

**The original documents are located in Box 134, folder “White House Staff - General” of the Ron Nessen Papers at the Gerald R. Ford Presidential Library.**

### **Copyright Notice**

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Ron Nessen donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

Some items in this folder were not digitized. Please contact the Gerald R. Ford  
Presidential Library for access to these materials.

March 3, 1975

MEMORANDUM FOR:

THE WHITE HOUSE STAFF

FROM:

RON NESSEN

SUBJECT:

Appointments with Newsmen

It has come to my attention that some newsmen who have appointments to interview members of the White House staff have been cleared to enter and wait in the West Basement and West Lobby.

Since these locations are places where government officials and visitors to the White House often discuss official and private business, I suggest that all newsmen who have appointments with White House staff members, be cleared to enter and wait in the Press Room. When it is time for the appointment, these press members would then be notified and escorted from the Press Room to the appropriate office.

RN/pp



3

THE WHITE HOUSE

WASHINGTON

February 14, 1975

MEMORANDUM FOR RON NESSEN

FROM:

LARRY SPEAKES *S*

SUBJECT:

PRESS APPOINTMENTS IN WEST WING

Jerry Jones' office has reported two recent incidents where newsmen were cleared by West Wing staffers through the West Basement for interviews. While awaiting appointments, they were parked in the basement area and placed in a position where they could overhear hallway conversations or watch the comings and goings there.

In view of this, it might be good for a memo to be circulated either by you or Jones' office to West Wing staff. A draft is attached.

DRAFT

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM:               RON NESSEN OR JERRY JONES

SUBJECT:           APPOINTMENTS WITH NEWSMEN

It has come to our attention that some newsmen who have had appointments to conduct interviews with members of the White House staff have been cleared to enter through the West Basement.

It is important that these newsmen not be placed in a position to monitor hallway conversations or make a record of other appointments. Therefore, it would be appreciated if all appointments with representatives of the news media be cleared through the EPS appointments center and directed to enter the White House through the Press Room. The Press Office will notify the respective offices when an appointment arrives so that an escort to and from that office can be arranged.

THE WHITE HOUSE  
WASHINGTON

C.G.

Finally we  
got it right!

RHN

March 24, 1975

MEMORANDUM FOR THE STAFF

FROM:                      RON NESSEN

**I would like to make a small amendment to my recent memorandum concerning reporters waiting for appointments with White House staff members.**

**It is appropriate for reporters to be allowed to wait in the West Lobby for scheduled meetings with White House staff members, but reporters should not be allowed to sit in the West Basement where they may overhear sensitive conversations among staff members.**

**RN:jg**



THE WHITE HOUSE  
WASHINGTON

4/2  
sent

March 24, 1975

MEMORANDUM FOR THE STAFF

FROM: RON NESSEN *RHN*

I would like to make a small amendment to my recent memorandum concerning reporters waiting for appointments with White House staff members.

It is appropriate for reporters to be allowed to wait in the West Lobby for scheduled meetings with White House staff members, but reporters should not be allowed to sit in the West Basement where they may overhear sensitive conversations among staff members.



3/5  
sent

THE WHITE HOUSE  
WASHINGTON

March 3, 1975

MEMORANDUM FOR: THE WHITE HOUSE STAFF  
FROM: RON NESSEN *RHN*  
SUBJECT: Appointments with Newsmen

It has come to my attention that some newsmen who have appointments to interview members of the White House staff have been cleared to enter and wait in the West Basement and West Lobby.

Since these locations are places where government officials and visitors to the White House often discuss official and private business, I suggest that all newsmen who have appointments with White House staff members be cleared to enter and wait in the Press Room. When it is time for the appointment, these press members would then be notified and escorted from the Press Room to the appropriate office.

Becky Bovelsky  
411, EOB

William T. Kendall  
107, East Wing

George W. Willis  
470, EOB

Patricia Byrne  
19, EOB

Dudley Chapman  
106, EOB

James T. Lynn  
252, EOB

Joann Hamberger  
17, EOB

Jack Kightlinger  
West Wing

J. Robinson West  
148, EOB

Caron McCannon  
411, EOB

Peter Sorum  
348, EOB

Charles Leppert  
112 East Wing

Margita E. White  
164, EOB

Sandra L. Eisert  
West Wing

John A. Shaw  
140, EOB

William Fitz-Patrick  
Gr. Floor, West Wing

Helen M. Collins  
352, EOB

Roderick M. Hills  
2nd Flr., West Wing

Karl H. Schumacher  
473, EOB

Joann L. Wilson  
West Wing

Frederick H. Bird, Jr.  
122, EOB

Elizabeth B. O'Neill  
161, EOB

Frances Kaye Pullen  
118, EOB

Martha G. Stevenson  
94, EOB

Robert K. Wolthuis  
2nd Flr., W. W.

Mary D. Fisher  
348, EOB

Douglas P. Bennett  
112, East Wing

Thym S. Smith  
1st Flr., W.W.

Dr. Chester Ward  
105, EOB

Nell Yates  
West Wing

Larry M. Speakes  
1st Flr., W.W.

Bradley Patterson  
341, EOB

Frank Ursomarso  
348, EOB

Beverly J. Splane  
351, EOB

Philip Warden  
125, EOB

O'Neill, Elizabeth  
160, EOB

Ricardo P. Thomas  
Gr. Flr., W.W.

Gerald Warren  
1st Flr., West Wing

Willis, George  
472-1/2 EOB

Louis M. Thompson, Jr.  
West Wing

Donald A. Webster  
197, EOB

Pamela McCormick  
135, EOB

Paul A. Theis  
115, EOB

Sheila Weidenfeld  
East Wing

Susan Hosmer  
West Wing

David I. Wheat  
194, EOB

Barry N. Roth  
106, EOB

LCDR T. Stephen Todd  
210, East Wing

William N. Walker  
134, EOB

Wayne H. Valis  
187, EOB

M. Alan Woods  
134, EOB

vonPawel, Charlene  
East Wing

Agnes M. Waldron  
123, EOB

Lionel Olmer  
340, EOB

Marba S. Perrott  
East Wing

Henry F. Wanning III  
West Wing

John C. Vickerman  
130, EOB

John W. Hushen  
1st Flr., W.W.

Kenneth A. Lazarus  
186, EOB

Vernon C. Loen  
112, East Wing

Jerry H. Jones  
Gr. Flr., West Wing

Dr. William Lukash  
Residence

Amelia Leukhardt  
131, EOB

Theodore C. Marrs  
103, EOB

Karen R. Keesling  
196, EOB

Gen. Richard L. Lawson  
210, East Wing

John O. Marsh, Jr.  
1st. Flr., W.W.

Robert A. Kelly  
157, EOB

Patricia J. Matson  
208, East Wing

David H. Kennerly  
1st. Flr., W.W.

Mildred V. Leonard  
Gr. Flr., W.W.

Nancy Ruwe  
200, East Wing

Andre Le Tendre  
140, EOB

Robin B. Martin  
348, EOB

Henry A. Kissinger  
1st Flr., W.W.

M. Peter McPherson  
139, EOB

Robert Mead  
1st. Flr., W.W.

Virginia H. Knauer  
6003, FOB #7

Robert D. Linder  
Gr. Flr., W.W.

Patricia S. Lindh  
198, EOB

~~Powell A. Moore~~  
~~1st. Flr., W.W.~~

Arnold C. Noel  
350, EOB

Robert Orben  
113-1/2, EOB

Warren S. Rustand  
171, EOB

Ronald J. Naples  
2nd Flr., W.W.

Pamela A. Powell  
190, EOB

Michael A. Sammuels  
2nd Floor, W.W.

Ron Nessen  
1st. Flr., W.W.

Donald Rumsfeld  
1st Flr., West Wing

John E. Nidecker  
346, EOB

John Ratchford  
1st Flr., West Wing

~~Samuel A. Schulhof~~  
~~134, EOB~~

Elizabeth Nolan  
17, EOB

Stanley S. Scott  
179, EOB

William Nicholson  
188-1/2, EOB

Russell A. Rourke  
West Wing

Gen. Brent Scowcroft  
1st Flr., W.W.

Patrick O'Donnell  
107, East Wing

John W. Roberts  
West Wing

L. William Seidman  
~~268, EOB~~ W.W.

Terrence O'Donnell  
1st Flr., W.W.

Susan Porter  
East Wing

Robert G. Shaw  
135, EOB

Robert B. Off  
143, EOB

Eric C. Rosenberger  
348, EOB

Frederic W. Slight  
194, EOB

Peter Roussel  
2nd Floor, W.W.

Edward J. Savage  
165, EOB

Roland Elliott  
94, EOB

Gertrude B. Fry  
84, EOB

Robert T. Hartmann  
1st Flr., West Wing

Jeffrey P. Eves  
187, EOB

Eliska A. Hasek  
117, EOB

Richard P. Cheney  
1st Floor, W.W.

Robert Goldwin  
170, EOB

Michael J. Farrell  
100 East Wing

William Gemmell  
East Wing

Loraine A. Hodkinson  
100 EOB

J. Curtis Fee  
143, EOB

Alan Greenspan  
134, EOB

Anne E. Higgins  
98, EOB

Mary A. Fenton  
94, EOB

Bill Gulley  
210, East Wing

~~James R. Holland~~  
~~157, EOB~~

Max L. Friedersdorf  
~~112~~ West Wing

James H. Holmes  
94, EOB

Jay T. French  
~~1st Floor, W.W.~~  
106 EOB

Hazel Fulton  
84, EOB

David C. Hoopes  
Gr. Flr., W.W.

Dianna R. Gwin  
Gr. Flr., West Wing

~~W. Richard Howard~~  
~~197, EOB~~

Milton A. Friedman  
114, EOB

Stephen Herbits  
134, EOB

Nancy Howe  
206, East Wing

STAFF ASSISTANTS AND ABOVE

Lawrence Adams (Gen., USA) 590, EOB		Byron M. Cavaney, Jr. 348, EOB
	Lt. Col. Robert E. Blake 210, East Wing	William E. Casselman II 106, EOB
Adm. George Anderson 300, EOB	John L. Borling 191, EOB	
Gwen Anderson <del>271, EOB</del> W.W.	James Broch 277, EOB	James E. Connor West Wing
Phillip E. Areeda West Wing	Philip W. Buchen <del>2nd</del> Floor, W.W.	James M. Cannon 2nd Floor, West Wing
Wheaton B. Byers 340, EOB	<del>Stephen E. Herbits</del> <del>134, EOB</del>	Jane M. Dannenhauer 43, EOB
Aram Bakshian, Jr. 118, EOB	Wheaton B. Byers 340, EOB	John T. Calkins West Wing
William J. Baroody, Jr. 100, EOB	John C. Calhoun 179, EOB	Fernando E. DeBaca 197, EOB
Maj. Robert Barrett 210, East Wing	John C. Carlson 153, EOB	Thomas P. DeCair 1st Flr., W.W.
Judy E. Berg-Hansen 17, EOB	Dorothy Cavanaugh Gr. Flr., W.W.	Dorothy E. Downton 1st. Flr., W.W.

THE WHITE HOUSE

WASHINGTON

May 6, 1975

MEMORANDUM FOR: DON RUMSFELD  
PHIL BUCHEN  
BOB HARTMANN  
JACK MARSH  
BILL SEIDMAN

FROM: RON NESSEN *RHN*

I will be hosting a reception for the Michigan Association of Broadcasters and their wives

Thursday, May 8, 1975  
Tayloe House  
721 Madison Place, N. W.  
6 - 8 pm

You and your spouse are invited to attend and mingle with these Michigan broadcasters who will be here attending the annual dinner of the Michigan Congressional delegation.

The President has been invited to drop by the reception.

Will you kindly respond to:

Connie Gerrard or Patty Presock  
Press Office  
White House extension 2100  
Before the evening of May 7 - Wednesday

Hope to see you there.



THE WHITE HOUSE

WASHINGTON

May 7, 1975

MEMORANDUM TO THE WHITE HOUSE STAFF

FROM: Ron Nessen  
Press Secretary to the President

SUBJECT: "Ground Rules" Regarding Interviews with Newsmen

Most White House officials have occasion to be interviewed by the news media concerning matters pending before them or to discuss general Administration policy. The President supports and encourages increased accessibility to the media, balanced, of course, with the need to insure a proper and timely flow of information to the public.

There are certain ground rules to be observed when talking to a reporter. The most important rule -- and the one most often misused or misunderstood -- concerns the attribution of information given to a newsman by someone on the White House staff.

It is the responsibility of the person releasing the information to set the level of attribution -- on the record, on background, on deep background, off the record, or for guidance.

It is the reporter's job to seek the highest level of attribution for his story. If no discussion of attribution occurs, the reporter is correct to assume the information is on the record.

The five types of attribution under which the Press Office operates are as follows:

ON THE RECORD: All statements are directly quotable and attributable, by name and title, to the person who is making the statement.

ON BACKGROUND: All statements are directly quotable, but they cannot be attributed by name or specific title to the person commenting. The type of attribution to be used should be spelled out in advance: A White House official, an Administration spokesman, a government lawyer, or whatever.

ON DEEP BACKGROUND: Anything that is said in the interview is usable but not in direct quotation and not for attribution. The reporter writes it on his own, without saying it comes from any government department or official.

NOTE: Reporters generally dislike this form of attribution and it should be used only in the most delicate circumstances and urgent news. Too often, government officials use "deep background" to plant or leak stories or to get the reporter to stick his neck out when the official has only part of the information.

OFF THE RECORD: Information given "off the record" is for the reporters' knowledge only and is not to be printed or made public in any way. The information also is not to be taken to another source in hopes of getting official confirmation. This form is mainly used to prevent reporters from speculating along inaccurate lines.

NOTE: Reporters do not like to obtain information "off the record" because they have to sit on it while their competitors are able to get it "on background" somewhere else and print it. Some absolutely refuse to hear it, so it is essential to secure a reporter's agreement before going "off the record." But if there is good reason -- and the reason is clear -- they will go along with it.

GUIDANCE: Reporters often will ask for "guidance" on the particular timing or status of an event. In this case, they believe they are receiving the information on a "background" basis, and not "off the record," and the information will be used in stories which say "White House sources predicted that the appointment would be made this week." It must be made clear when giving a reporter "guidance" whether he can use the information in a story.

It is important to understand that the terms "off the record," "background," "deep background," and "guidance" are much misused, even by reporters themselves. To avoid confusion which might have serious consequences, make sure you and the reporter know exactly how he is receiving his information and to whom he can attribute it before the interview begins.

You should both understand not only which of the categories you are speaking under, but exactly what that category means to the other person.

One of the most commonly misunderstood uses of attribution is by the government official who says to a reporter that he is supplying the information off the record and not to quote him. By saying, "Don't quote me," the source is really talking "on background" and not "off the record," so the reporter feels he is entitled to use the information as long as he doesn't attribute it to a specific source.

Those who choose to talk to reporters on something other than an "on the record" basis should be aware that they, as well as the reporter, have a responsibility for keeping the conversation confidential. An official who tells someone he has been interviewed by a reporter can't complain if he is later identified with something written by the reporter.

Finally, the Press Office strongly recommends that White House officials speak "on the record." It is by far the safest policy.

We also encourage you to speak to reporters openly and fully about matters within your area of responsibility and personal knowledge -- but you should be aware of the dangers of uninformed speculation or talking about something not within your field of expertise.

THE WHITE HOUSE

WASHINGTON

May 7, 1975

MEMORANDUM TO THE WHITE HOUSE STAFF

FROM: Ron Nessen  
Press Secretary to the President

SUBJECT: "Ground Rules" Regarding Interviews with Newsmen

Most White House officials have occasion to be interviewed by the news media concerning matters pending before them or to discuss general Administration policy. The President supports and encourages increased accessibility to the media, balanced, of course, with the need to insure a proper and timely flow of information to the public.

There are certain ground rules to be observed when talking to a reporter. The most important rule -- and the one most often misused or misunderstood -- concerns the attribution of information given to a newsman by someone on the White House staff.

It is the responsibility of the person releasing the information to set the level of attribution -- on the record, on background, on deep background, off the record, or for guidance.

It is the reporter's job to seek the highest level of attribution for his story. If no discussion of attribution occurs, the reporter is correct to assume the information is on the record.

The five types of attribution under which the Press Office operates are as follows:

ON THE RECORD: All statements are directly quotable and attributable, by name and title, to the person who is making the statement.

ON BACKGROUND: All statements are directly quotable, but they cannot be attributed by name or specific title to the person commenting. The type of attribution to be used should be spelled out in advance: A White House official, an Administration spokesman, a government lawyer, or whatever.

ON DEEP BACKGROUND: Anything that is said in the interview is usable but not in direct quotation and not for attribution. The reporter writes it on his own, without saying it comes from any government department or official.

NOTE: Reporters generally dislike this form of attribution and it should be used only in the most delicate circumstances and urgent news. Too often, government officials use "deep background" to plant or leak stories or to get the reporter to stick his neck out when the official has only part of the information.

OFF THE RECORD: Information given "off the record" is for the reporters' knowledge only and is not to be printed or made public in any way. The information also is not to be taken to another source in hopes of getting official confirmation. This form is mainly used to prevent reporters from speculating along inaccurate lines.

NOTE: Reporters do not like to obtain information "off the record" because they have to sit on it while their competitors are able to get it "on background" somewhere else and print it. Some absolutely refuse to hear it, so it is essential to secure a reporter's agreement before going "off the record." But if there is good reason -- and the reason is clear -- they will go along with it.

GUIDANCE: Reporters often will ask for "guidance" on the particular timing or status of an event. In this case, they believe they are receiving the information on a "background" basis, and not "off the record," and the information will be used in stories which say "White House sources predicted that the appointment would be made this week." It must be made clear when giving a reporter "guidance" whether he can use the information in a story.

It is important to understand that the terms "off the record," "background," "deep background," and "guidance" are much misused, even by reporters themselves. To avoid confusion which might have serious consequences, make sure you and the reporter know exactly how he is receiving his information and to whom he can attribute it before the interview begins.

You should both understand not only which of the categories you are speaking under, but exactly what that category means to the other person.

One of the most commonly misunderstood uses of attribution is by the government official who says to a reporter that he is supplying the information off the record and not to quote him. By saying, "Don't quote me," the source is really talking "on background" and not "off the record," so the reporter feels he is entitled to use the information as long as he doesn't attribute it to a specific source.

Those who choose to talk to reporters on something other than an "on the record" basis should be aware that they, as well as the reporter, have a responsibility for keeping the conversation confidential. An official who tells someone he has been interviewed by a reporter can't complain if he is later identified with something written by the reporter.

Finally, the Press Office strongly recommends that White House officials speak "on the record." It is by far the safest policy.

We also encourage you to speak to reporters openly and fully about matters within your area of responsibility and personal knowledge -- but you should be aware of the dangers of uninformed speculation or talking about something not within your field of expertise.

THE WHITE HOUSE  
WASHINGTON

August 7, 1975

MEMORANDUM FOR THE SENIOR STAFF

FROM: RON NESSEN *RAN*

If you want to see the best television interview the President has ever done, watch Channel 26 tonight at 8:00 p.m.

He is more forceful and more articulate than he has been in any previous interview while answering the toughest questions he has ever received in an interview.

*(Sent to those checkmarked  
in attached list)*



THE WHITE HOUSE

6/13/75

✓ Philip W. Buchen	Counsel to the President
✓ Robert T. Hartmann	Counsellor to the President
✓ Henry A. Kissinger	Assistant to the President
✓ John O. Marsh, Jr.	Counsellor to the President
✓ Donald H. Rumsfeld	Assistant to the President
✓ James T. Lynn	Assistant to the President for Management and Budget
Ronald H. Nessen	Press Secretary to the President
✓ L. William Seidman	Assistant to the President for Economic Affairs
✓ James M. Cannon	Assistant to the President for Domestic Affairs
✓ William J. Baroody, Jr.	Assistant to the President for Public Liaison
✓ Max L. Friedersdorf	Assistant to the President for Legislative Affairs
Roderick M. Hills	Counsel to the President
✓ Richard B. Cheney	Deputy Assistant to the President
✓ William I. Greener, Jr.	Deputy Press Secy. to the President
✓ John W. Hushen	Deputy Press Secretary to the President
✓ Lt. Gen. Brent Scowcroft, USAF	Deputy Assistant to the President for National Security Affairs
William E. Casselman II	Counsel to the President
✓ Robert A. Goldwin	Special Consultant to the President



Gerald L. Warren

Deputy Press Secretary to  
to the President

William T. Kendall

Deputy Assistant to the President  
for Legislative Affairs (Senate)

Vernon C. Loen

Deputy Assistant to the President  
for Legislative Affairs (House)

✓ James E. Connor

Secretary to the Cabinet and Staff  
to the President

Fernando E. C. DeBaca

Special Assistant to the President  
for Hispanic Affairs

✓ Jerry H. Jones

Special Assistant  
~~Staff Secretary~~ to the President

Mrs. Virginia H. Knauer

Special Assistant to the President  
for Consumer Affairs

Capt. Leland S. Kollmorgen, USN

Military Assistant to the President

Kenneth A. Lazarus

Associate Counsel to the President

James A. Wilderotter

Associate Counsel to the President

Mrs. Patricia S. Lindh

Special Assistant to the President  
for Women

Theodore C. Marrs

Special Assistant to the President  
for Human Resources

Stanley S. Scott

Special Assistant to the President  
for Minority Affairs

✓ Paul A. Theis

Executive Editor, Editorial Office

W. J. Usery

Special Assistant to the President  
for Labor-Management Negotiations

Douglas P. Bennett

~~William N. Walker~~

Director, Presidential  
Personnel Office

✓ Mrs. Margareta E. White

Assistant Press Secretary  
to the President

Mrs. Gwen A. Anderson

Deputy Executive Assistant to the  
Counsellor to the President

Thomas G. Loeffler  
~~Douglas H. Bennett~~

John T. Calkins

Byron M. Cavaney, Jr.

✓ John G. Carlson

✓ Thomas P. DeCair

Dudley H. Chapman

Mrs. Dorothy E. Downton

Roland L. Elliott

Michael J. Farrell

Milton A. Friedman

Miss Eliska A. Hasek

David C. Hoopes

✓ David Hume Kennerly

Miss Mildred V. Leonard

Charles Leppert, Jr.

Patrick E. O'Donnell

✓ Terrence O'Donnell

✓ John W. Roberts

Russell A. Rourke

Warren S. Rustand

Special Assistant for  
Legislative Affairs (House)

Executive Assistant to the  
Counsellor to the President

Director, Advance Office

Assistant Press Secretary (Domestic  
Affairs)

Assistant Press Secretary  
to the President

Associate Counsel

Personal Secretary to the President

Director, Correspondence Office

Director, Office of White House Visitation

Deputy Editor, Editorial Office

Director, Office of Presidential Meetings

Deputy Staff Secretary to the President

Personal Photographer to the President

Personal Assistant to the President

Special Assistant for Legislative  
Affairs (House)

Special Assistant for Legislative  
Affairs (Senate)

Aide to the President

Assistant Press Secretary

Executive Assistant to the  
Counsellor to the President

Director, Scheduling Office

~~Edward J. Savage~~

✓ Larry M. Speakes

✓ Miss Agnes M. Waldron

Donald A. Webster

M. Alan Woods

Mrs. Nancy Ruwe

✓ Mrs. Sheila Rabb Weidenfeld

Rear Adm. William M. Lukash,  
MC, USN

Robert D. Linder

Rex W. Scouten

✓ Jim Sauman

Assistant Press Secretary  
(Foreign Affairs)

Assistant Press Secretary

Director, Research Office

Deputy Director, Office of  
Public Liaison

Deputy Director, Presidential  
Personnel Office

Social Secretary

Press Secretary to the First Lady

Physician to the President

Chief Executive Clerk

Chief Usher

December 31, 1975

MEMORANDUM FOR THE SENIOR STAFF

FROM: RON NESSEN

For your information and personal use, I am attaching some material which was assembled for the President in preparation for his year-end interviews on the accomplishments of the Ford Administration in 1975 and the President's goals for the nation in the years ahead.

I thought you might find this helpful as background information for your own speeches and contacts with the press.



December 31, 1975

MEMORANDUM FOR THE CABINET

FROM: RON NESSEN

For your information and personal use, I am attaching some material which was assembled for the President in preparation for his year-end interviews on the accomplishments of the Ford Administration in 1975 and the President's goals for the nation in the years ahead.

I thought you might find this helpful as background information for your own speeches and contacts with the press.

