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August 12, 1976

MEMORANDUM FOR THE PRESIDENT

I strongly recommend that in your acceptance speech Thursday evening you "challenge" Carter to a series of television "debates" during the campaign. All but one of your outside advisers that I have talked to favor the "debates," but they can speak for themselves. The idea of announcing it in your acceptance speech, which was referred to in this morning's New York Times, strikes me as a very good way of providing some initiative for you at the outset.

As you perhaps know, I have agreed to be co-chairman (along with Newton Minow and Rita Hauser) of the Steering Committee on Presidential Debates set up by the League of Women Voters. I took the position, which I did not seek or particularly want, to try to make certain that if "debates" indeed occurred the ground rules would be fair and the organization first-rate.

I, along with many others, am convinced that your solid grasp of the issues -- and facts -- plus your immense credibility come through best in a press conference format -- and this is precisely what I have, with success thus far, insisted on in the Steering Committee. They would be chaired by a neutral moderator and the candidates would be questioned by a panel of three or four top-flight journalists. Follow-up questions would be permitted, so that neither candidate could get by with a "non-answer" without it so appearing to the millions of viewers. A candidate could comment on the answer of the other. No time would be allowed for set speeches.

Here are our tentative plans as to scheduling and content. Presidential "debates" would take place the weeks of September 27th, October 11th, and October 25th. A Vice Presidential "debate" would occur the week of October 18th. Topics would probably be set out in advance -- (1) foreign policy and defense; (2) domestic issues; and (3) the role of the Chief Executive.

No one can forecast the future, but this format seems to me right down your alley. I think Carter probably has misgivings, else he would have tried to put you on the defensive with a challenge already. Of course, his apparent lead in the surveys is another reason for his avoiding "debates." In other words, the old situation of leading incumbent versus trailing challenger (e.g., LBJ-Goldwater, Nixon-McGovern) is reversed.

(In this respect, I am convinced that you should not run as the "incumbent," except to claim full and rightful credit for the great progress toward Peace, Prosperity, and Trust of the past two years. The Democrat Party is the real "incumbent," having controlled the Congress, sometimes by massive majorities, for 40 of the past 44 years. In other words, I recommend that you be the "challenger" -- demonstrating that in national defense, the economy, and so on, they deserve either the credit or the blame, and how does the typical voter "tote" up the balance sheet? And so on. I hope this thrust is in your acceptance speech.)

Which brings me to the point made by one of your "senior" outside advisers who opposes "debates" -- namely, that the surveys show that incumbency is worth 10 to 12 percent of the vote, so why risk it. The answer is that, unfortunately, you are not "incumbent" in the usual sense of the term, but an unelected President. Your "constituency" in the past has not been the entire electorate, but people in your Congressional district and the Republican members of the House. I therefore think that the "incumbency" argument is wrong.

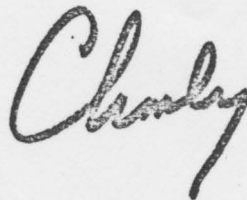
Today's paper said that one of your senior advisers believed that participation by you would not be "Presidential." I don't know what that means. If he believes you can coast through this campaign, and win, by simply being "Presidential," then I think he's dead wrong. You've got to win on the issues, using your outstanding record as a base for convincing the electorate that the next four years will be even better than the last two.

I know of no better way of helping do this than engaging in head-on TV appearances with Carter.

And I can guarantee that the set-up will be fair. The Steering Committee is determined that control of the events will be solely in the Committee (with ground rules agreed to by the candidates). In other words, the networks will have to cover them as a bona fide news event, held somewhere other than a studio. Most important, the networks will have nothing to say about format or questioners. We would select the latter and make certain that all important issues are thoroughly covered.

I urge you to issue the challenge next Thursday evening.

Yours to count on.



P.S. - A list of current members of the Steering Committee is enclosed. It will be enlarged.

I am also taking the liberty of enclosing some draft language for this purpose. I did it quickly and it obviously needs considerable work.

cc:

James A. Baker III  
Richard B. Cheney ✓  
Alan Greenspan  
John O. Marsh, Jr.  
Rogers C. B. Morton  
William Greener



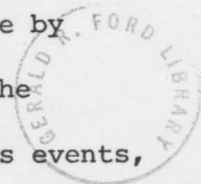
ROUGH DRAFT  
CEW/8-12-76

My fellow Americans, there is no question as to where the Democrat Party stands on the issues and has stood for years. A brief look at the \$200 billion (?) Democrat Platform will reveal dreary repetition of reliance on an ever bigger Federal Government and ever-growing Federal spending in a misguided -- and sooner or later disastrous -- effort to meet the people's needs.

But where does the Democrat candidate stand? Even the best and most probing press corps in the world has been unable to ascertain his views. I know of only one certain way to do so, and that's through a series of head-on television appearances during the campaign. Since 1960, when the last such debates were held, interpretations of the so-called "equal time" provisions of Federal law have obstructed such "debates." Now, however, the League of Women Voters has performed an invaluable public service by agreeing to sponsor three Presidential appearances and one between the candidates for Vice President. Since the debates would be valid news events, held outside of television studios, they would not be in contradiction of the "equal time" law.

I congratulate the 136 thousand members of the League of Women Voters for their initiative and hard work in solving this problem. And I hereby state that, if the Democrat candidate is willing, I shall be more than happy to participate in the series.

I know of no better way to make certain that the American people receive what they deserve -- a campaign based squarely on issues.



Debate



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TWX WNET TV NYC 1976 AUG 19 PM 2 39  
2 NEW YORK, N.Y. AUGUST 19 FR  
PMS PRESIDENT GERALD FORD  
THE WHITE HOUSE  
WASHINGTON, D.C.

NOW THAT YOU HAVE BEEN DESIGNATED THE REPUBLICAN PARTY NOMINEE FOR PRESIDENT WE INVITE YOU TO PARTICIPATE WITH THE DEMOCRATIC PARTY NOMINEE JIMMY CARTER IN A SERIES OF FOUR LIVE TELEVISION PROGRAMS EACH DEVOTED TO A SEPARATE ISSUE ON THE ROBERT MACNEIL-JIM LEHRER REPORT. THE PROGRAMS WOULD BE SPACED ABOUT EVERY TWO WEEKS DURING THE CAMPAIGN AND WOULD START AS SOON AFTER LABOR DAY AS CONVENIENT. THE MACNEIL-LEHRER REPORT IS A REGULARLY SCHEDULED NEWS INTERVIEW PROGRAM SEEN IN MORE THAN TWO HUNDRED CITIES LINKED BY THE PUBLIC BROADCASTING SERVICE (PBS). NORMALLY

IT IS AIRED FROM SEVEN TO SEVEN-THIRTY PM EDT AND AGAIN FROM SEVEN-THIRTY TO EIGHT PM EDT. THE MACNEIL-LEHRER REPORT NORMALLY RUNS THIRTY MINUTES BUT MIGHT BE EXPANDED FOR THESE PROGRAMS TO ONE HOUR. YOU AND THE DEMOCRATIC NOMINEE COULD BE IN THE SAME STUDIO IF CONVENIENT OR IN SEPARATE CITIES DEPENDING ON YOUR CAMPAIGN SCHEDULES.

CORDIALLY,

ROBERT MACNEIL  
JIM LEHRER



WNET-TV  
356 WEST 58TH STREET

NEW YORK, N.Y. 10019  
(212) 262-4352  
NNNN

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Debate

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7 00087 KANSASCITY MO 00 08-19 822A CDT

8 PMS THE PRESIDENT

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10 WHITE HOUSE

11 DC

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13 IN THE SPIRIT OF FREE AND OPEN POLITICAL DISCUSSIONS -- DISCUSSIONS

14 OF ISSUES VITAL TO THE FUTURE OF THE COUNTRY-- THE '76

15 PRESIDENTIAL DEBATES, A PROJECT OF THE LEAGUE OF WOMEN

16 VOTERS EDUCATION FUND, IS HONORED TO INVITE YOU TO

17 PARTICIPATE IN THREE APPEARANCES WITH GOV. CARTER.

18  
19  
20

21 WE ARE SUGGESTING THE FIRST APPEARANCE TAKE PLACE TUESDAY,

22 SEPTEMBER 28TH AT THE CHASE PARK PLAZA IN ST. LOUIS.

23  
24  
25

26 THE REMAINING TWO APPEARANCES ARE TENTATIVELY PLANNED DURING

4

5

6

7 THE WEEKS OF OCTOBER 11TH AND OCTOBER 25TH IN

8 DIFFERENT REGIONS OF THE NATION. WE ARE ALSO SUGGESTING AN

9 ADDITIONAL, OR FOURTH, DEBATE BE SCHEDULED THE WEEK OF OCTOBER

10 18TH BETWEEN THE TWO VICE PRESIDENTIAL CANDIDATES.

11  
12  
13

14 EACH OF THE FOUR EVENTS IS PLANNED FOR ONE HOUR IN THE

15 EVENING. WE WILL INVITE RADIO AND TELEVISION NETWORKS TO CARRY

16 THESE EVENTS. SEVERAL OF THE NETWORKS HAVE ALREADY

17 EXPRESSED INTEREST.

18  
19  
20

21 TIME IS SHORT. TO FACILITATE PLANNING, WE URGE YOU TO

22 DESIGNATE A REPRESENTATIVE TO MEET WITH US AS SOON AS

23 POSSIBLE TO CONSULT ON THE PROJECT IN MORE DETAIL.

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THE '76 PRESIDENTIAL DEBATES, MORE THAN ANY OTHER EVENT  
DURING OUR BICENTENNIAL YEAR COULD REAFFIRM OUR DEMOCRATIC  
INSTITUTIONS AND REVITALIZE VOTER INTEREST. THE LEAGUE --  
WHICH FOR 56 YEARS HAS BEEN INVOLVED IN VOTER EDUCATION --  
CONSIDERS YOUR PARTICIPATION TO BE IN THE HIGHEST NATIONAL INTEREST  
AS WE FACE AN EVERMORE COMPLEX FUTURE.

- RUTH C CLUSEN CHAIRMAN EDUCATION FUND
- RITA E HAUSER
- NEWTON N MINOW
- CHARLES E WALKER
- CO-CHAIRMEN STEERING COMMITTEE

NNNN



August 24, 1976

MEMORANDUM FOR: MR. TERRY O'DONNELL  
FROM: BILL CARRUTHERS  
SUBJECT: Debate Notes



1. If at all possible, avoid negotiating through the League of Women Voters.
2. The President's negotiating team should be void of White House Staff personnel.
3. Duval has suggested Bill Rogers - an excellent idea as is Dean Burch, but I think the negotiating team should include Frank Shakespeare.
4. The debates should take place in Washington. Carter should come to us.
5. There should be no live audience for the debates. A sign or groan or even muffled applause could impact on the outcome.
6. Pre-debate advertising, perhaps print ads in major papers, should emphasize that the debates are not a popularity contest but are being staged to determine who will make the best President.
7. We should re-read Ted White's 1960 book as it pertains to the Nixon-Kennedy debates, in addition to screening films of those debates.
8. I do not think it is essential that the press should ask the questions. I feel we place too much importance on the press -- especially electronic press if they are selected to conduct the debates.
9. Technical consulting teams should be set to insure broadcast perfection. The teams should include a technical supervisor, a lighting consultant, and an audience consultant.

cc: Mr. Duval  
Mr. Gergen



THE WHITE HOUSE

WASHINGTON

August 24, 1976

MEMORANDUM FOR: THE PRESIDENT  
VIA: DICK CHENEY  
FROM: MIKE DUVAL *MD*

The following are key questions concerning the debates. They are presented by first focusing on the debates themselves and then our negotiating strategy.

(1) Number of Debates, Time, Place, etc.

(A) Your advisors recommend that there should be three or four debates:

Option A  
National Defense  
  
Economic Policy  
Domestic Policy  
Foreign Policy

Option B  
Foreign and Defense  
Policy  
Domestic Policy  
Economic Policy

Approve Four Debates

Approve Three Debates

Disapprove

Disapprove

(B) Assuming four debates, we suggest the following approximate times:

*9th Tuesday*  
September 8th  
September 22nd  
October 6th  
October 21st

APPROVE

DISAPPROVE



(C) We suggest that the first debate be in Washington, D.C. and the others in other regions of the country.

APPROVE  DISAPPROVE

(2) Format

(A) We recommend that you and Mr. Carter stand in reasonably close proximity in a television studio.

APPROVE  DISAPPROVE

(B) We suggest that the moderator position be rotated among the TV anchormen (Chancellor, Reasoner, Cronkite and, perhaps, MacNeil of PBS). *- yes*

APPROVE  DISAPPROVE

(C) We believe questions should come from a panel of four newsmen who are selected primarily on the basis of their familiarity of the subject matter of the given debate.

APPROVE  DISAPPROVE

(D) We suggest that the debate begin with short opening statements (2 to 5 minutes) by you and Mr. Carter followed by questions and follow up questions by the panel directed at you and Mr. Carter in turn. There should be time for brief closing statements.

APPROVE  DISAPPROVE



(E) The longer the debate, the better chance to demonstrate your strengths and Mr. Carter's inexperience.

	APPROVE	DISAPPROVE
60 minutes	_____	_____
<u>90 minutes</u> +	<u>_____</u> ✓	_____
2 hours	_____	_____

(F) We strongly recommend against any audience at the debates.

APPROVE \_\_\_\_\_ ✓      DISAPPROVE \_\_\_\_\_

*Bill Ruckelshaus  
Dear Bunch*

(3) Negotiations

(A) The League of Women Voters have proposed that they sponsor the debates. (FCC regulations appear to require a sponsor.) The League has tentatively proposed that there be three debates beginning on September 28th in St. Louis. We recommend that we agree to work with the League but retain maximum control.

AGREE \_\_\_\_\_      DISAGREE \_\_\_\_\_

(B) We recommend naming a very prestigious person not part of your White House or Campaign staff as your negotiator.

AGREE \_\_\_\_\_      DISAGREE \_\_\_\_\_



CONTACTS

CARRUTHERS, WILLIAM (Bill)  
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Burbank Studios  
4000 Warner Boulevard  
Burbank, California 91522

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Home (213) 939-5633  
White House Office 456-6520

RUCKELSHAUS, WILLIAM (Bill)  
1015 Evergreen Point Road  
Medina, Washington 98039 (home address)

Phones: Office (206) 924-2208  
Home (206) VE9-4157

(Secretary - Diane Roline)

WALKER, CHARLES E. (Charlie)  
Assistant Secretary for Tax Policy  
Department of the Treasury

Phones: Office (964-5561  
Home 363-0710



## POSSIBLE QUESTIONERS FOR DEBATES

### Defense

Bill Beecher	Boston Globe
Fred Hoffman	Associated Press
Charles Corddry	Baltimore Sun
John Finney	New York Times
John Milne	UPI
Norman Kempster	Los Angeles Times
Lloyd Norman	Newsweek
Joe Kane	Time
Joseph Kraft	
Robert Novak	
Stan Carter	New York Daily News
Pat Sloyan	Long Island Newsday

### Economics

Art Pine	Baltimore Sun
John Berry	Time
Rich Thomas	Newsweek
Bart Rowan	Washington Post
Jim Rowe	Washington Post
Bill Neikirk	Chicago Tribune
Lee Cohn	Washington Star
Ed Dale	New York Times
Eileen Shanahan	New York Times
Al Hunt	Wall Street Journal

### Foreign Policy

Barry Schweid	Associated Press
Ted Koppel	ABC
Marvin Kalb	CBS
Richard Valeriani	NBC
Henry Bradsher	Washington Star
Henry Brandon (British)	London Sun Times
Nicholas Daniloff	United Press International
Bernie Gwertzman	New York Times
Leslie Gelb	New York Times
Murray Marder	Washington Post
Jerry Shecter	Time
C. L. Sulzberger	New York Times



DOMESTIC POLICY

Carl Leubsdorf  
Les Gapay  
William Wyant  
Nelson Benton  
Al Cromley  
Carl Rowan  
Morton Mintz  
Stuart Auerbach  
Charles Bartlett  
Robert S. Boyd  
William Broom  
Haynes Johnson  
William Raspberry  
Hugh Sidey  
John Lindsay  
Bernie Brenner (farm)  
William Blair (farm)  
Bill Moyers  
Frank VanderLinden  
Margaret Mayer

Baltimore Sun  
Wall Street Journal  
St. Louis Post Dispatch  
CBS  
Daily Oklahoman  
Field Enterprises  
Washington Post  
Washington Post  
Chicago Sun Times  
Knight  
Ridder  
Washington Post  
Washington Post  
Time  
Newsweek  
UPI  
NY Times  
CBS  
Nashville Banner  
Dallas Times-Herald

GENERAL

Nick Thimmesch  
Rudy Abramson  
Aldo Beckman  
Mort Kondrake  
Scotty Reston  
Pat Ferguson  
Andy Glass  
Saul Kohler  
Jim Dickinson  
Jim Hartz  
Howard K. Smith

Los Angeles Times Syndicate  
Los Angeles Times  
Chicago Tribune  
Chicago Sun Times  
New York Times  
Baltimore Sun  
Cox  
Newhouse  
Washington Star  
NBC  
ABC



## LOGISTICS

- Dates

  - 1st debate

  - 2nd debate

  - 3rd debate (VP)

  - 4th debate

- Place

  - 1st debate

  - 2nd debate

  - 3rd debate (VP)

  - 4th debate

- Physical Setup

  - General staging

  - Sit/stand, proximity

  - Moderator

  - Panel

  - Cameras

  - Extra equipment

- Audience

- Total capacity

- Reduced capacity

- Mix

- Admission process

- Diplomatic Corps ?

- Press

- Special groups

- Lighting

- Audience noise

- Timing of filling seats

- Press facilities in audience

- In/out during debate



- Support Facilities

- Presidential area
  - . Holding room
  - . Dressing
  - . Makeup family
  - . First Family
  - . Key staff
- Ford staff working area
  - . TV support
  - . Other staff
  - . Secret Service
  - . WHCA
- VIP holding area
- Carter area
- Press area

FORMAT

- Panel
  - Selection
  - Announcement
  - Brief panel
  - Order and control
- Moderator
  - Selection
  - Announcement
  - Debate order
  - Brief moderator
- Intro and Closing
  - Script
  - Briefings



RESEARCH

## Video tapes

- Kennedy-Nixon 1960
- Carter debates
  - 1976 Primaries
  - 1970 Gubernatorial

## Polling

## 1st Debate

- Pre-debate
  
- During debate
  
- Post-debate

## 2nd Debate

- Pre-debate
  
- During debate
  
- Post-debate

## 3rd Debate (VP)

- Pre-debate
  
- During debate
  
- Post-debate

## 4th Debate

- Pre-debate
  
- During debate
  
- Post-debate

## Briefing materials

- Materials on Carter
  - . Background
  - . Personality
  - . Position on issues
  - . Debate preparation

- Q&As

- . 1st Debate
- . 2nd Debate
- . 3rd Debate (VP)
- . 4th Debate

- Key issues

- . 1st Debate
- . 2nd Debate
- . 3rd Debate (VP)
- . 4th Debate

- Our key points

- . 1st Debate
- . 2nd Debate
- . 3rd Debate (VP)
- . 4th Debate

- Key Carter points

- . 1st Debate
- . 2nd Debate
- . 3rd Debate (VP)
- . 4th Debate

- Analysis of panel

- . 1st Debate
- . 2nd Debate
- . 3rd Debate (VP)
- . 4th Debate

REHEARSALS

ADVERTISING PLAN

- 1st Debate
  - Pre-debate

- Post-debate

- 2nd Debate
  - Pre-debate

- Post-debate







- 2nd Debate

- Pre-debate

- During debate

- Post-debate



- 4th Debate

- Pre-debate

- During debate

- Post-debate



S E P T E M B E R

O C T.

7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1 2 3



\* 8/24 (8 am)

President: House

President, Cheney, Bailey, Spencer,  
Greener, Duvall, Jones, Chanock,  
Teeter, Baker, Deardouff.

### Campaign Organization

~~Steering~~ Steering Comtee - chaired by  
Rog Morton.

PFC - Baker, Chinn

Baker

Teeter

Bailey + Deardouff - Ads

Spencer - Political

Greener - Communication.

\_\_\_\_\_ - Special groups

President - start - sooner the  
better. I like everything  
in memo.

Slip start to Wed 8/9

President: insist 90 mins  
OR more

give PBS a fair shake

---

P more comfortable when  
standing.

---

P - Notes end up as burden  
- not benefit.

Negotiate: no notes or  
books; ~~leave open~~  
~~Q of no~~ <sup>prepared text</sup> ~~initial~~ statement.

\* we should put public pressure  
on notes to cover.

OK aim for 9<sup>30</sup> Eastern



## President

rotate panel - if 90 mins  
let 4 go for 45 mins  
then rotate a new panel in

Newsman  
#1

Question

Answer

Follow up Q (or Qs)

Newsman  
#2

Teeter to P's advantage  
to get indignant

Burch  
I call ~~Burch~~ - get opinion  
on Equal Time Issue

---

P - this being done for  
people who will watch.

P - have both Dean + Bell  
at negotiations

P - our line via Carter  
saying he's an underdog

We should say:  
debates are useful - public  
needs to know ~~that~~ what  
he stands for; public  
needs to know how  
informed he is.

Issue isn't favorite / underdog  
Issue is public's right to  
know.

P announce tomorrow  
① who his negotiators is  
② instructions

- 5 part
- 4 debates
- 90 mins



---

## ACTION

call Charlie Walker  
Dean Burch  
Bill Ruckelshaus

---

\* have negotiators ask that one  
debate ~~not~~ be in South (leak)

2002/01/14  
Mtg. w/ President

Ed Dale  
Eileen Schenan  
Jim Rowe

Bartley - OK      Domestic/Econ - no good  
foreign policy

President: Ones I know are alright

Andrew Glass

---

Moderator: Howard K Smith - OK

Lawrence Spivack

P - submit  
all 3  
names

Bill Monroe

---

Cheney - move 2nd debate  
up a week

P. push very hard

Boston Faneuil Hall

go to Dallas for 2nd



30 Dec

1.1.13

win/lose

Integrity -

Ford

Competence -

problem for Ford

Compassion -

Carter

Vision -

?

OK

Howard K Smith

Member for:

Lawrence Spence

Bill Mackay

Right of way

Change - more at debate  
up a week

Right of way

Right of way

Right of way



Moderator

\* Bill Monroe <sup>(NBC)</sup> / George Herman <sup>(CPS)</sup>

\* ~~A~~ Barbara Walters <sup>(ABC)</sup>

~~A~~ \* Elizabeth Drew biased

\* Lawrence Spivak - No.

\* \* Howard K. Smith -



State Office

starts 6<sup>00</sup> pm  
over 8<sup>00</sup> pm  
Mtq. w)

President (DEBATES)

Ruckelshaus, Cheney, Baker,  
Burch, Carruthers

Date -

P- Liz Carpenter (

one in CBS Library Jean  
" " DDE Abeline, Kamen

Frank Tremain (UPI)

OCT 6, 7, 8

P- take a look at Librarians

~~H.P.~~

P- Settle Presidential first  
then V.P. ; take pos. sum  
" of course " / V.P. debate

P- U.P. should NOT be LAST

Should be third -

VP - details to be worked out later  
- 3 rd  
-

P- Possible 80 min (10 commentary)

Audience - .



P- advise to cut down  
press corps - press  
will want to be in  
arena;

- give League 25% (?)

Place - Truman Library 1<sup>st</sup>

P- Format <sup>OK</sup><sub>n</sub> / closing statement  
(if 75 → 90 min) - 2 min



P- wants to STAND  
best argument - tradition . debaters  
stand  
Lincoln - Douglas did

→ we should get precedence.

P- if they want last open  
we want 90 min each - for  
the three:

- Foreign / Defense
- Domestic / Economic
- Open

P- we want tough Question

---

A Moderator must NOT be  
allowed to comment  
last time.



P - Try to ~~the~~ limit  
any ~~any~~ use  
of tape  
to avoid distortion.



9/3

~~8/2~~

Review of RN-JFK

GRF should not refer to Carter in his answer; only in "responses"

use "I believe..."



Debate -

General Review Materials  
• 507U, etc

• Bergen articles

↳ get quotes from P statements

" Key Historical Quote / <sup>who used</sup> Carter quote?

3 30 SAT 9/4

w/ the President - P.T. Office  
Doral + Cheney

Review: First JFK-RN Debate

JFK note taking while RN talking  
(leaves impression RN's facts will  
be rebutted.)

\* Reaction shots when speaker  
mentions opponent ??? (Be  
careful)

P. must know moves; e.g.  
to sit immediately after  
speaking

Nixon eyes move - dart

Head tilts.



JFK took on a premise in  
one of Novins Qs. (reducing  
the debt)

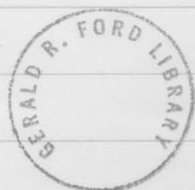
[ P should review Demo Platform  
Side-by-side Review ?? ]

[ Also Very factual comparison  
of Carter - issue by  
issue w/ quotes . ]

• JFK also cut off Vanocur in mid-Q.  
(2nd time)

8 min each opening  
[ Qs to JFK - III  
RN - III  
3 min 20 sec each closing

towards end -  
JFK on Bills RN thought  
were extreme .



RN closing speech appears to have been scripted w/ space to insert reaction to one JFK comment during debate - RN chose JFK comments on Education.

JFK - did not have scripted closing - did refer to RN's points + rebutted, but used "canned" closing lines

"... if you (TV audience) thinks everything is all right now ..."



Clearly spoke to TV audience - not RN or panelist in closing.

"That were the years when tide came in for America"

P appearance made difference

Nixon eye movements

Kennedy - talked goats  
looked down the  
road;



*Choon file*

THE WHITE HOUSE  
WASHINGTON

September 8, 1976

MEMORANDUM FOR: JERRY JONES  
FROM: MIKE DUVAL *Mike*  
SUBJECT: MEETING WITH THE PRESIDENT

Bill Carruthers will be in town Friday and would like to meet with the President, myself (and I would recommend strongly that Dick Cheney be there) for about half an hour or so in the afternoon.

This meeting is important so we can go over with the President sketches of the possible staging of the debates. Bill ~~and I~~ will be meeting with the Carter people in Philadelphia on Monday at noon, and it's important that we have the President totally onboard in terms of set design, etc.

cc: Dick Cheney





Sept. 10

Oval office

4:45  
5:45

to

President, Cheney  
Carruthers

P - movement from chair  
to Podium was  
awkward in Nixon - Kennedy  
debate in 1960.

P wants to go to theater  
first to acclimate.

P - no Tally lights on cameras

---

Action

. P house in Phila.

. Audience

P - NO on the 8<sup>th</sup> of Oct.



• Press

- make-up
- Preparation
- Rehearsal



President, Caswell, & Dorrance Smith, Cheney  
Sunday Cabinet Room 4:30 (Video Tapes)



9/12

P- ans. to Carter re-orgn plan

A- we've heard that before.

American people ~~want~~ have a  
right to know what  
their President will do -

I have already submitted  
5 reorg. plans.

Congress has only enacted  
— of one:

—  
—  
—



---

Carter links Ford - Nixon program  
- P must never depend R.N.

Carter: <sup>will say</sup> G.R.F. in Congress for 25  
years - in addition to taking  
credit for good things Congress  
has done must share ~~to~~ some  
blame for bad things.



\* P to me → check 1/2 of  
 Carter's \$10 billion going  
 to poor (??)

O'Neill

Variable deduction on  
 home inty.

25% to upper 15%  
 Treasury raised \$10 billion

\* Carter shows familiarity  
 with ~~state~~ workings of state &  
 local govt. based on his  
 experience.

McConary  
 should look  
 at TAPE

≡ P. should counter w/ understanding  
 of state & local govt on national  
 scale. re: R/S etc.

Carter cites potentials of SOLAR  
+ Mass Transit —  
context of producing jobs.

---

Herb KAPLOW → Submit his name

---

Carter: Problem w HAK — he  
doesn't trust the  
American People, Congress  
— even the President

for  
rehearsals

Carter  
tapes

- Govt Ref —
- Social Sec.
- welfare
- jobs



Meeting w/ President

Oct 4

4 PM

~~Meeting with President~~

Oval office

Richardson, Zerk, Duval

Re: energy program - we have  
a good story to tell.



[ P. talked to worker at  
printing plant. + said  
insulation tax deduction  
in tax bill - it's not ]

ELK Hills - shut down because of  
Excess capacity in  
California

Cars now 34% - 1977 model

this means auto industry  
will beat our 1980 - 40%  
goal.

P. Hit Energy hard in 3rd Debate

By 1985

12 m Gd

— Uncount.  
(no legit)

7

— proj. now

4

— w/ full P.  
Plan

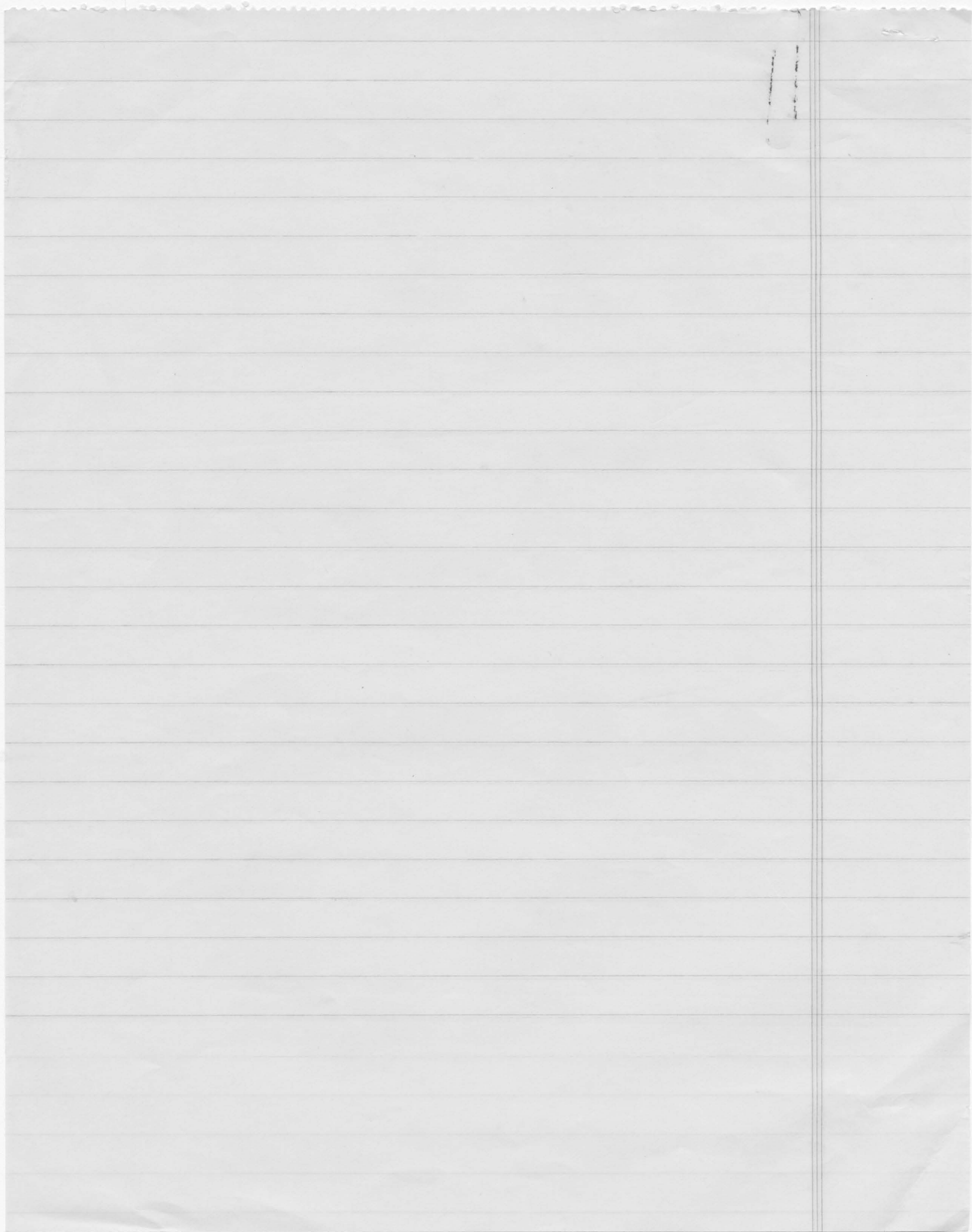
Energy Storage in  
CA, Tex, Ohio  
will begin next year



Domestic  
Prod.  
up

but drill more well feet + more  
wells this year than  
ever before.

Domestic prod. rate of decline  
has slowed.





THE WHITE HOUSE

WASHINGTON

September 17, 1976

MEMORANDUM FOR THE RECORD

FROM: MIKE DUVAL *Mike*

I met with the President this morning at 9 o'clock for about fifteen minutes with Cheney, Greenspan, Greener and Nessen.

Discussed third panel member question; names under consideration were Eileen Shanahan, Elizabeth Drew and Meg Greenfield.

The President agreed to go with Eileen Shanahan after considerable discussion. She's very liberal and biased toward Democratic big spending programs, but she's tough (which we want) and probably will be fair.

Additional humorous discussion concerning the VP photo in today's newspapers.



THE WHITE HOUSE  
WASHINGTON

ADMINISTRATIVELY CONFIDENTIAL

October 13, 1976

MEMORANDUM FOR: JERRY JONES  
FROM: MIKE DUVAL *White*  
SUBJECT: Meeting with the President  
Thursday, October 14

I think it's important that Bill Carruthers and myself spend a half hour with the President tomorrow (Thursday) to have a post-mortem on the last debate.

I really think we need to get from the President a better understanding of his feelings about what happened. I'm very conscious of the danger of focussing on past mistakes (in terms of affecting future performance) but I think we need to have a better understanding of his feelings concerning the preparation for the last debate and the events that occurred on stage.

Attendees should be: Dick, myself, and Bill Carruthers.

An alternative (which I prefer) would be to have the President view the "Teeter tape" of the second debate and then follow-up the viewing with a short meeting to analyze it. If that is the format chosen, Teeter should be at the meeting.



THE WHITE HOUSE  
WASHINGTON

October 14, 1976

*rec'd 6 PM 10/15*

MEMORANDUM FOR: MIKE DUVAL

FROM: WILLIAM W. NICHOLSON *WwN*

SUBJECT: Approved Presidential Activity

Please take the necessary steps to implement the following and confirm with Mrs. Nell Yates, ext. 2699. The appropriate briefing paper should be submitted to Dr. David Hoopes by 4:00 p.m. of the preceding day.

Meeting: With Selected Members of the ERC Executive Committee

Date: Mon., Oct. 18, '76

Time: 2:00 p.m.

Duration: 30 mins.

Location: The Oval Office

Press Coverage:

Purpose: For a brief review of energy achievements, pending initiatives and overall energy policy.

cc: Mr. Cheney  
Mr. Hartmann  
Mr. Marsh  
Dr. Connor  
Dr. Hoopes  
Mr. Nessen  
Mr. Jones  
Mr. Smith  
Mr. O'Donnell  
Mrs. Yates  
Col. Riley  
Mr. Orben  
Mrs. Gennell  
Gen. Scowcroft  
Mr. Greenspan

