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February 2, 1976

MEMORANDUM

TO: RON NESSEN

FROM: PETER KAYE PK

In answer to your memo of January 28, 1976:

1. I agree that PFC should provide and pay for local press bus or pool car.
2. On political trips, PFC should pay for lighting and sound systems.
3. I agree with you on this point.
4. If there are press conferences scheduled or if time is tight or there are other reasons, I would eliminate an airport interview. Rather than make this a rule, I would make it a desirable alternative.
5. No problem on this.
6. I agree.
7. I believe local press should be given much of this information by PFC press person in this area. But I lean against a fancy press kit, particularly in New Hampshire where Yankee frugality might more appreciate the fiscal responsibility of this administration and this campaign.
8. Let's talk about this before we all get upset.

THE WHITE HOUSE

WASHINGTON

January 28, 1976

MEMORANDUM FOR: DICK CHENEY
JERRY JONES
RED CAVANEY
ERIC ROSENBERGER
PETER KAYE ✓

FROM: RON NESSEN *R.N.*

The Press Office is undertaking a series of steps to assure that local press is given better treatment in order to help them do better stories on Presidential visits and to meet a number of gripes we have received over the months.

I'd appreciate it if you could help out in those areas which involve decisions or actions by your office so that we can implement this plan as soon as possible, preferably with the February 7-8 trip to New Hampshire:

- yes* 1. The President Ford Committee should pay for a local press bus and/or a local press pool car in all out-of-town Presidential motorcades.
- yes* 2. The President Ford Committee and the White House need to reach a decision quickly on who pays for the lighting and sound systems for Presidential appearances on political trips.
- yes* 3. At airport arrivals, the arrival ceremony and any local presentation ceremonies should take place close to and directly in front of the local press area. This may mean that the President should be greeted at the bottom of the ramp by only one or two local officials and then brought over to the local press area to meet other local dignitaries.
- when practical* 4. The President should stop for a brief interview at the airport, at arrival or departure, with the local press.

5. The President should be announced and any local band at the airport should play "Ruffles and Flourishes" and "Hail to the Chief" as the President walks off Air Force One. The President should be the first one down the ramp (not Dave Kennerly).

yes

6. Whenever possible, colorful local stories should be staged where they are clearly visible to the local press. (For instance, in Minneapolis when the President was introduced to Liberty's father, the local press was completely shut out.)

yes

7. A press kit should be prepared, including biographies of the President and his family, data on Air Force One, the limousine and the helicopters, and brief statements of the President's position on major issues. The printing of the kit, printing of the necessary photographs to go in it, and the purchase of appropriate folders should be paid for by the President Ford Committee. This needs to get into the works quickly so that the press kits will be ready to hand out to local reporters a day or so before the New Hampshire trip.

yes

8. The PFC Press Office needs to check in a more timely manner with the White House Press Office before making announcements locally of Presidential schedules, etc.

ok

[ca. 2/11/76]

THE WHITE HOUSE
WASHINGTON

TO:

RAN

FROM:

CONNIE ~~GERRARD~~



Nothing has been
sent by the TT.

Your congrats letter
attached.

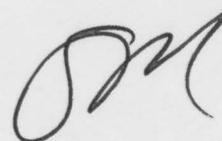
Pres.
Letter

Not Needed

RAN

To Ron Nessen:

Note of congratulations? from the President?



UP-044

(NEWSPAPER)

ST. PETERSBURG, FLA. (UPI) -- ROBERT HAIMAN HAS BEEN NAMED
EXECUTIVE EDITOR OF THE ST. PETERSBURG TIMES. EDITOR AND PRESIDENT
EUGENE PATTERSON ANNOUNCED FRIDAY

HAIMAN, THE PAPER'S MANAGING EDITOR FOR THE PAST NINE YEARS, WILL
BE SUCCEEDED BY ANDREW BARNES, WHO HAS BEEN ASSISTANT MANAGING EDITOR
AND METROPOLITAN EDITOR.

UPI 02-07 12:01 PES

Address is:
Robert J. Haiman
P.O. Box 1121
St. Betersburg, Fla. 33731



February 11, 1976

Dear Mr. Haiman:

I want to offer my congratulations on your new appointment as Executive Editor of the St. Petersburg Times. I know that you will continue to bring the same high journalistic standards to this job that you had as Managing Editor.

The President asked me to send you his best wishes and congratulations.

Sincerely,

**Ron Nessen
Press Secretary
to the President**

**3 D 1
Mr. Robert Haiman
Executive Editor
St. Petersburg Times
St. Petersburg, Florida 33731**

RN/jb

**cc: Margita White
Liz O'Neil**



RNL

February 11, 1976

MEMORANDUM FOR:

PETER KAYE

FROM:

JOY MANSON

The problems we are having with questionnaires are as follows:

1. When the White House receives them, they are held in priority order -- fine, except that when the questionnaires are finally sent to the appropriate quarters, i.e. Domestic Council, they are held and often the deadline date is not met.
2. The latest jazz from the WH lawyers is that anything addressed to PFC has to be responded to by PFC; therefore, the WH will suggest answers but the response has to be authored and sent from here on PFC stationary, etc.
3. This too is fine, however we are not set up yet to go through six or seven or eight attachments from the WH and then write a response and then have it rechecked with the WH as a fact sheet and then have it rechecked here for political significance.
4. I am instigating (as per discussions with Babs and Fred) a call system, whereby from now on, any questionnaire received here will be called by myself, informing them that we have received their questionnaire, and that we are sending it for appropriate action; that however, due to the influx of surveys that the deadline might need to be extended.

President Ford News

Vol. 2 — No. 3

THE PRESIDENT FORD COMMITTEE • Washington, D.C.

April 1976

Delegate Total Mounts

Halfway Mark Is Aim Before May 1

President Ford will go into the Texas primary May 1 with nearly half of the delegate votes he needs to lock up the Republican presidential nomination.

Having won seven of the eight early primaries, and with no formal opposition April 27 in Pennsylvania, the President has established his popularity across the country.

"The name of the game now is delegates," said deputy campaign director Stu Spencer. "We've firmly established our momentum and now we're driving to lock up those delegate votes."

By June 8, the date of big primary elections in California, Ohio and New Jersey, the President Ford Committee expects to have the 1130 votes necessary to win the nomination.

The President bounced back from his narrow defeat in North Carolina to win the delegate race 45-0 in Wisconsin on April 6. And he won a hearty 55 per cent of the popular vote there as well. To date, the President has an approximate 570 to 90 delegate lead over Ronald Reagan.

Here's the breakdown:

	Ford	Reagan
New Hampshire	18	3
Massachusetts	28	15
Vermont	18	3
Florida	43	23
Illinois	90	11
North Carolina	25	28
Puerto Rico	8	0
District of Columbia	14	0
Wisconsin	45	0
Pennsylvania (projected)	90	13

The President has a sure 52 delegate votes from Ohio since the 28-person at-large slate and eight of the delegate slates are unopposed. (See story page 7)

"And we have every assurance of getting 140 delegate votes in New York," Spencer said, making a cumulative total of 570.

Reagan did not enter the Pennsylvania primary; the President therefore is expected to win the lion's share of the delegates there. Some unauthorized Reagan delegates are running

(Cont. on Page 7)

Everything else is the same, but we have changed our name. See Letters to the Editor, page 6, to see why.

VOWS VETO

Ford Fights Reductions In Defense

President Ford is determined to fight for his \$112 billion defense budget—which proposes the first real increase in defense spending in seven years—and he has vowed to veto any congressional defense measure "that shortchanges the future safety of the American people."

"Nothing is more vital than our national security," the President said during a Pentagon speech. "I will veto (a reduced) defense budget, unprecedented though that might be, and go directly to our fellow citizens, 215 million strong, on this life and death issue."

President Ford, who served on the House Defense Appropriations Subcommittee for 14 years before becoming Vice-President, has fought throughout his political career for a strong defense posture for America.

"The two budgets I have submitted to the Congress included, last year, the highest peacetime military budget in the history of the United States and, this year, I submitted again the highest military budget in the history of the United States," President Ford said.

"I have an impeccable record of standing for a strong Defense Department and a fully capable, fully trained, fully equipped and ready military force, and any accusation to the contrary is done through a lack of knowledge or for political purposes."

The President pointed the finger at the Democratic-controlled Congress that has for the last seven years cut \$38.6 billion out of defense appropriations bills.

"My program keeps us unsurpassed," the President said in vowing to resist the cuts.



The Ford campaign moves West as the President looks forward to primaries from Texas to California

Texas Set for Showdown

The May 1 Texas presidential primary election—where an even 100 delegates are at stake—leads off the busiest primary month of the bicentennial election year.

Twenty states will select a total of 600 delegates during the month, and, in most cases, will decide who those delegates will support at the Republican National Convention in Kansas City this August.

And Texas is ready to lead the way.

Under the direction of the Texas campaign chairman, Sen. John Tower, the President Ford Committee has been operating telephone banks in the state since March, hoping to contact 300,000 potential Ford supporters.

PFC headquarters also are opening throughout the state. The central headquarters is in Austin with others operating in

Dallas, Fort Worth, Houston, El Paso, San Antonio, Beaumont, Texarkana, Harlingen, Plano, Denton, Odessa, League City, Longview, McAllen, Lubbock, Waco, Midland, Conroe, Corpus Christi, Amarillo, Abilene, San Angelo, Tyler, and Wichita Falls.

The President also is spending as much time as possible campaigning in the state. The reception was overwhelming during his first trip to the state April 9-10 when the President made stops in San Antonio, Dallas, El Paso, and Amarillo.

A second trip is planned for the last week of the campaign and will include visits to Houston, Fort Worth, Lubbock, Longview and Tyler, with additional stops possible.

The contest in Texas centers around delegates, four selected from each congressional district

during the May 1 primary and four selected at-large during a state convention June 19.

The delegates are conducting their own campaigns with support from the President Ford Committee organization through literature distributions, advertising, telephone canvassing, coffee and neighborhood receptions.

The delegates, in running their own campaigns, are attempting to contact as many undecided voters as possible to garner support for themselves and for the President.

"Our Ford delegates in Texas are dedicated and hard-working. With the support of thousands of full-time volunteers throughout the state, we are counting on Texas to lead the way to a string of victories in May," campaign chairman Rogers Morton said.

Contributions Top \$8 Million Mark

'Give Now' is PFC Finance Message

The President Ford Committee will be prohibited from accepting any contributions during the upcoming general election campaign if it is to qualify for federal money from the Presidential Election Campaign Fund.

"So if you are going to give to help the President win the nomination and election, the time to do it is now!" said PFC finance committee chairman Bob Mosbacher.

Under the new election reform laws, the federal government will provide each of the two major party candidates a check for approximately \$22 million this fall to finance their general election campaigns.

No Donations

Once nominated, the candidates are prohibited by law from spending more than that \$22 million in their campaign efforts or from accepting even \$1 in individual contributions.

But the candidates are allowed to raise up to \$11 million (plus \$2 million to cover fund raising costs) in individual contributions during the primary season to finance their campaigns for the party nomination.

And The President Ford Committee already has passed the half-way mark toward that goal.

By the second week in April, the President's campaign committee had raised nearly \$8 million.

The number of contributors has shot up to nearly 70,000 and the average contribution is

just \$84, showing the broad-based, grassroots appeal President Ford has throughout the country.

Goal Seen Ahead

"We are virtually certain we will reach our fund raising goal before the nominating convention in August," Mosbacher said.

Mosbacher also praised the state finance organizations for their "outstanding success" in their own fund raising efforts.

Nine states already have passed their fund raising goals and several more will top the 100 per cent mark this week.

Those reaching their quota include: Alabama, New Hampshire, Alaska, Oregon, Louisiana, Georgia, Florida, Nevada, and Kansas. And North Carolina, Arkansas, Michigan, and Oklahoma are well on their way to going over the top.

Special Appeal

Mosbacher and his staff are sending out special appeals for contributions this month since federal matching funds have been shut off.

The U.S. Supreme Court has ruled the Federal Elections Commission (the body charged with certifying the candidates' fund raising records and with dispensing federal matching money) was unconstitutionally created. The Congress had not passed new legislation restructuring the commission when the court's deadline passed.

Cash Flow Needed

So the flow of federal matching funds was shut off, creating



President Ford visits with his campaign finance chiefs, Bob Mosbacher (center) and Max Fisher, at White House

a need for more individual contributions to finance the upcoming April and May primary election campaigns.

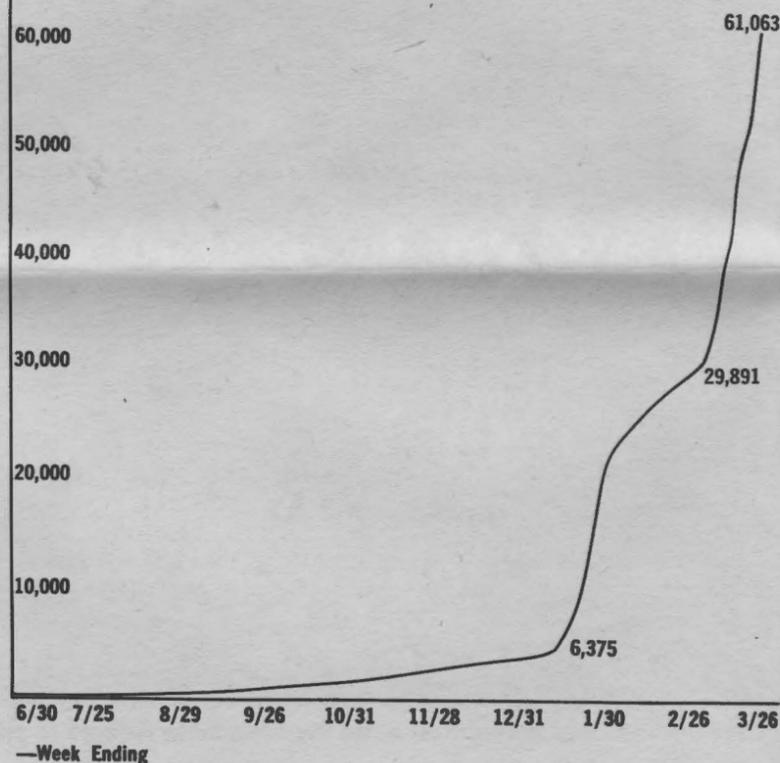
The major appeal from the finance committee has been through direct mail, with nearly 2 million letters sent out since mid-January.

The telephone finance center, manned 15 hours a day, six days a week with 15 telephones, follows up the letters with calls to potential contributors.

Funds Raised

Other successful fund raising activities include dinners, receptions and luncheons with prominent speakers. President Ford raised \$600,000 during a March trip to California during a \$500 a plate fund raising luncheon in San Francisco and later at a \$1000 a plate dinner in Los Angeles.

Number of Contributors to President Ford Committee—June 30, 1975-March 26, 1976



Advocates Invited

Invitation for advocate speakers from the President Ford Committee have quadrupled since January, PFC scheduling director Dick Mastrangelo reports.

And the number of advocates participating in the program is growing with the increased demand and with more and more

congressmen, government leaders and elected officials wanting to do their part to help the President win the nomination and election in November.

"Our advocates are enthusiastically received, they are getting good news coverage and are doing a bang-up job for the President," Mastrangelo said.

THE PRESIDENT FORD NEWS

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The President Ford Committee
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Washington, D.C. 20036
Telephone: (202) 457-6400

ROGERS C. B. MORTON, *Chairman*
ROBERT C. MOOT, *Treasurer*
ROBERT MOSBACHER, *National Finance Chairman*

A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C. 20463.

G. M. Prather, *Editor*



VALUABLE VOLUNTEERS: Several hundred volunteers assist at President Ford Committee headquarters in Washington, D.C., doing everything from logging in checks in the accounting office to helping out in the press and research divisions. Shown here is volunteer Bill Belcher, a student at American University in Washington, D.C., and a resident of East Lyme, Conn. He is working with Joan Lytle, a volunteer from suburban McLean, Va.

AROUND THE STATES

Ford Support Big Among Texans

The state chairman for the Young Texans for President Ford Committee is 22-year-old Baylor University senior Mark Lawless.

Lawless has been busily naming campus coordinators to assist him. They include: **Charles David Plenger**, Sull Ross State University; **Sam G. Reed**, region IV youth coordinator; **James Edwin Melson Jr.**, region II coordinator; **Michael Bryon Lewis** and **Carla Zaggle**, region V coordinators; **James Robert Beal**, Rice University; **Charles Mayfield**, congressional district 16 coordinators.

Also, **Sidney C. Farmer III**, congressional district 9 coordinator; **Gary Mezel**, congressional district 13 coordinator; **Peter Anderson Sessions**, Southwestern University; and **Donna Jean Stutrud** and **Jane A. Roe**, students at Texas Lutheran College, congressional district 23 coordinators.

H. Davis Mayfield III, of Houston has formed a Young Businessmen for Ford group. Serving on the steering committee are: **J. Barclay Armstrong**, 25, a rancher of Armstrong, Tex.; **George Bush Jr.**, 30, an independent oil man of Midland; **Robert J. Clarke**, 34, partner in the law firm of Bracewell and Patterson, Houston; **Clyde K. Oldam**, 31, of Austin, managing attorney for Lone Star Gas Co.; **Michael J. Collins**, 31, president and chief executive officer of Fidelity Union Life Insurance Co., Dallas; and **G. David Atkins**, 33, president of Atkins, Wells and Co., realtors, Fort Worth.

County PFC chairmen appointed recently in Texas include: **Jim Clipson Jr.**, Colorado County; **Robbie Buckaloo**, Karnes County; **Marjorie Wright**, Llano County; and **Patty Cantella**, **Sonny Sherman** and **Charles Ships**, Jefferson county co-chairmen.

Also: **Dr. Walter D. Wilkerson Jr.**, Montgomery County; **Bill K. Perrin** and **Alene Walls Moses**, Cameron County co-chairmen; **Linn Pond Cardner**, Orange County; **Donna Lee Curton**, Gregg County; **William R. Bennett**, Crosby County; **Harry Trippet**, McLennan County; and **Beulah Beardmore**, Hidalgo County.

Also: **Max Browning**, Culbertson County; **Ronald A. Brandon**, Bell County; **William Hurt Ervine Jr.**, Kerr County; **William H. Bos**, Nacogdoches County; **Paul C. Murphy III**, Walker County, and **John F. Crooks**, Hudspeth County.

Shirley Huffaker, Ector County; **Steve Rash**, El Paso County; **Emalu Aufderhaar**, Guadalupe County.

California Movin'

San Francisco attorney **John A. Sutro** will serve as northern California chairman of Attorneys for Ford.

Waller Taylor and **John H. Brinsley** will serve as co-chairmen of the President Ford Business Committee. And **Jayam T. Rutnam** will serve as state chairman of the Ceylonese Steering Committee (Sri Lanka Community) for President Ford.

Other PFC coordinators named in California include: **William A. Moore**, northern counties coordinator; and **Brad R. Hill**, coordinator of field operations in Fresno.

Assisting Los Angeles County President Ford Co-chairmen **Rosemary Ferraro** and **Alice Ogle** will be area coordinators **Ted Pierce**, **Sue Sullivan Kelly**, **Malcolm Smith**, **Bill Cranham**, **Harold Phillips**, **Roger Wesley** and **Greg O'Brien**.

Newly named county PFC chairmen in California include: **Mark Rodman**, Nevada County; **Virginia Yerxa**, Colusa County; **Stanley V. Walton**, Yolo County; **Tony Diavatis**, Merced County; **James D. Boitano**, Napa County; and **Sidney P. Chapin**, Kern County.

Mrs. Elsie Buchenau and **Mrs. Nanette Rigby** will serve as co-chairmen in Madera County, and **Terry Harper** and **Phyllis Ormonde** have been named co-chairmen for the Kings County PFC.

Alaska Opens

No headquarters opening would be complete without a dog sled—at least in Alaska.

And the President Ford Committee headquarters opened its doors just that way in Anchorage.

U.S. Sen. Ted Stevens was on hand for the event earlier this year as were **Gov. Jay Hammond**, state commerce commissioner **Tony Motley**, and Alaska PFC co-chairmen **Sen. Mike Colletta** and **Rep. Keith Speckling**.

Newly appointed members of



Idaho Chairman Dave Leroy (front) and Executive Director Roy Eiguren

the state's PFC steering committee include **Rep. Ernie Haugen**, Juneau attorney **Fred Eastuaugh** and Anchorage insurance man **Tom Fink**. They join already appointed members **Cliff Groh**, **Bill Gibson** and **Pete Hocson**.

New Mexico Solid

New Mexico reports President Ford has the solid backing of virtually every GOP office holder in the state. Honorary co-chairman of the Ford campaign committee **U.S. Rep. Manuel Lujan Jr.**, said 18 of 19 Republican members of the state House of Representatives and seven of the 12 GOP senators are backing the President.

U.S. Sen. Pete V. Domenici also is a working honorary chairman for Ford. Co-chairmen for the Ford campaign ef-

fort in New Mexico are **Rep. Bob Grant** and **Karen Peterson**.

Gov. Ray Appointed

The chairman of the National Governor's Conference, **Robert D. Ray of Iowa**, has been named head of the 1976 Republican National Convention platform committee by GOP national chairman **Mary Louise Smith**.

"Having Gov. Ray as chairman of the platform committee will symbolize the Republican party's commitment to sound administration, fiscal conservatism and reliance on state government rather than the federal bureaucracy," Mrs. Smith said in announcing the appointment in mid-March. "He is a man from the heartland of America."

Kansan Honored

Kansas regional PFC coordinator **Bill Frederick** has received special recognition from the state's co-chairmen **Carol Wiebe** and **William Falstad**. Frederick, who has charge of a nine county area in southeastern Kansas, was the first regional coordinator to garner President Ford Committee chairmen in each of his counties.

"More telephoning has been done in this area of Kansas than in any other part of the state, and county coordinators are working hard in their assigned areas to insure the nomination and election of President Ford," Wiebe and Falstad report.

Frederick served as chairman of the Handicapped Kansans for **Sen. Robert Dole** and played a key role in the senator's re-election campaign.

Arizonans Organize

Ten outstanding Arizona businessmen and attorneys have been named as coordinators of

the state's President Ford Committee finance organization.

Chaired by Mesa attorney **Wayne Legg**, members of the Arizona finance team are: **Sherman Gardner**, Legg's executive assistant; **Richard Roberts**, legal counsel; **Brice Bishop**, **Dilworth Brinton**, **Walter Ong** and **Sidney B. Wolfe**, all co-chairmen of the Maricopa County PFC finance organization.

Northern Arizona finance coordinators are **Ralph Bilby** and **Douglas Wall**. **Richard M. Bilby** is in charge of fund raising in the southern part of the Grand Canyon State.

Surprise!

A very surprised new employee of the PFC phone bank in Washington, D.C., is **Elizabeth Montgomery**. Elizabeth dutifully tracked a potential donor from his business telephone number to his home and finally to his vacation address seeking a contribution for the President's campaign. Finally, she reached her party: "Hello, Mr. Fisher? This is Elizabeth Montgomery calling from Washington to ask if you would contribute to the President Ford campaign effort."

"My dear, if you will look at the letterhead on that sheet of paper in front of you, you will find my name right under (PFC Finance Chairman) **Bob Mosbacher's**," said **Max Fisher**, chairman of the finance committee's executive committee.

Fisher was in the headquarters the next day and made a point of introducing himself to the red-faced Miss Montgomery. "I'll tell you one thing; if I hadn't already given to the President, you sure convinced me I should," Fisher told her.

Footnotes

... Buttons and bumper stickers seen at recent GOP gatherings: Ford has a better idea. . . There's a Ford in your future. . . Betty's husband for President. . . Carl Albert for minority leader.

... **Howard T. Macrae Jr.** of T.C. Williams Republican Club at the University of Richmond reports President Ford out polled his nearest competitor nearly 2½ to 1 during a March U or R mock primary. Ford won 37% of the vote of all students; the nearest challenger, Jimmy Carter, won only 15%.

Welcome to new PFC finance chairmen **Andrew and Patricia Hobbs** of Wilmington, Del.; **Charles H. Sewell** of Jackson, Miss.; **Hank S. Hibbard** of Helena, Montana; **Melvin C. Holm** of Syracuse, N.Y.; and **John Ware** of Oxford, Penn.

... **Dr. David I. Olch** of Beverly Hills, Calif., is the chairman of the newly formed Physicians for President Ford Committee. . . **Drs. Harry Towsley** of Ann Arbor, Mich., and **Frank C. Coleman** of Tampa, Fla. are national co-chairmen.



Pennsylvania Ford Chairman Drew Lewis

Celebrities Back Ford

What do Cary Grant, Zsa Zsa Gabor, Ella Fitzgerald, Glenn Ford and Peggy Fleming have in common?

Other than the obvious, all are charter members of the newly formed Celebrities for President Ford Committee.

The committee's executive director, Ray Caldiero of Los Angeles, reports these and dozens of other top name entertainers and athletes will be appearing at campaign political events and fund raisers and serving as advocate spokesmen throughout the campaign on behalf of President Ford.

Cary Grant, for example, served as master of ceremonies during the President's \$1000 a plate fund raising dinner in Los Angeles in late March that was attended by 600 persons.

Hampton Named

Jazz musician Lionel Hampton has been named director of special events for black citizens. Hampton will have nationwide responsibilities for campaign coordination among entertainment, civic, fraternal and social groups.

The all-volunteer celebrities organization will be headquartered in Beverly Hills, the "nerve center" for celebrity recruitment and scheduling. Other offices will be opening soon in Nashville (to recruit country and western artists) and in New York.

Among the other charter



STAR GREETING: Zsa Zsa Gabor, a charter member of the newly formed Celebrities for President Ford Committee, greeted Ohio PFC Chairman Keith McNamara at national headquarters offices in Washington, D.C., recently.

members of the celebrities group are: Eva Gabor, Ralph Edwards, Ruta Lee, Hugh O'Brien, Howard Keel, Leona Mitchell, Ron Ely, Ben Vereen, Lynda Day George, Christopher George, Billy Daniels, Jim Brown, Jane Meadows and

(one of Mrs. Ford's favorite fashion designers) Luis Estevez.

Athlete's Rally

Among the athletes supporting the President are: Kathy Rigby, Chris Evert, Jo Jo Starbuck, Terry Bradshaw and Tom Landry.

Tower Says U.S. Is Strong Under Ford

As long as Gerald R. Ford is President, the United States will remain the most powerful nation on earth.

That is the assessment of Sen. John Tower, R-Texas, one of the nation's most knowledgeable and strongest advocates of military preparedness.

"The American soldier is the best equipped and best trained soldier in the history of the world. . . We possess a significantly better anti-submarine-warfare capability than do the Soviets, and the high degree of accuracy and sophistication in our strategic systems today exceeds that of Soviet systems," Tower told a Washington news conference.

Tower is the second-ranking Republican on the Senate Armed Service Committee and is vice-chairman of the Senate Select Committee on Intelligence Activities.

Aspirations Criticized

He criticized "ambitious presidential aspirants" who claim the Soviet Union has surpassed the United States in military power.

"They are misleading people into a dangerous error.

"It is true that the Soviet Navy has a greater number of surface ships than our Navy. But the overall tonnage of our ships is greater, and there is no weapon in the Soviet arsenal which can match the power and versatility of the aircraft carrier.

"It is true that the Soviet Union has more soldiers than the United States, but the American soldier is the best equipped and best trained soldier in the history of the world," Tower said.

Ford Informed

"President Ford is unquestionably the most informed President in the area of national defense since Eisenhower. He received a thorough background in military matters during the many years he served on the House Defense Appropriations Subcommittee.



U.S. Sen. John Tower

"Ambitious presidential aspirants would serve their country better if they would direct their rhetorical fire at a Congress which year after year has slashed the Defense budget in order to finance mushrooming social programs.

"It is a Congress that has its priorities confused that is partly responsible for the weakening of our Defense posture vis a vis that of the Soviet Union, not President Ford."

Real Increase

When President Ford submitted his first budget to the Congress he proposed the first real increase in Defense spending this country has had in seven years, Tower said. "And this year, the President has proposed a Defense budget that is 14 per cent larger than last year's.

"President Ford has been planning his augmented Defense budget for nearly a year. Clearly, he was aware of, concerned about, and willing to correct the problems that the campaign orators have just now discovered. President Ford's actions speak much louder than the rhetoric of those who are seeking his job," Tower concluded.

States, Dates, Delegates Charted

PRIMARY STATES

State	Date	Delegates
New Hampshire . . .	Feb. 24	21
Massachusetts . . .	Mar. 2	43
Vermont*	Mar. 2	18
Florida	Mar. 9	66
Illinois	Mar. 16	101
North Carolina . . .	Mar. 23	54
New York	Apr. 6	154
Wisconsin	Apr. 6	45
Pennsylvania* . . .	Apr. 27	103
Texas	May 1	100
Georgia	May 4	48
Alabama	May 4	37
Dist. of Col.	May 4	14
Indiana	May 4	54
West Virginia	May 11	28
Nebraska	May 11	25
Maryland	May 18	43
Michigan	May 18	84
Arkansas	May 25	27
Oregon	May 25	21
Idaho	May 25	30
Kentucky	May 25	37
Nevada	May 25	18
Tennessee	May 25	43
Montana	June 1	20
Rhode Island	June 1	19
South Dakota	June 1	20
California	June 8	167
New Jersey	June 8	67
Ohio	June 8	97

CONVENTION STATES

State	Date	Delegates
Guam	Jan. 31	4
Puerto Rico	Feb. 29	8
Mississippi	Apr. 10	30
Arizona	Apr. 24	29
South Carolina . . .	Apr. 24	36
Maine	Apr. 30	20
Wyoming	May 8	17
Hawaii	May 15-17	19
Oklahoma	May 15	36
Alaska	May 21-22	19
Kansas	May 22	34
Virginia	June 4-6	51
Louisiana	June 5	41
Missouri	June 12	49
Iowa	June 18-19	36
Washington	June 18-19	38
Delaware	June 19	17
Minnesota	June 24-26	42
New Mexico	June 26	21
North Dakota	June 8-10	18
Colorado	July 10	31
Connecticut	July 16-17	35
Utah	July 16-17	20

*Ronald Reagan not entered.

The following primary states also hold conventions to select some or all of their delegates. States and convention dates are: Arkansas (July 10); Georgia (June 19); Idaho (June 24); Indiana (June 18); Kentucky (April 24); Maryland (June 5); Massachusetts (June 9); Michigan (June 12); Montana (June 26); Nevada (April 23); North Carolina (June 18); Oregon (June 24); Pennsylvania (May 22); Texas (June 19); and Vermont (May 2).

Campaign '76 Busy Planning Brochures, Ads, Convention

Issue brochures, radio and television commercials, campaign materials and convention plans are among the major orders of business with the PFC in-house advertising agency, Campaign '76.

Campaign '76 has been busy developing, printing and distributing brochures on the economic recovery, agriculture, reduction in federal spending, jobs, crime, and older Americans—defining the President's position and accomplishments on each of the issues.

The most often-seen product of the agency's labors are the television announcements. To date, two basic commercials have been produced; Campaign '76 executive director Bruce

Wagner reports the two ads have been "extremely well received."

One outlines the President's accomplishments during his 20 months in office with special emphasis on his success in turning the economy around and in restoring trust in the office of the Presidency.

"This, coupled with the basic character of the President—firm, hard-working, honest and confident—all add up to a picture of the Ford Presidency," Wagner said.

The other basic television commercial centers on the President's State of the Union address in January, concentrating on what he sees as the needs of the country in the future.



Sombreros, Dances Liven Campaign

First Lady Betty Ford was visiting a senior citizen's home in southern California when she stopped to shake the hand of an elderly man living there.

"I want to meet you, Mrs. Ford," he said, "but I am blind."

The First Lady smiled and reached for the old man's hand, gently guiding it to her face.

The old man instinctively re-

turned her smile. His face lit up.

"You are a beautiful lady," he said.

Everywhere Mrs. Ford goes, the response is the same. Her warmth, her graciousness and her compassion penetrate her audiences.

"She has the rare quality of making people at ease in her presence," the Naples Daily News in Florida wrote in an edi-

torial. "It becomes quite normal to forget for the moment that she is, in fact, the wife of the President.

"It is precisely this quality — the common touch — that warms the hearts of those who meet her."

At every opportunity, the First Lady will stop to share a lesson or a bit of fun with school children.

"Betty Ford would have added an extra 1000 votes to her husband's victory margin here in Florida if the children at the two elementary schools she visited here had been able to vote," one newspaper reported.

"All along her motorcade route (near Jacksonville) scrubbed, smiling little faces lined up along the highway, waving American flags and exuding enthusiasm over meeting a real, live First Lady."

Mrs. Ford has been crisscrossing the country on behalf of her husband's candidacy. In San Diego, she presided over the opening of the President Ford Committee headquarters there, donning a large Mexican sombrero and dancing to the music of a mariachi band.

Later, at a senior citizens center in downtown San Diego, she accepted an invitation to dance with a white-haired man and changed partners three or four times before a hostess blew the whistle and called a halt to the round-robin dance.

"We don't want to wear our people out," she said.

And in New York City, honored by a group of Republican women at a luncheon at the Waldorf-Astoria, Mrs. Ford graciously received a woman-of-the-year award.

Asked there about her own

campaigning, Mrs. Ford said, "It's pretty exciting, I admit. It's something I never experienced." Radiant, but obviously a trifle nervous at the crush of reporters, photographers and television cameramen, she said she had found her campaign audiences "warm and friendly and I get excellent vibrations."

But her campaign swings are not all lighthearted fun. Mrs. Ford has a message:

"Rejoice may be an old-fashioned word, but it captures what I hope we feel this year. We should rejoice in our individual freedoms, in our free enterprise system and in our representative government.

"In 1976, let us listen to the good, strong sounds of our country, so that we may be inspired to search and work for an even better America."



Now that's a real ribbon cutting!



Sombrero-adorned Mrs. Ford dances to mariachi music in San Diego

Party Jibes Target of GOP Humor

President Ford joins Republican senators, congressmen, governors and cabinet members who laugh at themselves, their party—and at that other party—in a soon-to-be-published book entitled *Republican Humor*.

The book, edited by Stephen J. Skubik and Hal E. Short, contains hundreds of jokes and yarns, nearly 60 of them contributed by the President.

President Ford tells of one instance a few years back when he shared the same platform with Sen. Hubert Humphrey:

"Hubert was in the second hour—of a five minute talk.

"I couldn't find my program, so I leaned over to the member sitting next to me and asked, 'What follows Sen. Humphrey?' He looked at his watch, then he looked at me and said, 'Christmas!'"

And then there is this one, originally told by Rogers Morton:

"An 89-year-old Virginia Republican, when told by his physician he wasn't long for this world, asked his son to summon the local registrar.

"The registrar came and the old man made his request: to change his party affiliation from Republican to Democrat. The old man's son was horrified.

"You started the Republican party in this town, you've seen it grow from infancy until we're now the majority party in this country. Why, you're Mr. Republican to everyone who knows you! Why on earth would you want to become a Democrat?"

"The old man turned and said: 'Well, son, if somebody has to die, I'd rather it be one of them than one of us.'"

Illinois Republican National Committeeman **Don W. Adams:**

"An epitaph on a tombstone in a small southern Illinois cemetery reads: 'Here lies a Democrat and an honest man.'"

"Our question is: 'How did they get two guys in the same grave?'"

Texas Rep. **Bill Archer** tells one of his favorite stories:

Democrat—"I would like to suggest that we dispense with mud-slinging in this campaign."

Republican—"An excellent suggestion, sir. If you will refrain from telling lies about the Republican party, I will give you my assurance that I will withhold the truth about the Democratic party."

All royalties from the book, which is due for publication this week, will go to the Republican National Committee.

Republican Humor may be ordered by sending a check or money order made out to Acropolis Press to Bruce McBrearty, 310 First St. SE, Washington, D.C. 20003. Postage paid price is \$5.20 with lower rates for bulk orders.



'Great! Another landslide!'

LETTERS TO THE EDITOR

Newsletter Name Rouses Reader

To the Editor:

First, may I say, I am a Ford supporter. I am quite active politically and not a little old lady in "sneakers" looking to complain about something or everything.

The name of your publication, however, "The Inside News," has a devastating psychological effect upon me every time I see it in my box.

Your paper is informative. I would enjoy reading it more, however, if I didn't begin by having negative vibes.

This letter is meant as constructive criticism. I am assuming that if it has the effect on me, it probably will affect others in a like manner.

President Ford has done a great job, and I hope the campaign produces no problem greater than mine.

Good luck!

**Nancy F. Olsen
Dover, Delaware**

(We took your letter to heart, Mrs. Olsen, and have, as you see, changed the name of the publication to the "President Ford News," a title we believe is much more representative of the content of the newsletter. Thank you for your "constructive criticism." Ed.)

To the Editor:

President Ford with his integrity, dedication and intelligence, stands out among all other presidential candidates as the best qualified man to lead our country.

He has gained, during his long and active political career, the experience necessary for the job. When he was selected to be Vice-President, he was accepted by his contemporaries, both Re-

publicans and Democrats, because he had earned their respect for his honesty, fine character and clear thinking.

His effective policies, despite a stumbling-block Congress, have eased our domestic situations and have made strides in our foreign relations.

He is a fighter with principles and the determination to keep America strong.

Let us take advantage of this fine man by keeping him in the highest office in our land.

**Mrs. Gladys C. Nordling
Wareham, Mass.**

To the Editor:

I am a 16-year-old student residing in Forest Hills, N.Y. Recently I began a Students for Ford Committee in my community. The purpose of the committee is to urge the youth in my area to register Republican.

By doing this, we hope that today's youth will play a more important role in politics.

The Students for Ford Committee also hopes to urge many Republicans residing in Forest Hills to vote for President Ford on primary day as well as on general election day.

Our long range goal is to witness the continuation of the restoration of America's greatness under the Gerald Ford Administration.

**Mark A. Young
Forest Hills, N.Y.**

To the Editor:

I'm for Jerry and Betty. Who can resist: two Fords for the price of one (vote).

**C. W. Corkhill
Dearborn Hts., Mich.**

Reagan Speech Called Misleading, Simple, Divisive

Old Prop, Old Script (From The Philadelphia Inquirer)

To get to the White House, Reagan will have to describe not how he would reduce government, but how he would enhance America's spirit and self-confidence.

He won't do it with the simplistic, misleading and divisive rhetoric he unloaded in our living rooms last week.

Desperate Candidate (From The Los Angeles Times)

Ronald Reagan is a desperate man in his quest of the Presidency. He paraded his desperation before a nationwide television audience (March 31) in a 28-minute address ringing with oversimplifications that evoked unhappy memories of the troubled years immediately after World War II.

He then quoted Kissinger as allegedly having said: "The day of the U.S. is past, and today is the day of the Soviet Union. . . . My job as secretary of state is to negotiate the most acceptable second-best position available."

A Kissinger aide denies that the remark was ever made. Certainly nothing in the actions and statements of the secretary of state lend credibility to the accusation that he would settle for secondary status for America.

As a political contender, Reagan has the privilege, and indeed the duty, to point out what he considers the shortcomings of his opponents; that is part of the democratic process. But he also has the duty to do so with responsibility, and that was as lacking in his telecast as were constructive alternatives to the policies he abhors.

The Reagan Show (From The Detroit Free Press)

If Ronald Reagan has convincing evidence that Henry Kissinger now believes the U.S. to be a second-rate power and is formulating foreign policy on such a basis, he should have documented that assertion in his national television speech Wednesday night.

What the former California governor apparently did, in an address that threw every possible punch at President Ford, was merely to repeat convenient hear-say in what was billed as a responsible political appearance. And if that is the case, then Reagan owes somebody an apology—not least of whom is the American voter he has been trying to persuade.

The speech did accomplish some important things, however. It gave the country a fairly vivid indication of the kind of president Reagan would make. It showed he is clearly running a third-party campaign for the presidency, in tone, at least, if not in fact. And it almost certainly foreclosed any chance that President Ford might pick Reagan as his Republican running mate.

Reagan on the Issues (From The Sacramento Bee)

Ronald Reagan's penchant for glossing over the facts to score a political point was exemplified in his nationwide television address.

Primary election campaigns should bring a full and frank discussion of the issues and Reagan did devote his \$100,000 half-hour to some of the leading questions in the presidential race. But in the process he again displayed his knack for oversimplifying problems and solutions.

Reagan cited his welfare cuts while governor and rescuing the state government from fiscal ruin. There was no mention of the sizeable tax increases he required and the doubling of the state budget during his eight-year administration.

Reagan is in his element before the television cameras, but weighing what he said rather than how he said it raises doubts that he really has solutions to the problems facing the nation.

Reagan's Politics of Fright (From The Chicago Daily News)

If the world were the kind of place perceived by Ronald Reagan, it would be a terrific place to live. Despite his victory in North Carolina, Reagan is on the ropes as a candidate for GOP presidential nomination. He is desperate, especially for money, and his TV appeal may bring in enough money to continue his quest for a while. But his message, the politics of fright, offers nothing the American people should buy.

Reagan's Easy Answers (From The Rocky Mountain News)

Without a crystal ball, it is difficult to know if Ronald Reagan's nationwide television address the other night will help in his uphill fight to wrest the GOP nomination from President Ford.

But what is quite clear is that Reagan was neither fair, accurate nor intellectually honest in his sharp attacks on the administration's foreign and domestic policies.

It must be comfortable to go through life with easy answers for difficult dilemmas. Somebody ought to remind Reagan of one of H. L. Mencken's laws: "For every human problem, there is a neat, plain solution—and it is always wrong."

Leaders Appointed in Virginia

Eighteen leading Virginia Republicans have been named to key posts in the state's President Ford Committee campaign structure, organized by Gov. Mills Godwin and by former Rep. Stanford E. Parris, Va. PFC campaign coordinator.

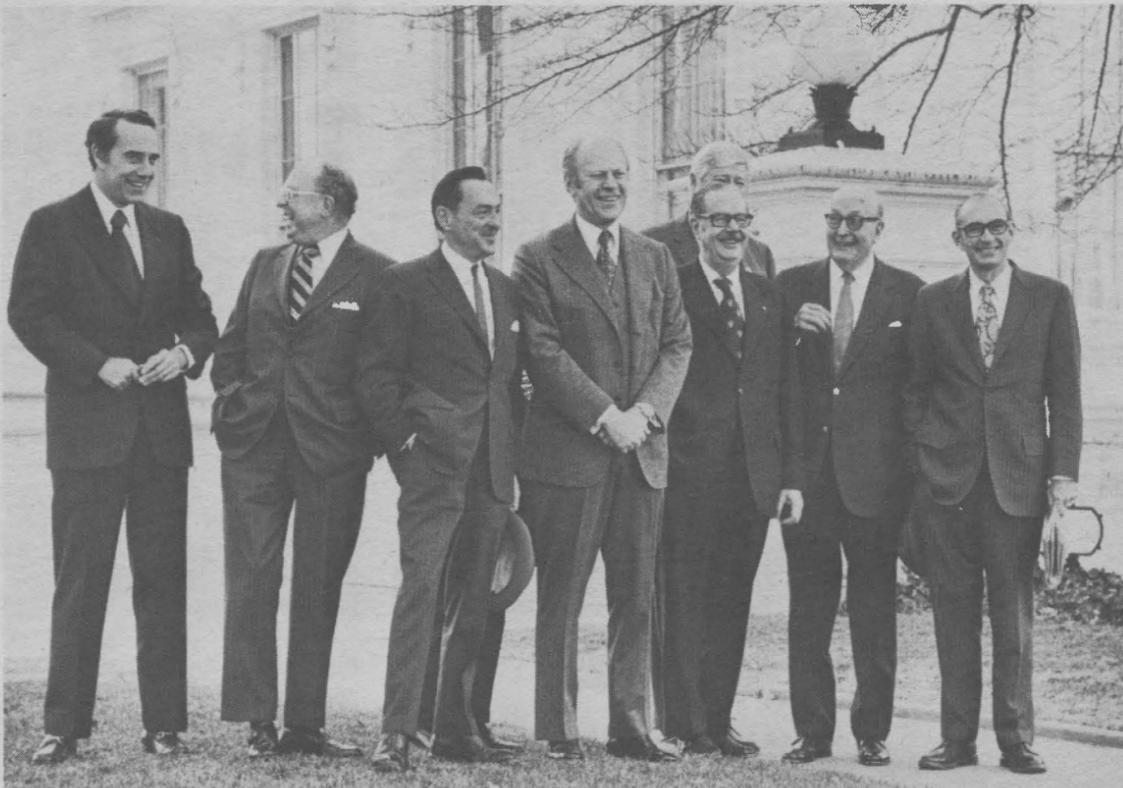
Leading the Virginia bandwagon are PFC advisory board members **Walter Craigie** of Richmond, National Committeewoman **Mrs. Cynthia Newman** of Falls Church, Delegate **James Dillard II** of Fairfax, Sen. **A. Truban** of Woodstock and **Walter Jones** of Hampton.

PFC chairman for Virginia's 1st congressional district is **Miss Martha Daniels** of Hampton, Republican chairman for that city; 2nd congressional district chairmen are **Knox Burchett** of Virginia Beach, Republican district chairman, and **Wayne Lustig**, Norfolk, former Republican district chairman.

PFC co-chairmen for the 3rd district are former Richmond City Chairman **Carl Bain**, Federated Republican Women's representative **Mrs. Rosalie Whitehead** and **Rayford Harris**, a member of the Republican State Central Committee.

In the 6th district: PFC chairman is **David F. Thornton** of Salem; 8th district co-chairmen are Sen. **Wiley Mitchell** of Alexandria, Delegate **Warren Barry** of Springfield and **Carl Guerrerri**, Prince William County Republican chairman.

In the 10th district, PFC chairmen are **Dr. Kenneth Haggerty**, former member of the Arlington County Board of Supervisors, former Virginia First Lady **Mrs. Linwood Holton** of McLean, and former California Congressman **Robert B. Mathias**, now of Falls Church.



WARM RECEPTION: President Ford received the hearty endorsement of eleven Republican National Chairmen whose terms span three decades. From left to right: Sen. Bob Dole, Meade Alcorn, Bill Miller, the President, Sen. Hugh Scott, Rogers C. B. Morton, Leonard Hall and Dean Burch. Seven are shown here on the White House lawn; the others were unable to attend.

RNC Chairmen Back Ford

Eleven former Republican National Committee chairmen whose terms span President Ford's entire tenure in public office, have unanimously endorsed the President's bid for the GOP nomination and election to a full term in office.

"We couldn't be more proud to support this man, and his performance during 19 months as President we believe merits his election and nomination," said former RNC chairmen **Bill Miller**, spokesman for the group.

Eight of the former chairmen had breakfast with the President at the White House recently and met with the press immediately afterward to announce their endorsement.

"We represent a broad cross section of Republican thinking," Miller said. "We come from all sections of the country, we represent over three decades of Republican leadership, and we are supporting President Ford all the way."

Former RNC chairman endorsing the President include (in reverse order of service): Sen. **Robert Dole** of Kansas (1971-73); President Ford Committee Campaign Chairman **Rogers C. B. Morton** (1969-71); Ohio Republican **Ray Bliss** (1965-69); former Federal Communications Commission chairman and presidential adviser **Dean Burch** (1964-65); and 1964 vice-presidential nominee **Bill Miller** (1961-64).

Also, former Kentucky Sen. **Thruston Morton** (1959-61); Hartford, Conn., attorney **Meade Alcorn** (1957-59); former New York Rep. **Leonard Hall** (1953-57); New Jersey attorney **Guy Gabrielson** (1949-

52); Senate Minority Leader **Hugh Scott** (1948-49); and former Attorney General **Herbert Brownell Jr.** (1944-46).

Four of the former RNC chairmen are members of the President Ford Committee advisory council — **Bliss**, **Dole**, **Burch**, and **Scott**.

The current chairman of the Republican National Committee, **Mary Louise Smith**, joined the group at breakfast with the President.

Delegates—

(Cont. from Page 1)

on their own in that state, however.

There will be 15 primary elections during the month of May and 500 delegates will be selected. There also will be five state conventions, to choose more than 100 delegates.

"With the strength the President already has, and the delegates he will pick up during May, he can well expect to go into the last day of primaries June 8 with enough delegates to virtually lock up the nomination," Spencer said.

Connecticut Youth Rally for President

The Republican club at Connecticut College has been busy campaigning for President Ford throughout the New England area. The organization, which announced its support for Mr. Ford prior to the New Hampshire primary, traveled to Massachusetts and worked at the PFC headquarters the weekend before that state's elections.

Bruce E. Collin, President of the New London based group, said, "We will continue to aid President Ford in whatever way we can to ensure his election in November."

Ford Gets Boost From Ohio Farmers

The President Ford campaign in Ohio received a significant boost when the Ohio Farm Bureau Federation presented the President with a commendation in support of the Administration's farm policies.

A 120-member delegation from the Ohio Farm Bureau met with President Ford in the Rose Garden recently to present the commendation. The delegation included 71 of the 88 Ohio county Farm Bureau presidents and was led by **C. William Swank**, executive vice president of the Federation.

The commendation praised the President for stabilizing the economy and keeping the nation from economic disaster.

According to Swank, "The farmers of Ohio are in basic support of President Ford's farm policies."

Farm support will be particularly important to the President Ford Committee in Ohio since the June 8 primary battle will be waged in only 15 of the state's 23 congressional districts, many of which are predominantly rural. There will be no state-wide contest in the Buckeye State.

52 Elected

The President is assured of at least 52 delegate votes from Ohio since the 28-person at-large slate and eight of the delegate slates are unopposed. Only 45 of the 97 delegate seats are being contested in the primary.

Keith McNamara, chairman, PFC-Ohio, and Ohio Republican Chairman **Kent McGough** met with Mr. Ford March 18 to secure the President's signature on candidate consent forms, as required by the Ohio Constitution.

The 97-person Ohio delegation pledged to President Ford will be led by Governor **James A. Rhodes** and includes a veritable who's who of Ohio's Republican leadership.

The delegation will include former U.S. Senator, Ohio Governor and Vice Presidential Candidate **John W. Bricker** and former Rep. **Francis P. Bolton**, both of whom are honorary chairpersons of the PFC-Ohio.

Youngest Delegates

Ohio's delegation also will include possibly the youngest delegate-alternate team in the nation. The President Ford delegate is **William R. Rietz** of Delaware, Ohio, who turned 18 last January 18. His alternate will be **Margaret Jean Michel** of Marysville who will become 18 and eligible to vote on May 8. Rietz is president of the Ohio Teen Age Republicans and **Miss Michel** is state secretary of the TARs.

The President Ford delegation is composed of 50 percent women.



President Ford visits a Midwestern farm, promises to "help keep family farms in the family"



ELECTION NIGHT FUN: Treasury Sec. William Simon (center) dropped by PFC headquarters in Washington to join the election watch. He chats with Dennis Howe (left), administrative assistant to U.S. Sen. Pete V. Domenici, and with PFC deputy political director Skip Watts (right). Rogers Morton and Jack Stiles chat in background. (PFC Photo by James R. French)

New PFC Chief Tours Five States

President Ford's newly appointed campaign chairman Rogers C. B. Morton launched his first week on the job with a whirlwind campaign tour of five Western states.

Beginning the tour in California, Morton officially opened the President Ford Committee headquarters in the Bay Area community of Santa Clara and attended several campaign functions in San Jose before heading for Arizona.

News conferences, receptions, fund raising luncheons and dinners as well as meetings with local PFC workers filled up Morton's schedule in New Mexico, Texas and Colorado.

Morton took over as the new campaign chief April 2, two days after former chairman Bo Callaway officially resigned as campaign chairman.

President Ford said, in accepting Callaway's resignation,

"The campaign has developed the momentum which will carry us through to nomination in August and election in November."

"It has above all been the open and honest campaign which I wanted and which the nation deserves."

Morton's long-time associate Roy Hughes also is joining the campaign staff as deputy chairman for administration. Kent Kahle will come on board as assistant to the chairman.

Robert Marik, who had held that post, is returning to the private sector as is former assistant to the chairman Mimi Austin.

Morton, who resigned his post as presidential counselor to accept the campaign post, formerly has served as Secretary of Interior and Commerce, as a congressman from Maryland and as chairman of the Republican National Committee.

PFC Popular Capital Spot

The fun and excitement of election night gatherings at the President Ford Committee national headquarters are no secret around Washington.

Perhaps it is color of oranges being tossed between campaign aides and White House staffers to celebrate the Florida victory, or perhaps the enticement of a home baked ham brought in to tide over workers during the long election nights.

And no doubt there is the ever-present expectation that the President of the United States just might stop by to celebrate his most recent victory.

But whatever the reason, President Ford's campaign headquarters has become the place to be on election nights in Washington as evidenced by the increasing number of reporters who show up each Tuesday to track the latest primary results.

Reporters mingle freely with

campaign committee aides, White House staffers, congressmen, governors and volunteers throughout the PFC offices.

The election night gatherings, coupled with the general day-to-day operation of the headquarters, have gained the PFC the reputation for openness and candor that baffles some—but pleases most.

Witness a recent *New York Times* article by White House correspondent James M. Naughton:

"The 1976 Ford campaigners have thrown open the doors of their headquarters on the nights of each primary so far, giving the press an unobstructed view of cabinet officers, Presidential aides and political strategists tracking the outcome.

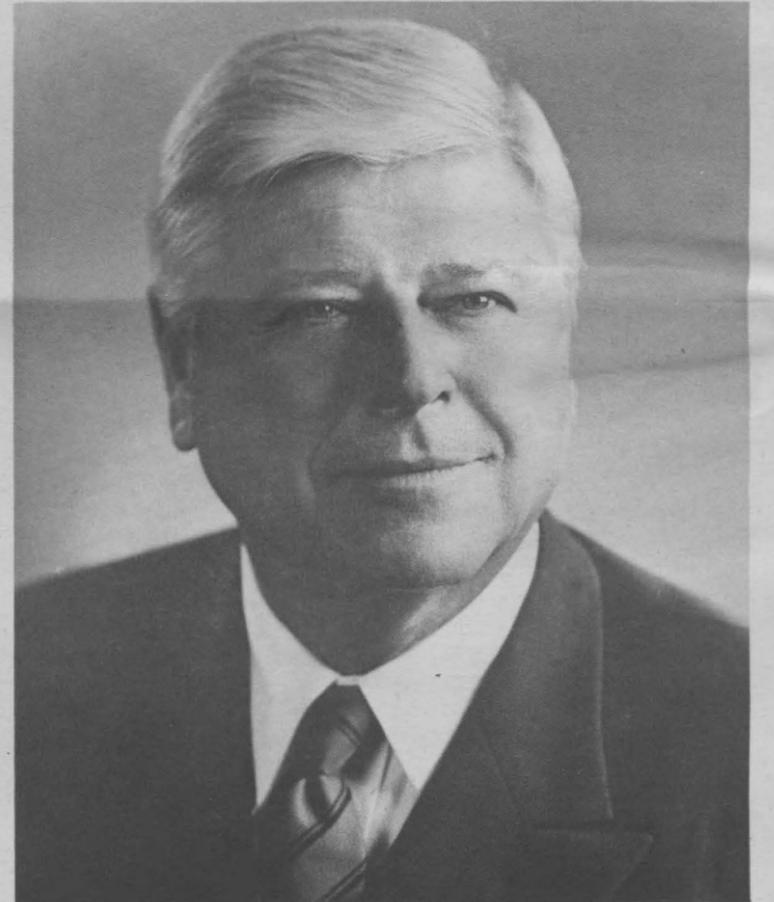
"Last Tuesday night, for instance, a dozen reporters crammed into the private office

of Stuart Spencer to overhear his conversations with Richard B. Cheney, the White House Chief of Staff, and Rogers C. B. Morton."

What the reporters see and hear isn't always cheerful. "On the night of Feb. 24," Naughton writes, "reporters could detect the almost palpable nervousness of Ford campaign aides as the President trailed Mr. Reagan until after midnight in the tallying of New Hampshire primary ballots.

"But the decision to allow that much access to Mr. Ford's headquarters was deliberate," said PFC Press Secretary Peter Kaye, adding that "it helps to have a President who's open."

First time visitors to the headquarters are themselves surprised to find no clearances required, no guards posted at the doors and free access to all who would enter.



Newly appointed PFC campaign chairman Rogers Morton

People Are Talking . . . The Ford Campaign Is Listening

"It seems likely our next President will be our present President."—**Columnist Garry Wills.**

"President Ford now has a clear inside track to the GOP nomination, and, amid an improving economic outlook, an increased chance of winning the November presidential election."—**The Baltimore Sun.**

"President Ford is scoring impressive gains in his contest with former California Gov. Ronald Reagan for the GOP presidential nomination among conservatives, rural Republi-

cans, professional people, Southerners, and Westerners . . . The majority of voters believe the President is best able to handle federal spending, and Ford has a decisive advantage in confidence among voters in his ability to conduct foreign policy. The roughly two-to-one edge Ford holds over (Ronald) Reagan on the foreign policy issue has been evident ever since the Harris Survey first began comparing the two men."—**The March Harris Survey.**

"Mr. Ford has emerged as a tested politician of national scope."—**The Baltimore Sun.**

"President Ford would be harder to beat than some Democrats believe." — **Democratic presidential aspirant Jimmy Carter.**

"Gerald Ford projects that basic idealism that the American people admire. He's a man of integrity, and he's a man who has been open in the conduct of his Administration. He represents, I think, some of the small town, or medium size virtues of middle America that are appealing to most Americans." Illinois Rep. John Anderson interviewed on ABC's **AM America.**

"Personal trust in President Ford remains high."—**Chicago Tribune.**

"The image of Gerald Ford as an honest and hard-working man, and as the incumbent President, has inspired Republicans to vote for him . . . Ford's campaigns have prevailed because they were good campaigns—well run, well financed and energetic."—**Chicago Tribune.**

"President Ford is gaining sureness in office, is a man of nobler instincts than many in his party's right wing and is more experienced in national is-

suces than former California Gov. Reagan."—**Chicago Sun-Times.**

An ABC news analysis poll shows Ronald Reagan did poorly in the March primaries because "his is seen as an extremist by some voters. President Ford, however, is seen as a winner in the November presidential election."—**NBC News.**

"Ronald Reagan hasn't the chance of a snowball in hell of ever sitting in the White House." — **Manchester (N.H.) Union-Leader.**

For release: IMMEDIATELY, MAY 27, 1976

Contact: Peter Kaye (202) 457-6430

President Ford today named veteran Republican political organizer Elly M. Peterson as a deputy chairman of his campaign committee, charged with organizing special voter groups.

"I have asked Elly Peterson, who has valuable experience in motivating these special voter groups, to take charge of this important aspect of my campaign," President Ford said.

The President made the appointment on the recommendation of his campaign chairman Rogers C.B. Morton who worked with Mrs. Peterson while he was chairman of the Republican National Committee from 1969-71.

A resident of Charlotte, Mich., Mrs. Peterson met with President Ford and Morton today at the White House to officially accept the new post.

She has served two terms as assistant chairman of the Republican National Committee (1963-64, 1969-70) where she initiated the Action Now program aimed at involving special voter groups in party politics.

She also was the first woman to be named state chairman of a political party, serving in that office in Michigan from 1965-69. Mrs. Peterson was Michigan's Republican nominee for the U.S. Senate in 1964.

Currently, she is serving as volunteer co-chair of ERAmerica composed of 120 groups throughout the United States promoting adoption of the Equal Right Amendment.



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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

July 10, 1975

MEMORANDUM FOR THE PRESS OFFICE STAFF

FROM:

RON NESSEN *RHN*

I want to emphasize it is essential that no one in this office become involved in any way in President Ford's campaign committee activities. That means no phone calls, no use of White House stationery or other materials, and no other diversion of press office resources or time for campaign committee activities.



THE WHITE HOUSE

WASHINGTON

July 19, 1976

MEMORANDUM FOR

THE CABINET

SUBJECT: Guidelines in Connection with
the 1976 Election Campaign

On January 7, 1976, I sent members of the Cabinet and others a memorandum on the same subject. The President has asked me to reaffirm the guidance provided by that memorandum and to review guidelines which should be applied with regard to delegates (and alternates) to the Republican National Convention and in regard to your attendance at the Convention.

First, every opportunity may be afforded the delegates to become fully acquainted with this Administration's record and the President's opinion and policies on issues of concern to them. However, no official action or position on any matter by anyone in the Administration shall be, directly or indirectly, offered, promised or provided as consideration, favor or reward for the support of any delegate to benefit the President's candidacy.

In the event a delegate has an interest in the outcome of a pending or prospective procedure for employment, contract, grant, or benefit from the Federal Government, no intervention with those officials who are responsible for determining such action shall be made by anyone on behalf of the President to control or affect the results of that procedure as a means to influence the votes or activities of the delegate. This restriction is not intended to preclude normal requests, inquiries and reports regarding the status of pending procedures, but these should be handled in the same manner as they would for any other concerned citizen and without affecting the results of the procedures.

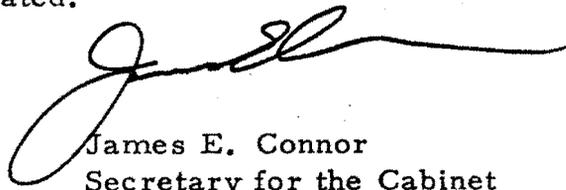


Second, delegates may be informed of the many reasons why nomination and election of the President is in the best interests of the nation, but no direct or indirect offer or promise shall be made to delegates that an appointment to office or other benefit can be obtained from the Federal Government for any particular person, as a consequence of the votes or activities of such delegates to the Convention.

Finally, in connection with the attendance of various members of the Cabinet at the 1976 Republican National Convention, care must be taken to assure that appropriated funds are not used to conduct or support political activities on behalf of a candidate or a political party. While some of you may require that members of your staff accompany you to the Convention to assist you in carrying out your official duties, the use of such personnel must be strictly so limited. Moreover, due to obvious questions of appearance and the limited availability of hotel accommodations in Kansas City, it is requested that you plan to take not more than one such staff member with you, exclusive of authorized security personnel. It should again be noted that, in the case of staff members who are subject to the Hatch Act, they are, of course, prohibited by law from participating or engaging in any political campaign activity.

Rogers Morton has designated Stanton Anderson to coordinate Convention activities for the President Ford Committee. Any questions in this regard should be directed to Stan at 457-6470.

Your assistance is appreciated.



James E. Connor
Secretary for the Cabinet



THE WHITE HOUSE

WASHINGTON

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On January 7, 1976, I sent members of the Cabinet and others a memorandum on the same subject. The President has asked me to reaffirm the guidance provided by that memorandum and to review guidelines which should be applied with regard to delegates (and alternates) to the Republican National Convention and in regard to your attendance at the Convention.

First, every opportunity may be afforded the delegates to become fully acquainted with this Administration's record and the President's opinion and policies on issues of concern to them. However, no official action or position on any matter by anyone in the Administration shall be, directly or indirectly, offered, promised or provided as consideration, favor or reward for the support of any delegate to benefit the President's candidacy.

In the event a delegate has an interest in the outcome of a pending or prospective procedure for employment, contract, grant, or benefit from the Federal Government, no intervention with those officials who are responsible for determining such action shall be made by anyone on behalf of the President to control or affect the results of that procedure as a means to influence the votes or activities of the delegate. This restriction is not intended to preclude normal requests, inquiries and reports regarding the status of pending procedures, but these should be handled in the same manner as they would for any other concerned citizen and without affecting the results of the procedures.

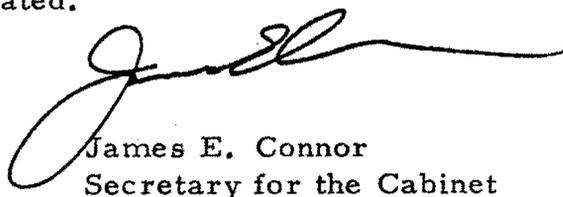


Second, delegates may be informed of the many reasons why nomination and election of the President is in the best interests of the nation, but no direct or indirect offer or promise shall be made to delegates that an appointment to office or other benefit can be obtained from the Federal Government for any particular person, as a consequence of the votes or activities of such delegates to the Convention.

Finally, in connection with the attendance of various members of the Cabinet at the 1976 Republican National Convention, care must be taken to assure that appropriated funds are not used to conduct or support political activities on behalf of a candidate or a political party. While some of you may require that members of your staff accompany you to the Convention to assist you in carrying out your official duties, the use of such personnel must be strictly so limited. Moreover, due to obvious questions of appearance and the limited availability of hotel accommodations in Kansas City, it is requested that you plan to take not more than one such staff member with you, exclusive of authorized security personnel. It should again be noted that, in the case of staff members who are subject to the Hatch Act, they are, of course, prohibited by law from participating or engaging in any political campaign activity.

Rogers Morton has designated Stanton Anderson to coordinate Convention activities for the President Ford Committee. Any questions in this regard should be directed to Stan at 457-6470.

Your assistance is appreciated.


James E. Connor
Secretary for the Cabinet



5112 Baltimore Avenue
Washington, D. C. 20036

July 27, 1976

Dear Carolyn:

I am happy to enclose the applications and check for Joseph Cicerelli and Gregory Carpenter who are willing to serve as Presidentials for the President Ford Committee.

Sincerely,

Ron Nessen

Ms. Carolyn Booth
National Youth Director
1828 L Street, N. W.
Washington, D. C. 20036

Encls.

RN/mcb



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

July 15, 1976

The Honorable Ronald H. Nessen
5112 Baltimore Avenue
Washington, D.C. 20016

Dear Ron:

In the recent months, as the primaries have been held across the Nation, the President has consistently received a large measure of support from young Americans who are participating in the election of our Nation's highest office holder for the first or second time. This support has been demonstrated not only in voting statistics and polling data, but in the active participation of these voters in PFC telephone banks, voter identification drives and other volunteer activities.

The contagious enthusiasm of the Ford Youth and the importance of their activities in securing the nomination and winning the general election, have prompted us to insure a major role for them at the National Convention. This Youth Convention Program will help fulfill manpower service requirements in Kansas City and subsequently provide a nucleus of trained volunteer workers for the general election.

I hope you will extend an invitation to young people you know between the ages of 17 and 24 to participate on the President's behalf in the Convention. Please ask anyone interested to send in the attached application to Carolyn Booth, our National Youth Director here in Washington. Enclosed you will find a fact sheet on the convention plan, transportation and the cost of the program. The continued involvement of young people on behalf of the President is key to our success. Your assistance in further developing it is much appreciated.

Sincerely,



ROGERS C. B. MORTON
Chairman



Enclosure

President Ford Committee

PRESIDENT FORD COMMITTEE CONVENTION RESERVATION FORM

Name: _____

Address: _____

Phone #: (o) _____

(h) _____

Place of Birth: _____

Date of Birth: _____

Social Security #: _____

Skills: _____

Signature: _____

Date: _____

Presidentials

Carolyn Booth, National Youth Director

1828 L Street, N.W.

Suite 1002

Washington, D.C. 20036

(202) 457-1933

August 15 to August 20

Cost: \$130.00 which includes housing,
meals, local transportation,
special events and seminars.

(Transportation to and from Kansas
City is not included in this price.)

Make your checks payable to: The Presidentials

OFFICE USE ONLY

T _____

S _____

D _____

Housing _____

00010





For the time of your life join the Presidentials in Kansas City.

Young people, 17-24 years of age, are being asked to participate in the Presidentials - a special President Ford Committee Youth Program - to play a key role in the Republican National Convention. In order to minimize cost, the Presidentials program has arranged for a six day and five night package from August 15-20 that will include housing in college dormitories, three meals a day, all local transportation, and numerous special events for a cost of \$130.00. (The package does not include transportation to and from Kansas City.)

The Presidentials will serve as a volunteer effort;

- to fulfill various convention job assignments
- to meet and greet delegates, other VIPs and top Administration Officials
- to have an opportunity to view the convention sessions

In addition, there will be special workshops and training sessions on strategies and campaign techniques in preparation for the general campaign. Workshop topics will include:

- recruitment of campaign volunteers
- operation of telephone centers
- door-to-door voter canvassing
- general campaign themes

Among the special events planned are the President's arrival in Kansas City, a campaign reception, an old-fashioned political rally, and a dance.

For the time of your life, BE A PRESIDENTIAL.

Make your checks payable to: The Presidentials and send them as soon as possible with the reservation form to: Carolyn Booth, The Presidentials, PFC, 10th Floor, 1828 L Street, N.W., Washington, D.C. 20036. If you have any questions call: 202/457-1933.



Presidentials

Young People for President Ford '76

1828 L STREET, N.W., WASHINGTON, D.C. 20036 (202) 457-6400

PRESIDENT FORD COMMITTEE

[Sept. 1976?]

Organization

Chairman -- James A. Baker III

Deputy Chairman (Political Operations) -- Stuart Spencer

Deputy Chairman (Communications) -- William Greener

Deputy Chairman (Administration) -- Royston Hughes

Deputy Chairman (Research) -- Robert Teeter

Deputy Co-Chairman, Campaign '76 (Advertising) -- John Deardourff and
Douglas Bailey



[Sept. 1976]

PARTICIPANTS

Michigan Governor William Milliken ✓
Michigan GOP State Chairman William F. McLaughlin ✓
Secretary of Commerce Elliot Richardson ✓
Illinois United States Senator Charles H. ~~Boyer~~ ✓
Illinois Congressman John B. Anderson ✓
New York United States Senator Jacob K. Javits ✓
New York Congressman Barber B. Conable ✓
New York GOP State Chairman Richard M. Rosenbaum ✓
~~Wisconsin Congressman Sam Steiger~~ *Wm A. Steiger* ✓
Oregon United States Senator Bob Packwood ✓
Maryland United States Senator Charles McC. Mathias, Jr. ✓
~~Minnesota Congressman Bill Frenzel~~ ✓
Ohio GOP State Chairman Kent B. McGough ✓
Secretary of the Department of Transportation William Coleman ✓
Pennsylvania National Committeewoman Elsie Hillman ✓
Secretary of Housing and Urban Development Carla A. Hills ✓
Connecticut GOP State Chairman Frederick K. Biebel ✓
Indiana GOP State Chairman Thomas S. Milligan ✓
Pennsylvania Former Governor Ray Shafer ✓

Dupont

White House Staff

Dick Cheney
Jim Field

President Ford Committee Staff

Jim Baker



[Sept. 1976?]

PROPOSED TELEGRAM FOR THE MODERATE REPUBLICAN MEETING.

President Ford ~~has agreed to meet~~ ^{will be meeting} on Thursday at 5:00 p.m. in the White House with a group of Republican leaders ^{concerned} ~~concerned~~ about how best ^{to demonstrate} ~~to attract the~~ maximum support for the national Republican ticket. We will discuss campaign themes, opportunities for additional Presidential initiatives, and ways we can best help assure broad-based support.

We hope you can attend the meeting as well as a 3:30 p.m. preliminary meeting of the group at the Hay-Adams Hotel.

Please advise George Weeks at (517) 373-3440 if you can attend.

BILL MILLIKEN
ELLIOT RICHARDSON
JOHN ANDERSON

*Changes O.K.
Phoned to Weeks*

(First sentence could read: "President Ford will meet"
or "President Ford has invited us to meet....."; or "We have
arranged for President Ford to meet...."



THE EXECUTIVE OFFICE
LANSING, MICHIGAN

September 21, 1976

Dear Jim:

Enclosed is a copy of the draft statement of purpose that our dinner group discussed. A number of us are discussing possible revisions and additions. I will send you a copy of the final statement.

Warm personal regards.

Sincerely,



Governor

Mr. Jim Baker
President Ford Committee
1828 L Street NW
Washington, D. C. 20036



STATEMENT OF PURPOSE

The basic purpose of the group would be to help assure that all elements of the party are mobilized on behalf of the President, and to help in efforts to assure that the campaign has a broad-based appeal. Specifically, the group would help assure that all Republicans have an opportunity to be fully supportive of the President, and to assure that their views are effectively articulated and communicated within the Administration, the Party, and the Country.

Purposes of initial meeting:

- Identify those who should be invited to participate.
- Determine what coordinating mechanism should be established.
- Identify specific ways the members can be helpful.
- Seek ways the group can have an input on issues; a useful role in the campaign; and a strategy that would complement the President's.

John Andrews 9/27
FyI
JAB



September 20

Called in by Kent McGough

STATEMENT OF PURPOSE

The basic purpose of the group would be to help assure that all elements of the Party are mobilized on behalf of the President, and to help in efforts to assure that the campaign has a broad-based appeal. Specifically, the group would help assure that all Republicans have an opportunity to be fully supportive of the President and to assure that their views are effectively articulated and communicated within the Administration, the Party, and the country.



Cross - Indian Creek Men's Club

Sea View Hotel

Miami Beach

Mondak, O'Neil,

A.A.A.

Duane Brothers Co. Plant

Arthur Daniels Co.

STATEMENT OF PURPOSE

The basic purpose of the group would be to help assure that all elements of the Party are mobilized on behalf of the President, and to help in efforts to assure that the campaign has a broad-based appeal. Specifically, the group would help assure that all Republicans have an opportunity to be fully supportive of the President and to assure that their views are effectively articulated and communicated within the Administration, the Party, and the country.

September 20
Called in by Kent McLaughlin

President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

FOR IMMEDIATE RELEASE

September 3, 1976

Media Contact: Bill Greener (202) 457-1955
Pete Teeley (202) 457-1957
Mark Rosenker (202) 457-1957

76-7

Appointment of James H. Lake, who was Governor Ronald Reagan's press secretary during the primary campaign, as co-director of the Farmers for Ford campaign was announced today by James A. Baker, chairman of the President Ford Committee.

Lake, a former Deputy Assistant Secretary of Agriculture, will work with Richard Lyng, whose appointment as Director of the drive to organize the support of agriculture for President Ford's election was announced August 31.

Mr. Lake, 39, who has a Government relations consulting firm in Washington, was Deputy Assistant Secretary of Agriculture in 1973-74.

Mr. Lyng, who himself was an Assistant Secretary of Agriculture from 1969 to 1973, said he was "extremely pleased that a man of Mr. Lake's wide experience is joining the agricultural effort of the President Ford campaign." He described Mr. Lake's acceptance of the appointment as "a further indication of the party unity that has developed since the primary campaign."

Mr. Lake joined the Reagan campaign in July 1975, as director of field operations for the Northeast region and became Reagan's press secretary in February 1976.

Mr. Lake served in 1974-1975 as Deputy Director/Finance, and Director of the Washington Office of the State of California. He

(more)

previously was Administrative Assistant to former Representative Robert Mathias.

Before coming to Washington, he was in private business in Delano, California.

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TRANSCRIPT

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CBS NEWS
2020 M Street, N. W.
Washington, D. C. 20036

FACE THE NATION

as broadcast over the
CBS Television Network
and the
CBS Radio Network

Sunday, September 12, 1976 -- 11:30 AM - 12:00 Noon, EDT

Origination: Washington, D. C.

GUEST: JAMES A. BAKER III
Chairman, President Ford Committee

REPORTERS:

George Herman, CBS News

Fred Barnes, The Washington Star

Robert Pierpoint, CBS News

Producer: Mary O. Yates

Associate Producer: Joan Barone

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HERMAN: Mr. Baker, President Ford campaigned vigorously around the country when he was looking for convention votes to win in Kansas City. Now he's staying pretty much in the White House, being, as he said the other day, one hundred per cent presidential when he's campaigning or seeking national votes. I'm curious about the difference between the two techniques. Is it because of the near failure of his attempt to get convention votes, or is it because--just to campaign in a different way for popular votes than you do for Republican convention votes?

MR. BAKER: George, I think it's probably more likely the latter, although this was a conscious decision that we made in Vail, due primarily to two reasons. Number one, we're campaigning this year in terms of the general election effort under a brand new federal campaign law which severely restricts and limits the amount of money you can spend in the general election. Therefore, if you're going to cut back on your effort, it makes sense, it seems to me, to cut back at the beginning of the campaign rather than toward the end, closer to election day.

Secondly, of course, the President does have the job and responsibility of being President of the United States. He's not free to travel about the country to the same degree and same extent that candidate Carter can.

ANNOUNCER: From CBS News Washington, a spontaneous and unrehearsed news interview on FACE THE NATION, with James A. Baker III, Chairman of the President Ford Committee. Mr. Baker will be questioned by CBS News White House Correspondent Robert Pierpoint; by Fred Barnes, White House Correspondent for the Washington Star; and by CBS News Correspondent George Herman.

HERMAN: Mr. Baker, your first answer sort of divided itself into

two paragraphs, fairly enough, and one was the question of saving money, at least in the beginning of the campaign, and the other was the difference between looking for convention delegates. I don't know which to start with, but money sounds like a good beginning though. If you're going to save money--are you arguing, in fact, that this is largely to save money, that you can campaign more cheaply from the White House, and that this will in fact change at some specified time in the future, when you will have to start going out?

MR. BAKER: No, what I'm saying, George, is that cost is a factor, or was a factor in the decision. We have to cut back in all areas this year. We're limited, as they are, to 21.8 million dollars in expenditures. We've got to cut back in the area of media; we've got to cut back in the area of state organization; and we've got to cut back in the area of presidential and vice presidential travel. Then too, of course, it costs us--it costs us more to travel than it costs candidate Carter to travel.

BARNES: Mr. Baker, you've done some extensive voter surveys in a number of states recently. Have you gotten any evidence from those surveys to show that the President's stay-at-home stance is working? And if there is any evidence, what is that evidence?

MR. BAKER: Well, Fred, we have not been out there polling to determine whether or not this first week of the campaign has been successful or not. We happen to believe it has been, but that has not been the subject of our polling. We've been out there for two and a half to three weeks now on voter preference polling in 18 states. We have received all but about eight of those polls back--six to eight--and we have been quite pleasantly surprised with the results in many instances.



That's not to say that we haven't been disappointed in one or two instances.

PIERPOINT: Could you be a little more specific? What instances have pleasantly surprised you? Are you speaking of states, for example, where Mr. Ford is closer than you expected, or--?

MR. BAKER: Yes, that's right. We have been very pleased with the strength that we are seeing in the south, Bob, and I would specifically mention in that regard the state of Mississippi. We have been pleased with the polling results from some of the swing states that we enumerated for you in Vail--the ten major electoral vote states.

PIERPOINT: You mean, like Pennsylvania, New York--

MR. BAKER: Such as Pennsylvania, New York, New Jersey. We've been very pleased with the results in Pennsylvania and New Jersey; and of course, you're aware of the New York result, which showed us only four points behind in the state of New York.

PIERPOINT: Now what you're saying is not that President Ford is leading in any of these states, but that he's not trailing as much as he was originally--is that it?

MR. BAKER: Well, I'm saying that in part. I'm not saying that he's not leading in some of them, because according to our polls, he is leading in some of them.

PIERPOINT: Where is that?

MR. BAKER: Well, I would not like to get into a specific state-by-state, number-by-number discussion with you. We have decided as a policy matter that the results of our poll should not be made public. They're clearly valuable to us. We think that they would be likewise valuable to the opposition. So--



HERMAN: Are these mainly in southern states or very largely in southern states?

MR. BAKER: Well, excuse me for one minute. I'm perfectly willing to talk with you in--generally with respect to our polling results, but I really--unless and until that policy is changed, I'd like to restrict it to that. Excuse me, George.

HERMAN: It seems to me I read or heard or somebody told me that these polls were largely in southern states.

MR. BAKER: No, we have been polling in the following southern states--Texas, Mississippi, North Carolina; we are going to poll in Louisiana. We have also polled in Florida, and we have also polled in Virginia.

BARNES: Which were the states where you got disappointing results?

MR. BAKER: Well, that gets right back, really, Fred, pretty much to what Bob had asked, although I think I can say that we were not as pleased as we should be with our results, say, from the state of Tennessee. We were not as pleased as we could have been with our results from the state of Wisconsin. I hasten to point out that these are preliminary polls. This doesn't mean just because we get a poll that is a little disappointing to us that we are going to write any state off, or that we're going to write any region off. Nor does it mean if we get a poll that is very pleasing to us that we will necessarily make that much greater an effort with respect to that state.

HERMAN: Well, nobody is suggesting here at this moment that you write anybody off or any area off or any state off. But it frequently happens, especially, as you point out, under the restrictions that you have-- you can only spend a certain amount of money -- that you budget

more money for certain areas than for others. Are--your predecessor suggested that you might write off the cotton south. You say you're not writing off anybody. But will you perhaps be spending less money in some areas of the cotton south than you might otherwise if you thought you had a really good chance?

MR. BAKER: Well, I think what these polls show us is that we're going to be spending a significant amount of money in the south. We clearly have to make some determinations with respect to where you spend that money, as you indicated. I can give you the names of ten states that we have identified, as long as two weeks ago--and I've made these public before--as key or swing states, and we will be making a major effort in the states of California, Texas, Florida, New York, New Jersey, Pennsylvania, Illinois, Michigan, Wisconsin, Ohio--

PIERPOINT: Mr. Baker, is President Ford leading in any of those states or in any of the 50 states?

MR. BAKER: Yes, indeed, he's leading in quite a number of the 50 states. He's leading in a dozen to 14 states which are--now according to our polls, Bob--

PIERPOINT: Right.

MR. BAKER: --he's leading in a dozen to 14 states which are-- which we might characterize as traditional Republican states, in the midwest and in the far west, and he's leading in some of those states that I have enumerated.

HERMAN: Well, let me go back to this line that I thought I heard in your opening answer. The President said the other day in the news conference--and I quote him more or less in brackets--we have a campaign strategy that has been thoroughly worked out and definitely determined.

There was some other copy in the middle there, but that was the gist of the part of it that I was interested in. And you made some reference to the fact that later on you might spend more of this travel money. Is there sort of a break point where, say, in late October or November you may suddenly change, the President may come out of the White House and start traveling to these key states?

MR. BAKER: We've already said that the President will do much more traveling in October than he will do in September. And that is a part of our strategy, and as to the other part of your question, we do think it important to retain a certain degree of flexibility in connection with our expenditures and in connection with the focus of our effort on a state-by-state basis.

BARNES: We know he's going to Michigan on Wednesday for a campaign appearance. Where else will he campaign in September -- what other states?

MR. BAKER: Well, those decisions have--there are some preliminary decisions, Fred, but they have not been announced, and they will be announced at the appropriate time.

HERMAN: Governor Reagan's aides said that he would be glad to campaign for the President if given an assignment. Is that in the works now? Have you come up with an assignment for Mr. Reagan?

MR. BAKER: Well, it's not so much an assignment for Mr. Reagan. We--the President has asked him to campaign and he has agreed to campaign. There's presently activity going on which you'll be seeing soon.

PIERPOINT: What about the--some of the Reaganites who have declined so far to unify? That is--I'm thinking of some of the officials in Texas, for instance, your own home state, where Governor Connally

has tried to get some of the Reaganites to cooperate, but I understand that they are not going to go out doorbell-ringing for Mr. Ford, at least not yet. The same is true in California of some of the Reagan supporters. What degree of unity have you managed to forge?

MR. BAKER: I think that we have--we're well pleased, Bob, with the degree of unity that we've been able to forge after a long and hard fought primary battle. I would really question your conclusion that there's not going to be a major effort by the Reagan forces in Texas. I know from my personal discussions with many of them that they're going to support the ticket, particularly the leadership. And I would--there's a--the new National Committeewoman, the new National Committeeman, the Chairman of the Texas delegation--all, I believe, will affirmatively support the ticket. They're interested in the election of a Republican President. I think I could point--had I the time--point state-by-state for you, and show you that the Reagan leadership is coming on board almost without exception. We've had excellent results in California.

PIERPOINT: But I'm really speaking not so much of the leadership as the rank-and-file--that is, the people--and I think you yourself told us in Vail, you've got to get the people out there working in the precincts, at the precinct level, and some of the Reagan people have said they just were not going to do that initially. Now have they changed?

MR. BAKER: Well, I think there's going to be--there may be a few isolated instances where that's the case, but the overwhelming majority of them, I think, will follow their leadership in campaigning for the ticket.

HERMAN: How much money, how many officials in your campaign setup, are working to turn out the black vote?

MR. BAKER: Well, we have a voter bloc group under our Deputy Chairman, Ellie Peterson. We have a chairman of that now, Robert Keys, who worked very effectively with me in our delegate operation, and we expect to--we expect to make a good effort in the black vote--for the black vote. We don't write the black vote off, as has been suggested on prior occasions.

HERMAN: You mean you have some realistic feeling that you may win the black vote?

MR. BAKER: Well, no, I didn't say that we're predicting that we'll win the black vote. When you look at the--when you look at history, it teaches you that the Republican candidate is probably unlikely to get a majority. But if we get a significant percentage of it--and I mean if we get somewhere up in the 35, 40, 45 per cent range, we would be, I think--I think we would be pleased and we would consider that successful.

HERMAN: You consider that realistic?

MR. BAKER: I think that it's--it may be a bit early to tell, and we have not--I might say this too--we have not been out with our polls on specifically--on ethnic--on an ethnic basis like that. But I think that it's very possible that we could get 25 to 30 per cent of the black vote.

PIERPOINT: Mr. Baker, we've been talking a lot about strategy here, but there's one new element in this particular year's campaign which we haven't seen for some years, and that is the debates. How important are the debates to your candidate?

MR. BAKER: Well, I think the debates are important to both candidates. As I said in Vail, Bob, I don't view the debates as a win or lose proposition, as a make or break proposition. That's not to take away at all from their importance. They are important. I think that they will be important to us as they will be important to Carter. The President issued the challenge for the debate at a time when we were somewhere between 33 and 23 points down in the polls. I think that the President will do very, very well in the debates. He knows the issues, and he's had 25 years of experience in debating.

(MORE)

BARNES: If the President's going to win the election, he's certainly going to have to get some Democratic votes, and I wonder why you all have been relatively slow in forming a Democrats for Ford organization. Aren't there any prominent Democrats around who might want to head such an organization?

MR. BAKER: Yes, there are some, Fred, and we have four or five names which we're considering right now. We discussed this matter with the President as recently as day before yesterday, and I think you'll see an announcement toward the middle of next week.

HERMAN: Mr. Baker, we learned late, after the last campaign, that the people who seemed to be in charge weren't always in charge. I think the courts are still trying to turn out the evidence as to who was in charge of President Nixon's last campaign, whether it was Mr. Mitchell, Mr. Haldeman, who really ran it. Do you run it? If anything happens, if anything goes wrong, so to speak, is it James Baker who's to blame? Is it your operation entirely?

MR. BAKER: We have an executive committee, George, that makes our decisions. That executive committee is composed of myself, my six deputy chairmen, and Dick Cheney, the assistant to the President, representing the President. The President himself is ultimately in charge, and many of the decisions are made by the President. We give him our recommendations, and when he thinks we're right, he adopts them, or we implement them.

PIERPOINT: Do you go through Mr. Cheney to see the President on campaign issues, or do you have direct access?

MR. BAKER: I have all the access to the President that I believe I require, Bob. Anytime I want to see the President, I can see the

President, and I see the President quite frequently. As a matter of mechanics, and getting on the schedule, I normally have my secretary call Dick's secretary. But if I wanted to pick up the phone and call the President, I'm sure I could see the President anytime I wanted to.

HERMAN: Well, on the other side of the coin, are there campaign officials who go beyond you, go above your head, directly to the President?

MR. BAKER: No, there are no campaign officials who go around me that I am aware of.

PIERPOINT: Mr. Baker, you yourself have become suddenly an issue in the campaign. At least Senator Mondale is attempting to make you an issue, because he calls you the--yesterday, I believe, he said this, that you are the chief administration apologist for the Arab boycott. He's speaking of the period when you were Undersecretary of Commerce, I believe. Could you tell us what the current administration position is on the Arab boycott?

MR. BAKER: Well first let me say that it--that I think this might indicate that we have preempted the positive issues in this campaign, and that that campaign is pretty bereft of issues and ideas if they have to take off, take off against the President's campaign manager. But this administration nor I have ever been apologists for the Arab boycott. There has been, there is now and has been for some time, some legislation pending on the Hill, dealing with the boycott, which legislation is very complex, very technical, and very legal. It's been the administration's view that there are perhaps some better ways to deal with the boycott than through the adoption of some of that legislation. But in every appearance which I made on the Hill to testify in connection with that

legislation, if you will go to the record, and indeed if Senator Mondale would have gone to the record, he would see that I had characterized the Arab boycott as deplorable and something which the administration abhors.

PIERPOINT: But in that case what was the President speaking about when he mentioned to the B'nai B'rith, the Jewish group, the other day that he wanted some kind of legislation on the Arab boycott, since you oppose the legislation that's currently on the Hill?

MR. BAKER: Well, I'm not sure specifically what legislation the President might have had in mind, but as I indicated there are three or four bills up there. He may--and let me say this, too, Bob, I'm not as close to it now as I was five months ago, so there may be some legislation pending up there that I'm not aware of, and it might be that about which he was speaking.

BARNES: Isn't that a flip-flop of the sort that you all have accused your opponent of, on the President's part? He was against legislation and now he's suggesting, at least in a campaign speech before a Jewish group, that he might support it.

MR. BAKER: What was the nature of the suggestion, Fred?

BARNES: That he might support legislation.

MR. BAKER: What kind of--

BARNES: --To strengthen the government's effort to make sure no-one goes along with Arab boycotts.

MR. BAKER: I don't think it would be--could be properly characterized as that at all. The President, in November, by executive order took some rather strong actions in connection with the Arab boycott, tending to prevent compliance with the boycott. The President all along

has made his position very clear that anytime any aspect of the Arab boycott gets into the area of discrimination against American citizens, that it is illegal for anyone to comply. So for the President to suggest legislation which would impact on the Arab boycott is not inconsistent at all. He's in fact been taking administrative action for some time in that direction.

HERMAN: Is flip-flop going to be one of the code words of this particular campaign? It seems to be a charge that's leveled by both sides. Is consistency one of the important things that people have to prove in this campaign, or are they entitled to change their minds, under political expediency?

MR. BAKER: I think that anybody ought to be entitled to change their mind, George, when it's a well reasoned and honest change of mind.

HERMAN: Well, is that--

MR. BAKER: And I think--excuse me--but I think that the term flip-flop, at least as we've used it, refers to something else, and that refers to the capacity of the opponent to say one thing to one political group one day, and something quite different to another political group the very next day.

HERMAN: Then I take it that you would define as a reasoned change of policy Mr. Ford's changing from telling us that he did not favor a Constitutional amendment against abortion to his currently favoring it, that that is not a political thing but this is a reasoned change in policy. Is that your argument?

MR. BAKER: Did you say--who, President Ford, did you say?

HERMAN: Yes sir.

MR. BAKER: President Ford has not changed his position.

HERMAN: Well, he told us in an interview with Walter Cronkite that he did not favor a Constitutional amendment banning abortion. Now I take it he does favor it.

MR. BAKER: President Ford said as recently--I mean as long ago as February that he was opposed to abortion on demand and that he favored a Constitutional amendment leaving it to the states to decide. He has been consistent in that position ever since then.

HERMAN: Well, ever since February, but there was a change before-- but what I'm trying to find out is, is that the kind of thing that you talk about as a reasoned change of policy rather than responding to the electorate and its demands?

MR. BAKER: I think a reasoned--I think a better example might be New York City, where the President is accused of--has been accused of flip-flopping, when he said he would not bail out New York City, and then provided for some short-term federal guarantees for New York City. But that was not a bail out of New York City. That was short-term federal guarantees to New York City after New York City took some very hard action on its own, which he had always said was a condition to any assistance.

PIERPOINT: How about the President's changing his position on the the Common Situs Picketing Bill?

MR. BAKER: That's another good example, Bob, of something that I don't consider a flip-flop. The President said all along that he would --he originally said he would sign a Common Situs bill provided it was-- it reached his desk with a companion measure that elevated construction--elevated collective bargaining in the construction industry to the national level, and further provided that it was acceptable both to labor

and to management, as it had been represented to the President that it would be. When the bill hit his desk, it clearly was not acceptable to both labor and management. That was not a flip-flop.

BARNES: Is the Ford campaign planning to emphasize the abortion issue in hopes of getting the Catholic vote, which usually goes Democratic?

MR. BAKER: No, Fred, we're very hopeful that we will get a significant^{portion} of the Catholic vote, but we did not raise the abortion issue initially, it was candidate Carter's flip-flopping on that issue which first brought it into focus.

PIERPOINT: What will you do to, aside from the abortion issue, to try to cut into Mr. Carter's natural Catholic constituency as a Democrat?

MR. BAKER: We don't plan to treat the Catholic vote, Bob, as a separate vote, a separate segment, or separate voter bloc element. The Catholic vote runs through the full social and economic spectrum, and we intend to appeal to them the same way we intend to appeal to all American voters.

HERMAN: One quick question in the short time we have left. How about Senator Dole's campaign, is it tightly under your control, does he go his own way, is he independent, is he coordinated, how does it work?

MR. BAKER: No, it's well coordinated with the President Ford committee effort. There have been a few rough spots--

HERMAN: Is that different from being under control of?

MR. BAKER: Well, it's--we suggest with respect to scheduling and it's--but there must, there should be liaison there, close liaison--

HERMAN: Thanks, but I'm afraid I do have to cut you off. Thank you very much for being our guest on FACE THE NATION today.

ANNOUNCER: Today on FACE THE NATION, James A. Baker III, Chairman of the President Ford Committee, was interviewed by CBS News White House Correspondent Robert Pierpoint; by Fred Barnes, White House Correspondent for the Washington Star; and by CBS News Correspondent George Herman. Next week George Meany, President of the AFL-CIO, will FACE THE NATION.



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

Sept. 13, 1976

PRESIDENT FORD COMMITTEE NEWS LETTER

OUR TEAM PLEASED

The Associated Press says that President Ford told reporters after a strategy meeting Sunday afternoon with his running mate, Senator Bob Dole, that Bob is doing "superbly" as a campaigner.

And Dole said the President "taking his case to the people from the White House...has been very effective."

A new poll by the Detroit News showed the President ahead of Carter in Michigan by seven points, 41 to 34, a gain of three since the last sampling in July.

Our vice-presidential candidate said a late poll in his home state of Kansas shows the Ford-Dole ticket ahead there by three points.

WE'VE GOT SOME PLEASING SURPRISES, TOO

PFC Chairman Jim Baker told America on Face the Nation Sunday that "we've been pleasantly surprised by some of our polling results. Asked if President Ford is leading in any of the PFC ~~polling states~~ states so far, Baker replied "Yes, indeed. He's leading in quite a number-- a dozen or 14 states." He said the President is doing better than expected in the South and is only "four points behind" in New York.

Baker also said we're going to have a Democrats for Ford organization and a chairman will be announced this week.

A BAKER CLASS ON FLIP-FLOPS

On that Face the Nation program, being questioned about "flip-flops" charges on both sides, Baker was asked if the President didn't flip-flop on his position on the common situs picketing bill. That was no flip-flop, Baker said. "The President said all along that he would sign a common situs bill provided that it reached his desk with a companion measure that elevated collective bargaining in the construction industry to the national level and further provided that it was acceptable to both labor management, as it had been represented to the President it would be. When the bill hit his desk, it clearly was not acceptable to both labor and management. That was not a flip-flop."

SEEMS JIMMY CAN'T TRUST HIS OWN TONGUE

"Jimmy Carter has found a way to avoid saying 'eye-talian' for 'Italian' in campaign speeches, the Washington Star reports. "He now refers to 'Italo-Americans'."



And Charles Mohr reported in the New York Times that, after speaking to a few members of the Slovenian Society in Columbus last week, Jimmy was saying the next day he had spoken to a Slovakian group.

WHOOOPS! JIMMY ADMITS HIS EXUBERANCE SOMETIMES FAKED

The Associated Press reported that Jimmy Carter, talking with reporters on his plane Saturday night, said: "It's a fairly strenuous political exercise, being pulled in and out of crowds... and being exuberant, either naturally or sometimes artificially."

Numerous news stories over the weekend reported that Jimmy admitted that his criticism of President Ford for not firing FBI Director Clarence Kelley may have been a mistake because it side-tracked his campaign for a day or two.

"Maybe it would have been better if I had not gotten involved in the Kelley thing at all," he was quoted as saying.

Furthermore, Carter acknowledged that he deliberately emphasized conservative themes last week because Republicans are labeling him "spendthrift...ultra-liberal" after he had leaned to the left by picking Mondale for his running-mate. Looks like we're getting under his skin.

Dave Broder noted in the Washington Post that "Carter virtually dropped his past criticisms of President Ford's vetoes of Democratic spending bills" -- and "his motorcade skirted the black ghettos of Brooklyn, Philadelphia, Cleveland, Chicago, and Milwaukee to deposit the candidate in ethnic enclaves where he could mingle with working-class whites."

SCALAWAG JIMMY SOUNDS GOOD

When Senator John Tower introduced Bob Dole in Dallas Saturday, he took this poke at Jimmy Carter: "My granddaddy lived in Louisiana during the Reconstruction period (after the Civil War)... and he once said to me, 'John, the only thing worse than a carpet-bagger is a scalawag'... A scalawag is a native Southerner who works for the North. Now I don't want to make any unfortunate comparisons in terms of the current Democratic Presidential candidate ... but the fact of the matter is, he speaks with magnolia scented tongue. He does not represent the South, or the thinking, or the will, the needs, or the aspirations of the people of the South."



NOW IT'S OFFICIAL; JIMMY IS, TOO, A LIBERAL CANDIDATE

The Liberal Party in New York endorsed Jimmy Carter as their own candidate, too, The New York Sunday News reported. "The endorsement was voted with an enthusiasm not seen in Liberal Party conventions since John V. Lindsay ran for Mayor here 10 years ago," the News added.



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

September 14, 1976

PRESIDENT FORD COMMITTEE NEWS LETTER

CAN'T BLAME HER FOR WORRYING

Margaret Costanza, New York Democratic National Committeewoman, "sat in Jimmy Carter's New York State campaign headquarters and worried out loud about the national (Carter) ticket in the State," James R. Dickenson wrote in the Washington Star yesterday. He quoted her as saying "it's not all locked up by any means" for Jimmy.

Dickenson reported that "Carter's biggest problem (in New York) is that many people still don't know anything about him. They don't have a clear picture of what he is and what he stands for and many think he is often fuzzy and ambiguous on the issues." Who doesn't agree?

Erie County Democratic Chairman Joseph Crangle was quoted as saying "We carried the county for McGovern but it will take a lot of campaigning (this year) because Ford is a lot tougher than people think."

Another veteran New York Democrat told Dickenson Carter is "defending Congress when it's at its lowest repute in years and many people think that the one act of presidential leadership Ford has displayed is his vetoes of the spending bills."

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"TIME MACHINE WORKS FOR US"

The Associated Press reported a Darden Research Corp. poll released in Atlanta "appeared likely to buoy the Republicans." While the poll reported Candidate Carter still ahead of President Ford in the South, the AP said Darden president Claibourne H. Darden, Jr., described Jimmy as being "in a time machine" with "time working against him in the deep south." Darden also was quoted as saying "It appears that Jimmy Carter has placed himself too far to the left to make most Southern voters happy."



JIMMY'S "GOSPEL" TRAIN QUESTIONED

Candidate Carter was described by the scion of a famous Southern evangelist family, according to the UPI in a dispatch from Greenville, S.C., as an "imposter who represents himself as being a true Christian."

Dr. Bob Jones III, president of the fundamentalist Bob Jones Univeristy founded by his grandfather of the same name who was as famous a preacher in the South in his day as Billy Graham is today, was quoted by UPI as saying:

"We have a presidential candidate who seeks to ride the gospel train into the White House by deceiving gullible Chrisitains with his talk about being born again."

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LETTING IN SOME SUNSHINE

President Ford signed the "Government in the Sunshine Act" yesterday in a White House Rose Garden ceremony. The President said "I strongly endorse the concept which underlies this legislation--that most of the decision-making business of regulatory agencies can and should be open to the public." The law exempts matters dealing with national defense or security, trade secrets, criminal proceedings and personal privacy, UPI explained.

A DIRE WARNING

Vice Presidential Nominee Bob Dole sounded a warning to businessmen that AFL-CIO President George Meany will "take over the country" if they don't help Republicans as much as Meany's organization helps Democrats in this election campaign, UPI reported. Bob was speaking to the Lexington, Ky., Chamber of Commerce yesterday.

JIMMY ACCEPTS LIBERAL TAG

Believe it or not, Candidate Carter spoke to a meeting of Alabama small businessmen in Birmingham yesterday shortly after actually signing a statement accepting endorsement of New York's Liberal Party. And Stuart Scheftel of New York City, who flew down to Georgia to give Jimmy the Liberal Party endorsement notice, said "basically, he satisfies us completely," the AP reported.

WE'RE NOT WASTING TAX DOLLARS ON ELECTRIC CARS

President Ford's 56th veto rejected legislation that would have had the Federal Government build about 7500 demonstration electric cars. Altogether, the AP said, the bill would have established a five-year, \$160 million research program under the Energy Research and Development Administration.



"I am not prepared to commit the Federal Government to this type of a massive spending program which I believe private industry is best able to undertake," the President said in a veto message yesterday. As for the electric cars, the President said, "It is simply premature and wasteful for the Federal Government to engage in a massive demonstration program before the required improvements in batteries for such vehicles are developed." He said his fiscal 1977 budget already provides the funds for necessary ERDA research.

WHAT ABOUT PEANUT REFORM, JIMMY?

Republican Congressman Peter A. Peyser, of New York charged recently that Candidate Carter teamed up with Herman Talmadge, Democratic Senator from Georgia, to defeat the "Peanut Reform Act" designed to stop the Federal Government paying out \$961 million in the next three years in subsidies to peanut farmers.

Peyser also said that back in 1974 when he, Peyser, was trying to eliminate peanut subsidy legislation Peanut Farmer Carter called him "asking me to back off."

The Republican Congress^{man} wonders how Jimmy can explain his call for reforms in other Government programs "while at the same time he profits from the abuses of this one."

CAN JIMMY HELP SAM?

Former North Carolina Senator Sam Ervin is quoted by the Washington Star as saying here recently that he expects to vote for Candidate Carter because they are both Democrats, but he hopes "he'll give me some more good reasons."

Frankly, we can't see any.

VETOES PUT TAXI DRIVER ON OUR SIDE

A friend of a PFC staffer was riding in a New York taxi the other day and asked the driver how he was going to vote. "I'm voting for Ford," was the reply. "Why". Our friend was pleasantly surprised when the driver said, "man, every time he vetoes a bill he saves me taxes."

GOOD NEWS

Consumer spending increased in August as retail sales rose 2.2 percent during the month -- up 11 percent from the same month



last year -- AP says the Commerce Department reported.

Let's tell everybody about that.

WHAT ABOUT STATE'S RIGHTS, JIMMY?

Jimmy Carter said in Hollywood, Florida, recently that he would seek Federal legislation to automatically grant voter registration to every citizen turning 18 -- which apparently would substitute a single national registration card for existing state and local voting rolls.

Could we who live in the District of Columbia also vote in nearby Maryland and Virginia under this plan? Who knows -- as usual Jimmy didn't give any details.

Not to worry. It takes a Constitutional amendment to take away any of the states' rights to set voting requirements. Doesn't Jimmy remember we had to amend the Constitution to assure the vote to Black Americans, to women and to 18-year-olds?

ROOKIE JIMMY

Dave Broder reported in the Washington Post that Jimmy Carter listened to the Democratic candidate for Governor of Illinois say in Chicago last Thursday night that "we can't afford a rookie at the head of our government, because rookies make mistakes."

Broder also wrote that "there were a few suppressed snickers" when Michael Howlett, the gubernatorial candidate, "dwelled on the shiftiness of a man who sounds like a Democrat when he talks to labor unions, a Republican when he talks to businessmen and an Independent when he talks to Independents'."

Who in the world could he have been talking about?

Anyway, Broder, describing Jimmy as "shell-shocked" by all this and more oratory after Mayor Daley's overwhelming torch-light parade, reports that "for no apparent reason, Carter began bellowing the names of childhood diseases...whooping cough... cholera...typhus, typhoid, diphtheria, polio... They tried to immunize me against those diseases...and quite often they succeeded."

Maybe Jimmy needs a shot for campaigning -- in Daley territory anyway.



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September 20, 1976

MEMORANDUM FOR JIM BAKER

SUBJECT: Proposed Meeting Between the President and
Moderate Republican Leaders

1. Who is the moving force behind the meeting? The President? The PFC? The "Milliken Group"?

-- It was the consensus of Thursday evening's meeting that the initiative should come from representatives of pivotal states where it is crucial to attract the independent and uncommitted vote. These individuals should describe themselves as having sought the meeting in order to discuss with the President and his key campaign advisers how best to do this.

2. Who is to attend the meeting? How are they to be chosen? Who is to invite them?

-- As representatives of the key states referred to above, the participants should include elected officeholders (Milliken, Evans, Ray, Brooke, Javits, Mathias, Packwood, Percy, Wilson, Lugar, Pillsbury), appointed officials (Bill Coleman, Carla Hills), Republican organization people, (McLaughlin, Rosenbaum, Hillman), and other Republican leaders. Those who attended the Thursday evening meeting agreed to submit suggested names to Bill Milliken; his consolidated list should then be pruned and supplemented by someone acting for the President.

The invitations could be handled in a number of ways, but I think that telegrams signed by Bill Milliken and two or three others would be the best. The telegrams might say, "President Ford has agreed to meet on . . . at . . . in the White House with a group of Republican leaders concerned about how best to attract the maximum possible moderate and independent support for the national Republican ticket. We will discuss campaign themes, opportunities for additional Presidential initiatives, and ways in which we can best help. We hope that you can be present."



3. What is the meeting about? What is to be discussed and/or decided?

-- To further its general purpose, the meeting should, in my view, cover these principal topics:

(1) Campaign themes central to the concerns of the areas represented at the meeting (job creation, housing, crime, etc.).

(2) Opportunities for the President to gain support in those areas--events, audiences, issues, initiatives.

(3) Ways in which the participants in the meeting can help--speeches, interviews, organizations with which they have unique and personal relationships.

4. What shall be said about the meeting? When? By whom?

-- As I see it, Bill Milliken and Jim Baker should brief the media as soon as the meeting is over. They should summarize what was said about the topics outlined above. As to the third of these topics, they should say that those present pledged themselves to an all-out effort to reach the independent and uncommitted voters in their home areas, stressing the President's solid accomplishments, affirmative proposals, and human qualities.

5. What follow-up steps will be taken? What follow-up mechanism will be used?

-- Although the moderate/liberal Republicans might continue to meet informally, every effort should be made to assure that the public impression is one which views the PFC as fully in charge. Accordingly, formal follow-up will be handled through the PFC--not through the



creation of a continuing steering committee of moderate/liberal Republicans. (That is, follow-up actions will be handled, as appropriate, by the PFC Advocates operation, state-level PFC organizations, and/or People for Ford.)



Elliot L. Richardson

cc: Dick Cheney



THE WHITE HOUSE
WASHINGTON

9/24

NOTE FOR: *Bill Greener*

FROM: RON NESSEN

*At the suggestion of
White House counsel's
office, I am sending
this to you for
acknowledgement and
handling.* RHN



September 24, 1976

MEMO TO: Baker/Greener/Teeley/Andrew/Peterson/Barbour

FROM: Jack Horner

SUBJECT: Mrs. Edwin W. Edwards

Edgar A. Poe, Washington Correspondent of the New Orleans Times-Picayune, telephoned me today, to tell us about a telephone interview he had just had with Mrs. Elaine Edwards, wife of Democratic Governor Edwin W. Edwards of Louisiana.

Poe said Mrs. Edwards told him "with enthusiasm" that she will vote for President Ford November 2 and is excited about going to be aboard the steamboat cruise down the Mississippi River Saturday with the President and Mrs. Ford. She also is "excited about the President" and his bid for election.

Further quoting Mrs. Edwards, Poe said she told him that President Ford "became President at a most difficult time in our history, and he has come through. He has made a good President."

While taking an opposite political position from her husband, who has given Carter what Poe calls "a perfunctory endorsement" Mrs. Edwards said she will officially represent the Governor during the Saturday cruise.

Poe also is writing for Saturday's Times-Picayune that the expected presence aboard the Natchez of former Mississippi Governor John Bell Williams, and William M. Colmer, another Mississippi Democrat who was chairman of the House Rules Committee and voluntarily retired from Congress four years ago, makes it apparent that they will be voting for the President November 2.

For release:

Contact: Bill Greener (202) 457-1955

September 30, 1976

Statement by Governor William G. Milliken Concerning President Ford's White House Meeting with a Group of Republican Leaders:

We are here today to demonstrate our maximum support for the Ford-Dole ticket.

We discussed how we can help assure that all elements of the Party are mobilized on behalf of the ticket, and how we can best help assure broad-based support.

We emphasized our desire to do that within the framework of the PFC and in a manner that the President and his advisers deem helpful and in keeping with the overall campaign strategy.

We believe it is imperative that all Republicans unite behind the President's campaign in a manner that will attract support of Republicans and non-Republicans alike.

The people here today have demonstrated an ability to attract Independents and Democrats, and we are anxious to assist the President in his desire to offer approaches that will appeal to them, as well as Republicans.

We intend in the coming weeks to be working with an expanded group of like-minded Republicans from pivotal states on behalf of the President. Some of them already have been involved in our preliminary efforts and would be here today if it were not for the fact that they are appearing elsewhere on the President's behalf.

We came here today to exchange views on how we can be helpful and to discuss issues of concern in our states, such as job creation and problems of urban areas.



- 2 -

In my discussions with the President and the President Ford Committee in advance of this meeting, I found them not only attentive, but responsive, to our efforts and interests.

We are now preparing to take specific steps to translate expressed support into active support.

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Newsletter

President Ford Committee

October 1, 1976

No. 17

PRESIDENT PROUD OF HIS INTEGRITY RECORD

Declaring that "I'm very proud of my record of personal integrity," President Ford told a press conference Thursday that he is confident the current inquiry into his past congressional campaign finances will demonstrate that he is "free of any allegations that I've read about."

"I know there is no problem," UPI quoted the President as saying in answering questions about the investigation that press reports have said the special prosecutor's office is making of records from the President's home Kent County in Michigan to check reported allegations that he converted contributions from maritime unions to his own use when he was in Congress.

Under the questioning from reporters, UPI said the President asserted that he had taken honoraria from the joint maritime labor organization for speeches, but that he had reported them all on his Income Tax returns and made all other appropriate disclosures.

"I can say there was never any money given to me by the Kent County committee," the President said. He added that the Kent County committee "might have done some advertising for me," which he considered perfectly proper.

Noting that he had been given "a clean bill of health" by the House and Senate when they confirmed his nomination to be Vice-President, the President cited the 1973 House and Senate investigations that preceded his confirmation, AP said.

"What impresses me the most," UPI reported the President said, "was the statement by former special Watergate prosecutor Leon Jaworski that he investigated the matter and came to the conclusion that there was no ground for any action."

He also said he is not familiar "with the precise charges whatever they may be." When asked if a rash of press reports about the current inquiry, coming in the midst of his election campaign, was troubling him, AP said the President replied that he was not as concerned about it for political reasons as he was because of his "record of personal integrity."

AP reported that the President said he has "full confidence in the integrity" of special prosecutor Charles Ruff.



Asked if he saw a possible political motive in raising questions about past campaign finances at this time, the President said "I wouldn't under any circumstances question the motive of the timing" by Ruff.

AP said the President also told reporters that he has given orders that nobody on his staff has any "authority whatsoever" to make inquiries about the investigation at the Justice Department or special prosecutor's office. Even if he had a right to inquire whether he is the target of the investigation, the President said in response to another question that he felt "any inquiry would be misconstrued" as trying to hinder Ruff's work.

AP reported that the President said he knew nothing of the work of the special prosecutor beyond what has been published in newspapers. But he added that once the inquiry is completed "I can say with complete confidence...I will be free of any allegations."

He quoted an old saying that "justice delayed is justice denied," and expressed hope that the outcome of the inquiry will be made known to the public as soon as possible. He said he felt an early resolution of the matter is "vitally important."

When Democratic Candidate Carter arrived at Boston on a campaign trip Thursday afternoon, AP reported that Carter said that as far as he is concerned the President's statements at his press conference end any question of impropriety in the President's campaign finances and golf trips.

UPI reported that Carter was asked if he was satisfied with the President's explanation. "Yes, I accept the statement," Carter said. Asked if that closed the matter, he said "as far as I'm concerned, it does."

Meanwhile, House Republican leader John Rhodes called on the special prosecutor to disclose the reasons for his investigation. Rhodes said reports that an investigation is underway is damaging the President in his election campaign.

"If the special prosecutor has something to investigate, he should let people know about it," AP reported Rhodes said.

Rhodes called it unfair for news to leak out about the investigation and for Ruff to say nothing that could clear up questions about whether the President is under suspicion.

Rhodes added that it is "very interesting that these matters have been around for two years and only now is there an investigation."

The President also was questioned at his press conference in the Oval Office about several golfing outings at which he was guest of officers of large corporations while he was in Congress.



UPI said the President told reporters that he did not see any impropriety in his acceptance of the golf trips at the expense of corporate officials who, he said, were his "long-time friends."

The President said the golfing expeditions involved "infrequent weekends" and that there was "substantial reciprocity" on his part in entertaining corporation officials who were his hosts on other occasions.

While congressional business might have been discussed informally on some occasions "in a casual way," the President said his golfing hosts never sought any special favors from him.

"I don't see anything wrong at all. As a matter of fact, some of their comments could be helpful," he was quoted as saying.

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FEDERAL PAY GOING UP

President Ford has ordered an average 4.83% pay raise effective today for most of the government's 3.5 million white-collar civil service employees and its military personnel.

In reporting the President's announcement Thursday, the Washington Post said that the American Federation of Government Employees, a big AFL-CIO union had immediately said it would urge all its 265,000 members to take a day of "vacation" Friday to participate in a "nonpartisan" voter registration. The union contends the pay raise is inadequate. It is designed to make most middle and lower grade federal jobs "comparable" in pay to their private industry equivalents.

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MAYBE JIMMY LEARNED A LESSON

After numerous news stories had reported that in a recent off-the-record session Candidate Carter had complained of unfair press coverage, Jimmy backtracked at a press conference in Plains Wednesday. The AP quoted him as saying "I think in general the quality of the reports has been caused more by my performance than by any misinterpretation by the press."

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AIR GETTING CLEANER

It will cost \$259 billion to clean up the nation's air and water over the next ten years, and individual consumers will pay nearly



20% of that, UPI said a report issued Thursday by the Council on Environmental Quality advised.

In a message transmitting the council's report to Congress, President Ford was quoted as saying: "I am optimistic that growing American recognition of the respect and reverence that we must accord to earth, water and air will light the way to a new era. We must and will pass on to future Americans the magnificent legacy of nature..."

The report said the nation is spending \$34.8 billion for pollution control this year. In the decade ending in 1984, it said, the nation will spend \$259 billion--61% of that coming from private industry. Another 19%, or \$50.3 billion "will be spent directly by consumers, primarily for auto emissions control."

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JOAN FINDS CAMPAIGNING TOUGH

Joan Mondale, wife of the Democratic Vice-Presidential candidate, found the campaigning tough in a Roanoke, VA., housing project, UPI reports.

The news service said Mrs. Mondale was followed by a large press party but found only a handful of persons at home in the housing project Wednesday. As reporters watched from the hallways, the report added, Mrs. Mondale knocked on several doors before anyone answered. When she finally did find someone at home, she spent much of her time explaining who she was.

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WHO ELSE WOULD CRITICIZE BILLY GRAHAM?

Another UPI story reported that Candidate Carter's youngest son, Jeff, was quoted in Wednesday's Tulsa (Oklahoma) Daily World as saying that Evangelist Billy Graham has a "doctor of religion degree, but anyone can get the same kind of degree for \$2 through the mail and "Billy Graham got his for \$5."

Jeff, 24, also was reported as saying those were his opinions and he didn't know what his father thinks about Graham.

Anyway, UPI said, President Ford's Oklahoma campaign chief called on young Carter to apologize to Graham.

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DOLE'S CONSERVATIVE RECORD

The Americans for Constitutional Action have given Republican Vice-Presidential nominee, Bob Dole, an 87% conservative voting record as a congressman and a senator, with Democratic Candidate Fritz Mondale getting a zero rating, UPI reports.

Since Mondale came to the Senate in 1965, he has voted conservatively only 3% of the time, the report said.

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DOLE UNHAPPY ABOUT DEBATE TIME

Our Vice-Presidential nominee Bob Dole complained that the timing of his debate with Democratic Candidate Fritz Mondale to start at 9:30 p.m. on October 15, a Friday night, means it will compete with thousands of high school football games around the country for a live audience.

His debate will be telecast "when every high school team in America will be playing football," Dole was quoted as saying earlier this week in Decatur, Illinois.

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MORE ROOM TO "GET AWAY FROM IT ALL"

President Ford signed a bill this week which he said will mean that more than six million new acres of land will be set aside for recreational purposes over the next 12 years.

The legislation increases the annual authorized level of the Land and Water Conservation Fund from a current \$300 million annually to \$600 million for fiscal year 1978, \$750 million for fiscal year 1979 and \$900 million for each of fiscal years 1980-1989. It also authorized an increase in spending for preservation of historic sites--from the current \$24.4 million annually to \$100 million each for fiscal years 1978 and 1979 and to \$150 million each for fiscal years 1980-1989.

Signing the measure in a rose garden ceremony Tuesday, President Ford said: "In the last 12 years some \$2 billion has been channeled through this (Land and Water Conservation) fund for the purchase and development of millions of acres of recreation land, where Americans can explore the wonders of nature, take part in a variety of sports facilities and activities or just relax and get away from it all."

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PRESIDENT SURE ISN'T HIDING

A recent editorial in the Marietta (GA) Daily Journal said: "Now and then a non-issue rears its ugly and unwanted head, and when it does, the American people should duly note the fact and wait for the candidates to return to more substantive and important concerns.

"Such a non-issue, it seems to us, is Carter's recent criticism of the President for supposedly 'hiding' in the White House instead of mounting a more active campaign.

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Newsletter

President Ford Committee

October 1, 1976

No. 17

PRESIDENT PROUD OF HIS INTEGRITY RECORD

Declaring that "I'm very proud of my record of personal integrity," President Ford told a press conference Thursday that he is confident the current inquiry into his past congressional campaign finances will demonstrate that he is "free of any allegations that I've read about."

"I know there is no problem," UPI quoted the President as saying in answering questions about the investigation that press reports have said the special prosecutor's office is making of records from the President's home Kent County in Michigan to check reported allegations that he converted contributions from maritime unions to his own use when he was in Congress.

Under the questioning from reporters, UPI said the President asserted that he had taken honoraria from the joint maritime labor organization for speeches, but that he had reported them all on his Income Tax returns and made all other appropriate disclosures.

"I can say there was never any money given to me by the Kent County committee," the President said. He added that the Kent County committee "might have done some advertising for me," which he considered perfectly proper.

Noting that he had been given "a clean bill of health" by the House and Senate when they confirmed his nomination to be Vice-President, the President cited the 1973 House and Senate investigations that preceded his confirmation, AP said.

"What impresses me the most," UPI reported the President said, "was the statement by former special Watergate prosecutor Leon Jaworski that he investigated the matter and came to the conclusion that there was no ground for any action."

He also said he is not familiar "with the precise charges whatever they may be." When asked if a rash of press reports about the current inquiry, coming in the midst of his election campaign, was troubling him, AP said the President replied that he was not as concerned about it for political reasons as he was because of his "record of personal integrity."

AP reported that the President said he has "full confidence in the integrity" of special prosecutor Charles Ruff.



Asked if he saw a possible political motive in raising questions about past campaign finances at this time, the President said "I wouldn't under any circumstances question the motive of the timing" by Ruff.

AP said the President also told reporters that he has given orders that nobody on his staff has any "authority whatsoever" to make inquiries about the investigation at the Justice Department or special prosecutor's office. Even if he had a right to inquire whether he is the target of the investigation, the President said in response to another question that he felt "any inquiry would be misconstrued" as trying to hinder Ruff's work.

AP reported that the President said he knew nothing of the work of the special prosecutor beyond what has been published in newspapers. But he added that once the inquiry is completed "I can say with complete confidence...I will be free of any allegations."

He quoted an old saying that "justice delayed is justice denied," and expressed hope that the outcome of the inquiry will be made known to the public as soon as possible. He said he felt an early resolution of the matter is "vitally important."

When Democratic Candidate Carter arrived at Boston on a campaign trip Thursday afternoon, AP reported that Carter said that as far as he is concerned the President's statements at his press conference end any question of impropriety in the President's campaign finances and golf trips.

UPI reported that Carter was asked if he was satisfied with the President's explanation. "Yes, I accept the statement," Carter said. Asked if that closed the matter, he said "as far as I'm concerned, it does."

Meanwhile, House Republican leader John Rhodes called on the special prosecutor to disclose the reasons for his investigation. Rhodes said reports that an investigation is underway is damaging the President in his election campaign.

"If the special prosecutor has something to investigate, he should let people know about it," AP reported Rhodes said.

Rhodes called it unfair for news to leak out about the investigation and for Ruff to say nothing that could clear up questions about whether the President is under suspicion.

Rhodes added that it is "very interesting that these matters have been around for two years and only now is there an investigation."

The President also was questioned at his press conference in the Oval Office about several golfing outings at which he was guest of officers of large corporations while he was in Congress.



UPI said the President told reporters that he did not see any impropriety in his acceptance of the golf trips at the expense of corporate officials who, he said, were his "long-time friends."

The President said the golfing expeditions involved "infrequent weekends" and that there was "substantial reciprocity" on his part in entertaining corporation officials who were his hosts on other occasions.

While congressional business might have been discussed informally on some occasions "in a casual way," the President said his golfing hosts never sought any special favors from him.

"I don't see anything wrong at all. As a matter of fact, some of their comments could be helpful," he was quoted as saying.

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FEDERAL PAY GOING UP

President Ford has ordered an average 4.83% pay raise effective today for most of the government's 3.5 million white-collar civil service employees and its military personnel.

In reporting the President's announcement Thursday, the Washington Post said that the American Federation of Government Employees, a big AFL-CIO union had immediately said it would urge all its 265,000 members to take a day of "vacation" Friday to participate in a "nonpartisan" voter registration. The union contends the pay raise is inadequate. It is designed to make most middle and lower grade federal jobs "comparable" in pay to their private industry equivalents.

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MAYBE JIMMY LEARNED A LESSON

After numerous news stories had reported that in a recent off-the-record session Candidate Carter had complained of unfair press coverage, Jimmy backtracked at a press conference in Plains Wednesday. The AP quoted him as saying "I think in general the quality of the reports has been caused more by my performance than by any misinterpretation by the press."

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AIR GETTING CLEANER

It will cost \$259 billion to clean up the nation's air and water over the next ten years, and individual consumers will pay nearly



20% of that, UPI said a report issued Thursday by the Council on Environmental Quality advised.

In a message transmitting the council's report to Congress, President Ford was quoted as saying: "I am optimistic that growing American recognition of the respect and reverence that we must accord to earth, water and air will light the way to a new era. We must and will pass on to future Americans the magnificent legacy of nature..."

The report said the nation is spending \$34.8 billion for pollution control this year. In the decade ending in 1984, it said, the nation will spend \$259 billion--61% of that coming from private industry. Another 19%, or \$50.3 billion "will be spent directly by consumers, primarily for auto emissions control."

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JOAN FINDS CAMPAIGNING TOUGH

Joan Mondale, wife of the Democratic Vice-Presidential candidate, found the campaigning tough in a Roanoke, VA., housing project, UPI reports.

The news service said Mrs. Mondale was followed by a large press party but found only a handful of persons at home in the housing project Wednesday. As reporters watched from the hallways, the report added, Mrs. Mondale knocked on several doors before anyone answered. When she finally did find someone at home, she spent much of her time explaining who she was.

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WHO ELSE WOULD CRITICIZE BILLY GRAHAM?

Another UPI story reported that Candidate Carter's youngest son, Jeff, was quoted in Wednesday's Tulsa (Oklahoma) Daily World as saying that Evangelist Billy Graham has a "doctor of religion degree, but anyone can get the same kind of degree for \$2 through the mail and "Billy Graham got his for \$5."

Jeff, 24, also was reported as saying those were his opinions and he didn't know what his father thinks about Graham.

Anyway, UPI said, President Ford's Oklahoma campaign chief called on young Carter to apologize to Graham.

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DOLE'S CONSERVATIVE RECORD

The Americans for Constitutional Action have given Republican Vice-Presidential nominee, Bob Dole, an 87% conservative voting record as a congressman and a senator, with Democratic Candidate Fritz Mondale getting a zero rating, UPI reports.

Since Mondale came to the Senate in 1965, he has voted conservatively only 3% of the time, the report said.

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DOLE UNHAPPY ABOUT DEBATE TIME

Our Vice-Presidential nominee Bob Dole complained that the timing of his debate with Democratic Candidate Fritz Mondale to start at 9:30 p.m. on October 15, a Friday night, means it will compete with thousands of high school football games around the country for a live audience.

His debate will be telecast "when every high school team in America will be playing football," Dole was quoted as saying earlier this week in Decatur, Illinois.

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MORE ROOM TO "GET AWAY FROM IT ALL"

President Ford signed a bill this week which he said will mean that more than six million new acres of land will be set aside for recreational purposes over the next 12 years.

The legislation increases the annual authorized level of the Land and Water Conservation Fund from a current \$300 million annually to \$600 million for fiscal year 1978, \$750 million for fiscal year 1979 and \$900 million for each of fiscal years 1980-1989. It also authorized an increase in spending for preservation of historic sites--from the current \$24.4 million annually to \$100 million each for fiscal years 1978 and 1979 and to \$150 million each for fiscal years 1980-1989.

Signing the measure in a rose garden ceremony Tuesday, President Ford said: "In the last 12 years some \$2 billion has been channeled through this (Land and Water Conservation) fund for the purchase and development of millions of acres of recreation land, where Americans can explore the wonders of nature, take part in a variety of sports facilities and activities or just relax and get away from it all."

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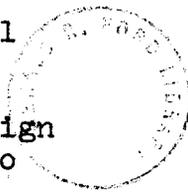
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THE WHITE HOUSE
WASHINGTON

10/4/76

NOTE FOR:

Bid Room

FROM

: RON NESSEN

FYI!

RAN



THE WHITE HOUSE
WASHINGTON

Date 10/2

TO: **Row Nissen**

FROM: TERRY O'DONNELL **TOD**

FYI



Carter Seeking to Regain Favor Of the Early Days of Campaign

Continued From Page 1

his sympathetic audience, he shouted, "Right on! Right on!"

The use of the black militants' familiar battle cry, one of several grace notes that Mr. Carter added to the score of his rhetoric today, did not divert the candidate from his basic format.

Moreover, he did not allow the presence in Hartford of Governors Ella T. Grasso of Connecticut, Carey of New York and Philip W. Noel of Rhode Island—gathered for a quick conference with him on employment and energy problems in New England—to deter him from the basic directions that the reassessment judged necessary for his future pursuits.

For the first time, he and his closest aides had conceded among themselves that his candidacy was experiencing serious problems and, in discussions at his home in Plains, Ga., and at his headquarters in Atlanta, they had searched for their source and their solution.

The conclusion they reached—almost to a man—was that the trouble with Jimmy Carter's campaign these days was that Jimmy Carter was not being Jimmy Carter, an anomaly spawned, they said, by several strategic errors.

The Problems They Found

They had not expected, for instance, that the programmatic emphasis of his campaign during its early days would so overshadow the philosophic tone that was the hallmark of his previous strength and success.

Similarly, they had not anticipated that his attempt to position himself within the mainstream of the Democratic Party's history would mar his image as an anti-establishment candidate.

Further, they said, they had underestimated the effectiveness of what he likes to call President Ford's "rose-garden campaign."

Finally, they had not foreseen the possibility that in only 23 days—the period between Labor Day and now—Mr. Carter could be transformed from a challenger with a comfortable lead to one of the major issues of the campaign.

So, early yesterday morning, long before the sun rose in Georgia, the candidate emerged from his home in Plains, carrying his own luggage to the open trunk of a waiting car and was driven off into the chilly predawn darkness, determined to reassert himself quickly as the quiet-spoken but aggressive outsider who believes that the Government ought to be as good as the people, but never can be with Mr. Ford at the helm.

New Confidence Is Seen

Whether the adjustment will forestall further erosion of his lead over Mr. Ford in the polls remains to be seen, but his jaunty demeanor during his current tour—a three-day trip that took him to Buffalo and Boston yesterday and includes Pittsburgh and Washington tomorrow—suggested that he believes his season of troubles is over.

He seemed noticeably more relaxed and confident today as he celebrated his 52d birthday with a parade of cakes from well-wishers in Biddeford, Me., Hartford and here in Nashville, where he appeared at a fund-raising dinner for Jim Sasser, the Democratic candidate for the Senate

that when he told Playboy magazine that President Johnson, a Texan, had been involved in "cheating and distorting the truth" he had not actually meant that at all.

It was more time spent on a subject that Mr. Carter's staff felt was irrelevant. It was Mr. Carter's own doing, said Mr. Strauss. Many on his staff agreed.

From Texas—and from what his chief speech writer, Patrick Anderson, called a Dallas appearance that "showed Jimmy was getting it together"—the candidate suffered through small crowds and faulty scheduling in the Mexican-American communities of Southern California before moving on to Portland, Ore., on Monday, where he delivered one of his toughest speeches on President Ford.

He had been told—and he had agreed—that he seemed unnecessarily deferential to Mr. Ford during his appearance with him on Thursday night. That would not happen again, he vowed.

On Monday evening, in Evansville, Ind., he seemed even stronger in that resolve before returning here for two days of rest and an even more intensive reassessment of his campaign.

For two days, in person and on the telephone, the discussions progressed with Hamilton Jordan, his campaign director; Charles Kirbo, the Atlanta lawyer who is both close friend and political mentor; Patrick Caddell, his pollster; Gerald Rafshoon, his advertising man; Greg Schneiders, his administrative assistant, and Mr. Powell.

An Absence of Blame

Unlike many of those who worked for Senator George McGovern, the Democratic nominee four years ago, Mr. Carter's lieutenants seem determined not to moan publicly about whatever problems they were detecting—and they refrained from blaming any particular member of the staff.

Instead, according to many who participated, there was a plural admission of plural guilt, and they resolved that there "would be no more mistakes—no more at all," as one aide said.

Mr. Powell said it was difficult to trace the candidate's problems to one specific error. "There's more of a cumulative effect than anything," he said last night. "For instance, you could go back six months to when I scheduled the Playboy interview," he suggested.

That interview, in which the candidate used several sexual vulgarisms in an attempt to portray himself as a man tolerant of behavior that his religion forbids, was not seen during the discussions as a critical factor in future campaigning.

"But seen as a part of the larger problem, it was important, no doubt about that," said Mr. Powell.

Analysis of Poll Data

Also included in the discussions were the data from several polls showing that a preponderance of the television audience felt Mr. Ford had "defeated" Mr. Carter in their debate. The judgment within the Carter camp was that he had been "too soft on Ford" and "too statistical" in his own presentations.

"But you know, we completely misfigured Ford's ability to pull off his 'Rose Garden' campaign," Mr. Powell said.

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Although the candidate seemed less than overjoyed with the gift, he concentrated his energies on an application of the basic strategies devised in the reassessment session earlier this week and not even a noisy group of Mr. Ford's supporters present in the airport hangar crowd here in Nashville was able to deter him from that pursuit.

It began in earnest last Wednesday when several of the candidate's key assistants sat down with him at his house here to discuss his nationally televised appearance the next night with President Ford in Philadelphia.

Passion Found Lacking

There had been too much time spent on offering the sort of specific solutions to particular problems that so many of his critics had been clamoring for, the argument went, and not enough of Mr. Carter's soft-voiced but distinctly passionate exposition of the need for an honest, open approach to government that effectively touches and serves the people.

Mr. Carter, it is said, readily agreed. He would, he promised, take that tack in the debate on Thursday night, and with few exceptions that is what he did, answering some of the President's long statistical arguments with what an assistant later called "people-oriented" rebuttals.

On Friday, as Mr. Carter flew to Houston and Dallas for appearances in those cities, Robert S. Strauss, the chairman of the Democratic National Committee, spent much of his time on board the plane urging the candidate to return to his "personal" style, a strategy that Mr. Carter again accepted but that was temporarily shunted aside by the necessity to explain

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"But you know, we completely misfigured Ford's ability to pull off his 'Rose Garden' campaign," Mr. Powell said. "That was really a surprise to us. They've worked that to perfection."

Scheduling, a chronic problem for Mr. Carter's campaign, also came in for a long review during the reassessment, but none of those who participated would say whether any basic alterations to his original plans for a broad campaign had been planned.

Mr. Carter has said that unless it is absolutely necessary he will not concentrate on key states but rather will travel to many between now and Nov. 2. Apparently, the discussions over the last two days produced no decision to focus his presence on key states, even though local polls show that he and Mr. Ford are running even in several of them.

Back to Populism

It was Mr. Kirbo's judgment that the candidate should be "getting back to it," said one participant, meaning that Mr. Carter should return to the populist themes of his pre-convention campaign.

The strongest criticism during the reassessment was of the strategic decision that had urged Mr. Carter to use his speeches to place himself in the tradition of Franklin D. Roosevelt, Harry S. Truman, John F. Kennedy and Lyndon B. Johnson.

That, it was argued, had left little time or space for his old themes. It had left his campaign, it was argued, with no focus at all. Mr. Jordan apparently agreed, as did almost everyone else who participated.

"But I think you can expect," said Mr. Powell, "that Jimmy will also be concentrating more and more on Ford as well as going back to the previous style."

Mr. Powell said that a basic mistake was that "we tried, maybe without even realizing it, to make Jimmy into a Hubert Humphrey. Jimmy's strength is that he is Jimmy. That's basically what we came up with over the last few days. That's basically where we are going."

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