare background. Eric suggested that if you can't get Secret Service who were on the scene, you should contact the Command Post.

Jack Hushen said that it wouldn't hurt to have assistants sit in on meetings with President, and Presidential interviews. Ron agrees, but Rumsfeld disagrees. He gets unhappy with excessive attendance at meetings.

Jack said that in a poll of phone calls taken in the downstairs office, from 40 to 80% of the telephone calls were for the upstairs office. There is a need to divide the lines so that the calls for upstairs go directly upstairs, and the calls for downstairs on downstairs lines. After discussion Ron said that the phone calls should stay the way they are now. Also, Jack should work with Randy Woods in seeing about cost estimates and recommendations for a spotmaster from the recording.

On the question of minicams being set up in the middle of the briefing room floor, it was decided that the platform was built for the network cameras. They should either use minicams or film - whichever they prefer. But the floor should be free for correspondents. Bob Mead will inform the networks of this decision.

Sheila Weidenfeld talked about Mrs. Ford's press office. She said there is no communication between offices. They have an active family and a small staff. Ron suggested that if Sheila wishes to be informed of the press office activities, she attend the 7:30 morning staff meeting and 8:30 readout of the Senior Staff. A liaison person should be named, and that will be Bill Greener to keep in touch with Sheila. The problem of press asking for Sheila on trips was discussed, and it was suggested that Sheila wear a radio for better communications.'

It was also suggested that the upper and lower offices should get together to have a meeting every couple of weeks.

In motorcades, press officers should ride in the second camera car. Since White House personnel can't ride in wire cars, we could fill them up with photographers if possible. Press arrangements for motorcades may have to be rethought. We are trying to reduce the number of cars. The thought is to consolidate the press.

The problem of scheduling the President for better advantage for coverage purposes needs to be discussed. There are too many events scheduled that are not followed by adequate filing time, or are scheduled after media deadlines. Someone needs to give Bill Nicholson guidelines on good times to schedule the president. Ron will write the guidelines.

Press plane interchange with Air Force One falls into the same category of needing to give guidelines.

We need to circulate background on trips. Whoever goes to the Friday scheduling meeting should make a report on what was discussed so that everyone is up to date. The assistant press secretaries made a request to get the planning calendar. That is now in a state of flux, according to Ron.

In the free-for-all period, Ron said that as part of our over-all plan, we are cutting down on our office. To have a constant lower number is more efficient, but of course everyone must work harder.

Ron told Margita to handle the photographs for the interviews the President holds outside of Washington. Ron will handle the Oval Office interview pictures. Bob Mead usually authorizes the local station photographers to take their own pictures. If they send them to the White House, his office arranges to have them autographed.

Kennerly needs to be reminded that he is there to take those pictures, and that is a required part of his job. For large groups of 100 people, there is no way to identify all of the people -- particularly when they are from a series of states in a region.

Liz said that the mail is all caught up except for the mail on the tax cut. Ron said that our deal with Jim Connor is that they will handle the mail that is addressed to Ron that deals with Presidential material not having to do with Press Office. She should make sure that is carried out. When we lost a person it was with that agreement.

A discussion of long-range goals followed. The staff questioned if there is any plan for 1976. If so, where does it start? If there is a plan, the Press Office needs to know so that we can articulate it.

The accomplishments of the first year could be expanded to goals of the Administration, maybe. We have input through the briefing book, through ideas for Presidential speeches. Sometimes we get so involved in the logistics that we don't have the big plan in mind.

Not only a "grand plan" but specific goals need to be made known to us. A "In January we are going to do this, and in February we are going to do this" type of plan. "This works toward July, when this will happen."

Eric pointed out that as the advance people move around the country, what people think is entirely different from what the White House thinks. The Press Office, having the opportunity to see things from the other side, must be a source of reality for the White House staff. Ron, with his former status of reporter, must press the realistic view on the White House.

The State of the Union could be the blueprint for the grand plan. That could pull together The President's plan for America.

It would ease some people's concerns if they knew there was a long-range strategy even if they didn't know what it is.

The President still meets with the transition group on long-range planning. Rumsfeld has some thoughts in his head.

Ron needs to push with the President and Senior Counsels of the White House the sense of needing a grand plan, a goal to work toward. Ron thinks the Press Office should soak up impressions from around the country, take them to the Senior Councils and make them aware of that early-warning system that we have.

As far as long-range planning goes, we need to know that next week the President will work on this and this, and we are going to announce his actions. We don't even know one day in advance.

As far as Congressional action goes, we should have information on where each piece of legislation stands.

The office of communications should play an important role in advertising and public relations structure of the President's goals. We need a kind of attack group and long-range strategy - a yearly plan.

Then there needs to be a mechanism created for planning - a kind of attack group and long-range strategy yearly plan. Everything needs to have a purpose. The Senior Staff meeting is poorly used. It perhaps could be the channel for long-range planning.

Ron believes the mechanism exists or can be created on what is our goal and strategy. He said he sees the goals as (1) immediate - such as the New Hampshire primary and political things like that (2) foreign policy plan and economic plan - such as why the President is going on these foreign trips, and (3) goals of the Administration and goals of America.

Ron thinks this is a very important matter, and he would like to have everyone's thoughts by 4 pm Monday.

Summation: The fact that we devoted so much of the meeting to something broader than logistics shows an improvement in the way the Press Office is operating.

We are now getting into the real problems of the Press Office. We have some incredibly difficult months coming. Everyone is doing his job well. Our office is as good as any, and better than most.

Ron reaffirmed his determination to make it work - not to give up, but to succeed. He said that we have reached another plateau, and he is proud of his whole staff.

In January there will be another meeting to get ready for the campaign.



DATE	EVENT	CONTACT	STAFF	ACTION/STATUS
10/19/75	Magazine Publishers Assn. (Williamsburg, VA)	Steve Kelly	MEW	Rumsfeld firm.
10/23/75	34th Annual Awards Banquet of Financial World (NY)	Robt. Weingarten	MKE	Seidman firm.
10/23/75	Republican Women Monmouth, New Jersey		MEW	MEW firm. (
10/24/75	Empire State School Press Assn. Awards Dinner (Syracuse)	Robt. Weingarten	MKE	Seidman firm.
10/28/75	Women in Communications American Newspaper Women Amer. Women in Radio & TV	Nancy Poland	MEW	MEW firm
10/30/75	Associated Collegiate Press Annual Convention (St. Louis)	Wally Wickoff	RLW	Lynn firm.
11/5/75	American Business Press	Charles Mill	STW	All-day briefing at White House.
11/7-8/75	Interstate Editorial Assn. Annual Convention (Sioux City)	Shirley Bogue	MKE	Ambassador Dent firm. (
11/8/75	New England Society of Newsp. Editors (Springfield)	Robert Norling	MEW	Presidential participation approved.
11/12/75	Magazine Publishers Assn.	Steve Kelly	MEW	White House Briefing & Reception. Event firm for President. Speakers and details pending.

DATE	EVENT	CONTACT	STAFF	ACTION/STATUS
11/13-14/75	Scripps-Howard Editorial Bd. and Gen. Management Meeting	Earl Richert	MEW	RN recommended for scheduling.
11/17-19/75	Southern Newsp. Publishers Assn. Annual Convention (Boca Raton, Florida)	Sen. Harry Byrd	RLW	Turndown for President; working on substitute.
11/23/75	Missouri-Kansas Associated Press Publishers and Editors	Fred Moen (816) 421-4844	MKE	Not able to provide speakers(- requested. File closed. (
1/76	Broadcasting Advertisers Club of Chicago	Ronald L. Jamison	MKE	Turndown for President; not able to provide speakers requested. Clos
1/76	N. E. Classified Managers Assn	Robert Rogers	RLW	Turndown for President; offered substitute.
1/15/76	Golden Star Awards Dinner (Wilmington, NC)	James B. Wilson	RLW	Working on Adm. spokesmen.
1/16/75	Mid-Winter Conference of the Arkansas Press Assn.	Charles Sanders & Marvin Caldwell	MKE	Holding til late November for response.
1/26/75	Central SC Chap. of Sigma Delta Chi Awards Dinner	Walter Putman	RLW	Turndown for President; offered substitute.
2/15/76	Colorado Broadcasters Assn. Convention (Snowmass)	John Morrill	RLW	RN saying we'll get back to them later. (Congressional support)
2/12/76	SC Broadcasters Assn. Annual Meeting	Oby B. Lyles	MEW	RN letter saying we'll get back to them later. (Thurmond support)
2/20/76	California Newsp. Pub. Assn.	Deane Funk	MEW	Too soon to tell. for President's calendar.

SPEAKING INVITATIONS/REQUESTS PENDING AS OF October 17, 1975

DATE	EVENT	CONTACT	STAFF	ACTION/STATUS
2/22-24 OR 2/27-29/76	NY Press Association Conven- tion (Albany)	Richard Rosenbaum	MEW	Nessen letter--very slim chance for President; offered substitute.
Feb. OR Mar. 1976	Stanford University Athletes Dinner (San Francisco)	John Cunningham	RLW	RN letter--very slim chance for President; offered substitute.
3/1/76	NY State Publishers Assn. 55th Annual Meeting	Richard Rosenbaum	MEW	Nessen letter--too soon to tel but will consider as date appr she
Spring, 1976	Texas Assn. of UPI Broadcasts (Dallas/Ft. Worth)	Robert Scott	RLW	RN letter--too soon to tell, but will consider as date approaches.

B



THE WHITE HOUSE

WASHINGTON

October 17, 1975

MEMORANDUM FOR: RON NESSEN

FROM: MARGITA WHITE

SUBJECT: Press Plan for the President's
Tax/Budget Reduction Program

Attached is an update of our press plan for the President's tax and budget reduction proposals.

At Tab A is a current list of major activities following the President's announcement.

At Tab B are lists of media activities for each of the principal spokesmen. The lists include currently scheduled events and additional activities we recommend and would help schedule.

At Tab C is a list of major media markets which shows which are covered by currently scheduled events and adds recommendations for additions of those not covered to the schedules of the key spokesmen or their representatives.

Attachments

cc: William Seidman

PRESS PLAN

The President's Tax/Budget Reduction Program

These are major media activities to explain the President's program during the weeks following its announcement:

Morning Television Shows:

CBS MORNING NEWS - Simon on October 7

TODAY - Simon on Tuesday, October 14

AM AMERICA - Rejected Greenspan and Rumsfeld

TODAY - Rumsfeld (pending)

Sunday Television Shows: October 12

MEET THE PRESS - Secretary Kissinger scheduled

FACE THE NATION - Governor John Connally (being briefed by Alan Wade, OMB).

ISSUES AND ANSWERS - Turned down Simon and Rumsfeld because they could have no Republicans in view of presentation of President's speech

Sunday Television Shows: October 19

ISSUES AND ANSWERS - Simon

Mailings:

The text of the President's address and fact sheets were sent to 1,100 editors, editorial writers, television news directors, group broadcasters and key weeklies on October 7.

The transcript of the Presidential/Simon/Greenspan/Lynn briefing for columnists was sent to editorial writers and group broadcasters on October 16.

Major Briefings and Interviews

Monday, October 6	General press briefing by Simon, Lynn and Greenspan, OEOB 450
Wednesday, October 8	Briefing for public affairs officers of departments and agencies by Paul O'Neill (Paul McAvoy also briefed on regulatory reform)
Wednesday, October 8	Simon press conference at Treasury
Friday, October 10	Briefing for the sub-Cabinet, OEOB 450, by Seidman, O'Neill, Zausner and McAvoy (covering the tax proposal, regulatory reform and EIA)
Tuesday, October 14	Briefing for 18 key columnists, Roosevelt Room, by the President, Simon, Greenspan and Lynn

TAX/BUDGET CUT SPOKESMEN

APPEARANCES & MEDIA EVENTS

Secretary Simon

Oct. 6	Washington, D. C.	Press briefing on tax/spending proposal.
Oct. 7	Washington, D. C.	**CBS Morning News
Oct. 8	Washington, D. C.	**Press Conference at Treasury Dept.
	Williamsport, Pa.	West Branch Manufacturers Assn.
Oct. 14	Washington, D. C.	Washington World Law Conference
	White House	**"Today" Show
		**Columnists briefing with President
Oct. 15	Williamsburg, Va.	Associated Press Managing Editors
	Chattanooga, Tenn.	Chattanooga Manufacturers Assn. <u>Chattanooga Times</u> Ed. Board
Oct. 16	Washington, D. C.	A. P. Interview with Greg Nokes
Oct. 19	Washington, D. C.	**"Issues & Answers"
Oct. 22	Los Angeles, Ca.	Pepperdine University ** <u>L.A. Times</u> Ed. Board ** <u>L.A. Herald Examiner</u> Ed. Board
Oct. 23	Montebello, Ca.	Fund Raiser for Cong. Del Clawson
Oct. 24	Los Angeles, Ca.	San Diego Businessmen's Luncheon
Oct. 24	San Diego, Ca.	** <u>San Diego Union</u> , Copley Newspaper syndicated interview
Oct. 30	Washington, D. C.	Dayton Area Chamber of Commerce
Nov. 5	Chicago, Illinois	American Newspaper Publishers
	Medill School of Journalism Northwestern Univ. - Ill.	Chicago Regional Press Briefing - Co-sponsored by Amer. Newspaper Publishers Assn. and Inland Daily Press Assn. **"Phil Donahue" Show - WGN-TV (7)

*Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Secretary Simon (continued)

Nov. 5	Pittsburgh, Pa.	Walker Lecture, Univ. of Pittsburgh Full media coverage
Nov. 11	Richmond, Va.	Testimonial for Senator Byrd
Nov. 13	St. Louis, Mo.	** <u>St. Louis Post Dispatch Ed. Board</u> 1st National Bank of St. Louis
	Salt Lake City, Utah	Linwen Forum
Nov. 14	Salt Lake City, Utah	Business & Financial Leaders
	Boise, Idaho	Associated Taxpayers Council
Nov. 19	San Francisco, Ca.	San Francisco Regional Press Briefing sponsored by California State Press Assn. in San Francisco. ** <u>San Francisco Chronicle Ed. Board</u> **"AM San Francisco" - KGO-TV (7) (Contact: Mimi Felgenson)

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Jim Lynn

Oct. 6	Room 450 - O-EOB	Press briefing on tax/spending proposal.
Oct. 10	Washington, D. C.	'Agronsky Show,' Evening Edition, PBS
Oct. 13	Washington, D. C.	Joseph Kraft Interview.
Oct. 14	Washington, D. C.	<u>Readers Digest</u> interview with Jim Daniel. Article to appear in January.
Oct. 14	White House	**Columnists Briefing with President.
Oct. 14	Washington, D. C.	**ABC-TV half-hour special (11:30 p. m. w/ Sen. Humphrey and Cong. Ullman re President's tax proposal, entitled "Battle For Your Dollar."
Oct. 15	Washington, D. C.	Baroody - White House meeting with business leaders.
Oct. 19	Washington, D. C.	**"Face the Nation"
Oct. 21	Washington, D. C.	Senate Budget Committee re tax/spending reform "The Current Services Budget" (full media coverage)
Oct. 29	Tampa, Fla.	Public Forum
Oct. 30	St. Louis, Missouri	**Associated Collegiate Press Annual Convention.
Nov. 11	Chicago, Illinois	American Petroleum Industry (Speech on tax/energy spending) *Press Conference with all <u>Chicago</u> media at Amer. Press Institute meeting at Chicago Hotel.
Nov. 18	Los Angeles, Ca.	Business Outlook Conference **Press Conference at Business Outlook Conference hotel.

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Alan Greenspan

Oct. 14	White House	**Columnists briefing with President.
Oct. 21	New York	** <u>Time Magazine</u> Interview. ** <u>Wall St. Journal</u> Ed. Board
Oct. 31	Phoenix, Arizona	Arizona Bankers Assn. * <u>Phoenix Republic</u> Ed. Board
Nov. 1	Denver, Co.	*KWGN-TV (WGN Cont.) * <u>Denver Post</u> Ed. Board
Open date	Philadelphia, Pa.	* <u>Philadelphia Inquirer</u> Ed. Board *WPVI-TV (Capital Cities)

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Don Rumsfeld

Oct. 8	Washington, D. C.	Capitol Cloakroom
Oct. 9	Washington, D. C.	William F. Buckley
Oct. 10	Peoria, Ill.	Fund Raising Dinner
Oct. 11	Springfield, Ill.	Fund Raising Dinner
Oct. 15	Washington, D. C.	Harvard Business Club
Oct. 16	Washington, D. C.	**Arlene Frances Show
Oct. 17	Las Vegas, Ca.	**National Newspaper Assn. **KVBU - "Page Five" **Editorial Writers Meeting (sit-down)
Oct. 19	Williamsburg, Va.	**Magazine Publishers Assn.
Oct. 30	Chicago, Ill.	Illinois House GOP * <u>Chic. Daily News/Chic. Sun Times</u> Ed. Board *CBS Interview
Oct. 31	Princeton, N. J.	Woodrow Wilson
Nov. 12	Washington, D. C.	Young Presidents Organization Briefing
Open date	Washington, D. C.	*"Today" Show

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Bill Seidman

Oct. 10	Boston, Mass.	National Business League
Oct. 16	Orange County	Economic Outlook Conference ** <u>San Diego Union Interview</u> Open press conference
Oct. 23	Detroit	Detroit Institute of Technology * <u>Detroit Free Press</u> *WXON-TV (Life) (Susan Scott)
Oct. 23	New York	**Financial World Awards Dinner
Nov. 5	Philadelphia, Pa.	Sunday Breakfast Club **(open?) press conference
Open date	New York	Brandeis Award Dinner * <u>Daily News Ed. Board</u> *Leo -Greenland Breakfast *National Assn. of Business Communicators

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Bill Gorog

Oct. 13	Dayton, Ohio	* <u>Dayton Journal Herald Ed. Board</u> WHIO-TV meeting with station representatives.
Oct. 30	St. Louis, Mo.	Mid America Tax Conference * <u>Globe-Democrat Ed. Board</u> *KSD-TV (Pete Vesey)
Nov. 7	Boca Raton, Fla. Palm Beach, Fla.	National Machine Tool Builders Washington Forum * <u>Miami Herald Ed. Board</u>
Nov. 15	Nashville, Tenn.	Football Game * <u>Nashville Tennessean Ed. Board</u> *WNGE-TV (General Electric)
Nov. 17	Cincinnati, Ohio	Young Presidents Organization *WGRQ-FM (Taft)

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Sid Jones

Oct. 29	Washington, D. C.	**American Press Institute
Nov. 3	Miami, Fla.	Peanut Butter Manufacturers *WIOD-AM (Cox)
Nov. 5	Detroit, Michigan	Oakland County Medical Society *WJR-AM-FM (Capital Cities)
Nov. 7	Columbia, Mo.	Missouri Business Journalism Symposium ** <u>Columbia Tribune</u> Ed. Board

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

Bob Goodwin

Oct. 10

New York

*"Pulse" (taped TV interview for
New England cable station)

* Events proposed by the Office of Communications. (Pending)

** Events proposed by the Office of Communications. (Confirmed)

The following is a list of key media markets. Although a large number will be visited by principal spokesmen, their schedules are in many cases too tight to accommodate extra events. Therefore, we have appropriated each key person additional markets which, if out of the question for that person, ought to be turned over to a sub-principal.

Major Media Markets:

New York -- Greenspan, Seidman
Los Angeles -- Simon, Seidman, Lynn
Chicago -- Lynn, Rumsfeld
Philadelphia -- Greenspan, Seidman
Boston -- Seidman
San Francisco -- Simon
Miami -- Gorog, Jones
Baltimore --
Tampa --
Detroit -- Seidman (2)
Cleveland -- Lynn
St. Louis -- Simon, Gorog
Pittsburgh -- Simon
Dallas --
Minneapolis/St. Paul --
Houston --
Seattle --
Atlanta --
Indianapolis --
Denver -- Greenspan *
Salt Lake City -- Rumsfeld *
San Diego --

Suggested Additions:

Rumsfeld -- Salt Lake City
Seidman, Gorog or Dunn -- Dallas, Houston, Minneapolis, Atlanta
Simon -- Miami, Tampa
Lynn -- Events in Washington
Greenspan -- Denver

* Unscheduled travel that could be added on an existing trip.

October 20, 1975

MEMORANDUM FOR BILL GREENER

FROM: RON NESSEN

Some of the things I want to act on quickly which came up at the Saturday Press Office meeting:

- 1. Do we need to talk to the Secret Service to remind them of the kind of quick help we need when there is a security episode on the road?**
- 2. Let's try to work some of the Assistant Press Secretaries in for Presidential interviews.**
- 3. Work with Randy Woods or whoever to give me all the information and potential problems necessary or involved in a spotmaster set-up.**
- 4. Take steps to get on a regular and updated basis a schedule of impending legislation and impending Administration proposals.**

