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## RON NESSEN INTRODUCTION TO MEETING

1. This is the second meeting like this that we have had and it is my plan to continue having them every three or four months. I think the first one was extremely worthwhile and that we put many new procedures into effect and cleared the air of a lot of problems. I know that this is no Camp David, but I think we can get the same good atmosphere going here. At least we can sure try.
  
2. Before we get too far into our discussion, I would like to remind everyone for it to be successful, I would like to make assignments right on the spot throughout the day so that we all know who is responsible for follow up.
  
3. I would like to say a few things about the organization within the office. Frankly, while I know everyone has been working very hard, too much of it comes to my desk. So, I would like to share some of this load. Therefore, throughout the day and from now on, I would like the papers and the problems to go through Bill. If he feels it needs to be escalated he will bring it to my attention. Naturally, if we reach a point where there needs to be an appeal, which I assume

will be on very rare occasions, then Bill will bring it to my attention. This does not change what I hope has been a completely open-door policy. I still want to be kept apprised of what is going on all day but there are many details that are coming to me which should go to the Deputy first.

On my side, I know it is important for me to share more of the information I have with Bill and in turn with all of you.

To make this work, it has to be a two-way street. As papers get to me that I think should be handled by Bill, I'll just send them to him and that will delay your answer. So let me suggest that you first show them to Bill. In almost every instance the problem can be handled by my "interchangeable Deputy."

4. It seems that everytime we have one of these meetings, we have a veteran departing. As you all know, Tom DeCair will be leaving us shortly and will be sorely missed. He has been a valuable member of the White House office through some very trying times, and I'm sure that Tom has a few ideas he would like to pass on to us.

--- Tom....

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AGENDA ITEMS  
FOR  
"CAMP DAVID II" MEETING

- 9:30 - 9:45 a.m. Ron Nessen Introduction
- 9:45 - 10:00 a.m. View of Tom DeCair
- 10:00 - 10:45 a.m. Review of Recommendations from Camp David
- 10:45 - 11:45 a.m. Discussion of Two Foreign Trips (Europe and China) and Vail
- 11:45 a.m. -  
12:30 p.m. Discussion of Daily Briefings and Postings
- 
- 12:30 - 2:00 p.m. Lunch - White House Conference Dining Room
- 
- 2:00 - 2:30 p.m. Margita White's Items
1. Review of Handling of Out-of-Town Media Requests
  2. Review of Communications Office Press Plans
  3. Press Activities by Other White House Offices
- 
- 2:30 - 3:00 p.m. Bill Roberts' Items
1. Better Coordination between the Various Executive Offices in Scheduling Briefings; Releases of Information or Reports; Announcements of Major Importance; Presidential Appearances
  2. Better Communication during Unexpected Events
  3. Better Weekend Rotation

3:00 - 3:30 p. m.

Jack Hushen's Items

1. More Information Must Flow from Upper Press Office to Lower Press Office
2. Telephone Answering Should be Equalized Between Upper and Lower Offices by Having Telephones Ring Upstairs
3. The Daily Briefing Should Start at 11:00 a. m.
4. The Briefing Room Should be Reconfigured to Provide More Space for the Additional TV Cameras That Are so Often in Attendance at the Briefing as well as Bringing more Order to the Briefing Room
5. Better Liaison Must be Established between Mrs. Ford's Press Office and Our Office
6. Copies of the Foreign Policy Guidance Should be given to the Assistant Press Secretaries

3:30 - 4:00 p. m.

Travel Problems  
Press Advance Coordination  
Bibles  
Coordination with White House Advance Office, etc.

4:00 - 5:00 p. m.

Personnel and Free for All

TAB B -  
Bill Greener Memo

THE WHITE HOUSE

WASHINGTON

October 16, 1975

MEMORANDUM FOR: THE STAFF  
FROM: BILL GREENER  
SUBJECT: "Camp David II"

*Bill*

Unfortunately, we are unable to go to Camp David this weekend; however, we are still going to have our "promised" meeting. Starting at 9:30 a. m. in Room 160 of the E. O. B., Ron will review our activities over the last few months and discuss our activities for the next six months.

As with our "Camp David I", the entire meeting is aimed at improving our operation so that we can serve the President, the press and the public in the best possible manner.

We will have an agenda for you on Friday. If all goes well, we can finish our discussion on Saturday. However, for planning purposes it may be necessary to have a session on Sunday.

The reason for the meeting is to "do better" -- to do that we encourage all of you to submit agenda items, and to come prepared for a "free-wheeling" discussion.

Copies for: Ron Nessen  
Bill Greener  
Connie Gerrard  
Jack Hushen  
Larry Speakes  
Bill Roberts  
John Carlson  
Jim Shuman  
Margita White  
Margaret Earl  
Liz O'Neill  
Bob Mead  
Eric Rosenberger  
Margie Vanderhye  
Tom DeCair  
Randy Woods

TAB C -  
Compilation

THE WHITE HOUSE  
WASHINGTON

October 17, 1975

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

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

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

Attachment

REPORT FROM RECOMMENDATIONS  
OF CAMP DAVID I

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

NO COMPLETED ACTION

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

NO COMPLETED ACTION

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

NO COMPLETED ACTION

4. A permanent late girl for Ron.

ACTION COMPLETED

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

ACTION COMPLETED

6. Suggestions made for trips:

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

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

Assignment of specific duties to everyone on trip.

Keeping continuity in office procedures.

ONGOING ACTION

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

ACTION COMPLETED (Greener)

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

ACTION COMPLETED

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

STARTED -- MARGY HAS SOME POINTS TO ADD

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

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

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

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

? ? ? ? ? ?

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

SUPERSEDED

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

ACTION COMPLETED

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

NOT WORKABLE

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

ACTION COMPLETED

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

SO WOULD EVERYONE

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

MAYBE!

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

NO COMPLETED ACTION

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

NO COMPLETED ACTION

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

NO ACTION ANYWHERE

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

ACTION COMPLETED

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

NO COMPLETED ACTION

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

OF COURSE WE WILL TRY TO DO BETTER

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

NO COMPLETED ACTION

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

ACTION COMPLETED

*follow up.*

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

NO COMPLETED ACTION

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

NO COMPLETED ACTION ? ? ? ?

27. Jerry Warren summing up:

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

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

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

NO COMPLETED ACTION

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

? ? ? ? ?

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

ACTION COMPLETED

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

COMPLETED ACTION

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

NO ACTION BY MARRS

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED WHERE POSSIBLE

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

DECIDED AGAINST

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

ACTION COMPLETED

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

ACTION COMPLETED

38. Proposed timing for making material available each day:

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

ACTION COMPLETED

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

NO

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

TRIED

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

REJECTED

42. Have briefings in a more informal setting.

ACTION COMPLETED

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

? ? ? ? ?

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED (BUT ONGOING)

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

BETTER -- BUT NOT PERFECT

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

I HOPE SO

51. It is important to share information with each.

BETTER BUT NOT PERFECT

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

ACTION COMPLETED

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

ACTION COMPLETED

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

CONTINUAL PROBLEM

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

NO COMPLETED ACTION

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

NO COMPLETED ACTION

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

BETTER

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

HALFWAY DONE

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

STILL NOT UNDERSTOOD BY STAFF

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

ACTION COMPLETED

61. Press Office should involve Margita and her staff.

ACTION COMPLETED

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

BETTER -- BUT NOT SOLVED

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

BETTER

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

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

SOME BETTER

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

ACTION COMPLETED

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

ACTION COMPLETED

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

ACTION COMPLETED

73. Pre-trip publicity needs to be improved. *Liz?*

NO COMPLETED ACTION

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

? ? ? ? ?

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

NO COMPLETED ACTION

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

NOT DONE -- NOT EVEN DISCUSSED

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

SOME BETTER

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

ACTION COMPLETED

TAB D - Talking  
Points Background

THE WHITE HOUSE

WASHINGTON

October 15, 1975

MEMORANDUM FOR: WILLIAM GREENER  
FROM: MARGITA WHITE *man*  
SUBJECT: Agenda Items for Saturday Meeting

1. Review of Handling of Out-of-Town Media Requests

I think it would be useful for all concerned if I reviewed briefly how we handle both speaking and interview invitations. The system works quite well but it needs to be outlined to all concerned.

2. Review of Communications Office Press Plans

Our office has been very involved in planning, in coordination with the involved public affairs officers, press events for the tax program, EIA and regulatory reform. Although this involves few others on the staff, I think it would be informative for everyone to know what we are doing in this area.

3. Press Activities by Other White House Offices

As you know, the Office of Public Liaison now has a director of media relations, John Calhoun, who issues releases and prepares media reports. The subject of Domestic Council press activities also came up this week. We need to consider the implications of proliferating White House press spokesmen.

AGENDA SUGGESTIONS FOR STAFF MEETING

*JWR*

- 1) How to get better coordination between the various Executive offices in scheduling briefings; releases of information or reports; announcements of major importance; Presidential appearances.

Typical example: The problems involved in the President's signing of the Sinai bill last Monday. Everyone was all set to go for a 1:45 p.m. ceremony several hours before. But the final word did not come through until 1:40 p.m., and the filming started at 2 p.m.

~~They~~ hurried setup produced below-average lighting, irritated everyone in the Press Room--justifiably--because it wasn't announced in advance. Worsr of all, it made the Press Office and the President, and the White House staff look ineffective, inefficient, and disorganized. Would it help for the Press Office to make this point forcibly, and take the lead in working out a system whereby one person has authority to sign off on an event--and does so several hours ahead of the event?

- 2) <sup>h</sup> Better Communication ~~when~~ <sup>unexpected</sup> events occur in the motorcade. At San Francisco and at Hartford there were great difficulties in getting any information on events to the Press still at the Press Center, and to Washington until the motorcade arrived at the airrport. I suggest ~~designate~~ someone be designated as contact man for motorcade problems--someone like Terry/or Red Cavaney, <sup>O. Donnell</sup> <sup>Rumsefard</sup> ~~or~~ a Secret Service Agent in the motorcade, who can radio details back to the Press Center, just as a standard procedure.

- 3) <sup>u</sup> Better weekend rotation. Can a system be worked out for rotating a two-day weekend for everyone every four or five weeks, and that would avoid having Thym Smith take golf and church every weekend? Mightit be possible to have thinner staffing of the office om Saturdays to achieve this--with perhaps just one ~~press~~ press officer on duty?



THE WHITE HOUSE

WASHINGTON

October 16, 1975

MEMORANDUM TO RON NESSEN

FROM: JACK HUSHEN *JH*

SUBJECT: Suggested Agenda Items for Press Office  
Improvement Meeting

1. "More information must flow from upper press office to lower press office." This problem was discussed at the Camp David meeting and some positive steps were taken, but they seem to have fallen into disuse over the months. The Press Secretary should share with his staff the policy type information that comes out of his meeting with the President, as well as a complete fill-in after the senior staff meeting. Each member of the staff should have a particular internal assignment so that he feels more a part of the staff. (For instance, attending cabinet meetings, bipartisan or GOP meetings, scheduling meetings, sitting in on Presidential interviews, etc.)
2. "Telephone answering should be equalized between upper and lower offices by having telephones ring upstairs." A survey of the number of calls taken by the lower press office which were for persons in the upper press office disclosed it to be 40 to 80 percent of the total calls received. This is due primarily to the addition of a principal Deputy upstairs. Although the telephone message center operation has reduced the number of calls received by the Press Office, the number of calls answered just by Judy O'Neil from Monday to Friday last week were as follows: 138, 142, 110, 113, 50 (half day due to travel).
3. "The daily briefing should start at 11:00 a.m." To the credit of the office, we have stuck by the Camp David commitment to brief everyday at 11:30 a.m. With the proper organization, another 30 minutes can be cut off the preparation time.

4. "The briefing room should be reconfigured to provide more space for the additional television cameras that are so often in attendance at the briefing as well as bringing more order to the briefing room." This could be done by moving the podium to the area directly across from the outside door and relocating the camera risers the full length of the outside wall. This would put all reporters and cameras much closer to the podium and would tend to reduce much of the "back-of-the-room chatter" and snide remarks as well as reducing the we-they appearance of the present briefing room. Press Office staff would not be clustered around the door, further reducing the we-they attitude. We should also consider putting in the necessary facilities for live coverage cameras because it seems that the networks have more and more need for such a hookup.
5. "Better liaison must be established between Mrs. Ford's press office and our office." The present set-up only works to each other's disadvantage, with the result that the President suffers. The Press Secretary should designate someone on his staff to be the liaison person between the two offices.
6. "Copies of the foreign policy guidance should be given to the Assistant Press Secretaries."

TAB E -  
Travel Rotation

October 16, 1975

ROATION OF SECRETARIES

Next Four Upcoming 1-Day Trips

1. Jan Barbieri  
Carol Montague
2. Patty Presock  
Judy O'Neill
3. Pat Coyle  
Gay Pirozzi
4. Jan Barbieri  
Carol Montague

NOTE: In the event a third secretary is required for any of the one day trips, each secretary will move up one on the list.

Next Two Overnight Trips

1. Connie  
Carol  
Jan  
Judy
2. Connie  
Patty  
Gay  
Pat

European Trip

Connie  
Carol  
Jan  
Patty  
Pat

Concerning the above listed trips, this is a list for future trips rotation. It is for your information and we have no announcement of cities except for the European trip.

China Trip

Connie  
Gay  
Patty  
Judy  
Pat

(Dependent on how many are allowed to go.)

October 15, 1975

TRIP ROTATION

1. I think we should take Connie off secretarial rotation since she is not a secretary any more and this would prevent anyone else from saying anything about her going on all trips.
2. For Paris, I recommend:

Connie  
Carol  
Jan  
Patty  
Pat

This is the way the rotation comes up. I realize it is mostly the girls from upstairs, but the last two trips we ended up with all the girls from downstairs. This has been our standard number of secretaries and I see no way to cut that down on an overseas trip. They work the longest and hardest hours of almost anyone on the trip.

3. For China, Connie would very much like to go on the China pre-advance. I believe if she does that she would have no desire to go on the real thing. Taking this into consideration -- if she goes on the pre-advance, the rotation would be:

Gay  
Patty  
Judy O'Neil  
Pat  
Carol

If Connie does not go on the pre-advance, the rotation would be:

Connie  
Gay  
Patty  
Judy  
Pat

4. If the rotation frankly does not allow Judy to go on any of the trips either Paris or China because she has been on all five overseas trips, I believe in fairness she should be allowed to go on the China trip. If as in the Vladivostok trip only 2 or 3 secretaries go into China, it should be:

Gay  
Patty  
Pat

since Judy went into Vladivostok.

5. If Connie does not go on the pre-advance and only three girls can go into China, it would be:

Connie  
Patty  
Gay.

FOREIGN TRIPS

Connie has made all -----5 trips

Judy O. has made all -----5 trips

Gay has made -----3 trips

Patty has made -----2 trips

(Then we have the new girls:)

Carol began in February 1975 & has made -----1 trip

Pat Coyle began in April 1975 & has made -----1 trip

Jan began in July 1975 & has made -----0 trips

PRESIDENTIAL FOREIGN TRIP SECRETARIAL ROTATION

DATE	TRIP	GIRLS WHO WENT ON THE TRIP	GIRLS WHO REMAINED IN D.C.
November 1974	Far East Trip (Japan, Korea USSR)  USSR Portion	Connie Patty Joy Judy O. Gay  Connie Judy O. Joy  (Patty & Gay remained in Tokoyo)	Judy Gagliardi Karin Nordstrom Carol Montague (even though Carol was working for Liz at this time she worked out of our ofc. during this trip.) CAROL BEGAN WORK IN THE PRESS OFC IN FEB. 1975)
December 1974	Martinique	Connie Judy O'Neil Judy Gagliardi Joy	Patty Gay
May/June 1975	European Trip Brussels/Madrid Salzburg/Rome	Connie Joy Judy O. Gay Carol	Patty Pat Jan (she was working for Ed & come over to help) - (JAN BEGAN TO WORK IN THE PRESS OFC JULY 5)
July 1975	European Trip Finland etc	Connie Patty Pat Gay Judy O.	Carol Jan

THE WHITE HOUSE

WASHINGTON

October 16, 1975

MEMORANDUM FOR: THE STAFF  
FROM: BILL GREENER  
SUBJECT: "Camp David II"

*Bill*

Unfortunately, we are unable to go to Camp David this weekend; however, we are still going to have our "promised" meeting. Starting at 9:30 a. m. in Room 160 of the E. O. B., Ron will review our activities over the last few months and discuss our activities for the next six months.

As with our "Camp David I", the entire meeting is aimed at improving our operation so that we can serve the President, the press and the public in the best possible manner.

We will have an agenda for you on Friday. If all goes well, we can finish our discussion on Saturday. However, for planning purposes it may be necessary to have a session on Sunday.

The reason for the meeting is to "do better" -- to do that we encourage all of you to submit agenda items, and to come prepared for a "free-wheeling" discussion.

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Bill Greener  
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Jack Hushen  
Larry Speakes  
Bill Roberts  
John Carlson  
Jim Shuman  
Margita White  
Margaret Earl  
Liz O'Neill  
Bob Mead  
Eric Rosenberger  
Margie Vanderhye  
Tom DeCair  
Randy Woods

Pres Office Improvement Meeting

Sat. Oct. 18, 1975

attending:

Ron Neuse  
Bill Green  
Jack Neuse  
Larry Speaks  
Bill Roberts  
Tom De Capi  
Louise Gerard  
John Carlson

Margita White  
Jim Shuman  
Randy Woods  
Bob Mead  
Helen Collins  
Liz O'Neil  
Eric Rosenburger  
Liz O'Neil  
Shela Weidenfeld  
Marcy Vander Nye  
Margaret Carl

10 am:

Ron. Introductory remarks - 2<sup>nd</sup> meeting. 1<sup>st</sup> at Camp David. Tremendously useful & improved Pt. of tremendously. 4<sup>th</sup> and 9<sup>th</sup> m. Hope these every few mths.

Reason C.W. so successful very cordial. Today's session 2<sup>nd</sup> group therapy, brain storming, management planning. Hope today's meeting 4<sup>th</sup> 9<sup>th</sup> m.

List of suggestions at C.W. - many compliments  
Will do similar list today

P.O. running well. Some reflected in what has been written and said privately. Also have way to go. Should continue a track of improvement.

One problem: Too much lauding on Pous desk. Every office had become confident in judgement. Guener has total & complete confidence of P.N., P. member of W.N. staff. Totally interchangeable. Speaks and acts @ ~~total~~ total authority. Deal through Bill. Will see how gets it if necessary. Ron will never close door <sup>or not take phone call from</sup> to anyone in room. But use Guener as much as possible.

Tom DeCair leaving. Has been here through era and problems of pres. operation.

Tom:

~~Specific~~

Perceptions gained in traveling around last 4 or 5 months.

Growing view no doubt set of affecting us - Administration is without direction - stumbling along without grand plan - has no good feeling about us don't know what we're doing.

In Pres office affects us. 1972 & didn't  
Nixon ) ( 2 2 ) McGovern  
Kissinger ) ( 1 1 )  
 ) ( 1 1 )  
 ) ( 1 1 )

Be concerned as campaign year that

(2)

reports perceptions important - opinion columns if not in show. Crucial thing is getting it elected.

Oct 14 news summary. Oct 13 Eric Seaward commentary on devaluing way things are going at U.W.

Image conveyed: We look like we know what we're doing. Handle things in professional manner. Important press people in country get feeling we know what we're doing. Sending over last year too many or too few people on an offer. Areas of responsibility important. Inpatient when 2 & 3

even publicly to reporter. = 2 & 1. Have 1 person speaking on main for central focus. If 4 people are quoted, reporter will go to everyone until get answer they want.

Most of 1. 1 to 4. Operate in professional manner regardless of gravity of hour

Ron: We'll measure you & your ability to zero in on problem. Has put his finger on 2 they bothered us.

① Image of U.W. largely determined by way of Press Office. However think P.O. is run they think U.W. is run by inefficient & sloppy does harm. Should

have it released on time. Spend lot of time on logistics - house, get errorless transcripts out.

② Slowness in answering queries and digging out information for answering queries. Shouldnt have 4 or 5 people out look.

2<sup>u</sup> c 6

①  $\Sigma$  smoothness & in logistics

②  $\Sigma$   $\int$  & -  $\Sigma$  &  $\Sigma$

2 items are getting out central theme.

Run through recommendations at Camp David

① Rotation of lower office late hour

Husker: working out satisfactorily.

Roberts tend to get late night dinner

Shyler Smith: Will send duty <sup>Work him for</sup>  
hard + give him time off. <sup>to give him</sup>  
Lenny think should maintain rotation so work

out. If fairly quiet night take care of lower. No problem.

$\pi$  believes people need time off. You work better for it.

When lid goes on, take look, determine needs and decide.

~~Will~~ Will try to give Shyler off.

② State dinners

Involved  
Getting around shot  
Getting stairway shot  
Transcript of toast

Sheta says mostly has been handled by Eastwing, except for toasts.

~~But~~ ~~the~~ <sup>the</sup> Sec Meads office will handle

daytime technical setting up operation

(1) Sheila walk post around at night. dim  
~~Patricia~~ Patty Matson could proxy transcript  
will think about transcript.

(4) Lela girl problem solved

(5) Supr - Alderson planning.

on pre-trip walk through need to include Alderson.  
or include it in assignment of responsibility

Give Alderson responsibility to find out  
Maybe set up over people to do transcript

(6) Trips

who will follow through from count down

(7) Bill Munnis usually sits in on  
NAK meeting by Ron @ TT

(8) - Ron don - Background improved.

(9) - Briefings on ~~subj~~ foreign policy  
(10) subjects weekly should include  
account.

Mary: ~~the~~ Problems of NAK security.

~~Ron~~ NAK doesn't tell you what  
is going on.

~~Important~~ More information @ 9 - 11  
1/4 1/2 1, same @ pm. More  
information @ 9 - 11 - 1/2 1/2  
Mary trying to persuade Bernard

of that theory.

Basic confidence problem. Must convince  
Scowcroft and Kissinger per office can  
deal effectively @ area.

~~Exp. NAK goes out story to~~

Assumption by NSC that - no P & C - paper  
that NSC doesn't want to appear, leaked  
by press office.

Wary of press office of WH, State, Pentagon  
because spend half their time responding to  
<sup>explained</sup> foreign capital.

One-on-one will expose to each other to problem  
Surest way to <sup>make</sup> mistake is to not know where  
not to step.

Foreign policy guidance should be ready for Rou  
to take in at 10.30 am. <sup>when alls II</sup> I r & c - e - @ as  
NSC & if 1, ~~could have~~ Such a  
procedure could have averted such catastrophe  
as Selychintzin.

wouldnt have Scowcroft sign off or  
~~report~~ NAK press staff amplification  
in it. could be modified after.

(11)

(12)

(13)

(14)

(18) RN thinks people in lower press office don't know all they should know. y. v. Cut of for 1/3 or 2/3. Answers proposed not necessarily ours IT wants to give.

Go inform everyone by complete read-out of Mr. Staff meeting. Could do similar thing after morning meeting @ 11.

IT's briefing book updated on regular basis - day in & day out. In RN's office for guidance. RN feels best way to keep up is to keep own briefing book. Go through transcripts of interviews, speeches, & see what IT says on subjects. Keep yourself up to date.

Some people in W.H. always accuse press office as leaks. ~~to give out for~~ Have to tighten up on ~~for~~ info give out as personal guidance.

Have to have more guidance from Pres Sec. who has more information & will give it out.

Shula

~~Game~~ Game playing hurts credibility if don't feel Press office responsibility to take heat to give IT press time.

Important in trips not to announce until go advance comes back and give report.

Now: Only sure announce trips is when  
clear @ June June to set procedure of saying  
now is time to announce trip.

- (19) Foreign requests handled by Bill Roberts (Japanese),  
Jack (Australian & English) Margita because of USA  
contact.

Around 5:00 should get together & check on  
what have been ~~xxx~~ queries today.

Bill should keep file on them.

Should be a read file set up for other office.

- (23) Inquiry to work out - will take awhile later

- (24) ~~PK~~ PK think should expand rule of follow-up question.  
Let pres make determination on how many need to get  
satisfactory answer. Tom DeCuir think will be  
abused as election come up. PK would let  
to try it after talking to it. Sheila  
suggested other reports following up  
one reporter question.

- (25) Given at a be be

- (26) Kennedy gone

(5)

Pres office needs to have lost word control over when things go out.

RN doesn't want any speech put out until final sign-off. Pres Office takes heat so needs sign-off on every piece of paper that goes out.

If have any doubts about putting it out.

Held off every v u do in 2013  
see Jan 4 2013

Should be clear to Senior Staff that RN has lost call. Fight it out and get it understood.

~~at 7:30 meeting R.O. Staff~~

On travel schedule, put out summary schedule so - & - & - "if you want coverage of the speech, you need advance."

~~to~~

Put pressure on at Senior Staff and exercise control over when things go out.

(37)

Why has summary at end of day fallen through? Also daily morning schedule computer. Wasn't done one day because no time. No complaints or questions or demands for it.

Summary at end of day put on Pres Office records, all times end of day summary

(38)

Practice of RN doing film after briefing has not been much demand

None of Network bureaucracy knew RN did film after briefing.

(39) Ansatz circulating in Briefing Room to find out what on Pres' mind Gordon

(42) Briefing in informal setting fine - but no room

(49) Good point - need to confer together & press senior staff harder for information. Need to push people and not take pat answer. RN concept - we are reporters on inside - need to push for answers. Don't accept "we don't want to talk about it."

Growing feeling in Pres Corps W/N is fighting up RN feels P.O. function as enmeshment to feel staff. 1st step know what is happening - don't know what is going on.

(64) will talk this afternoon

(65) Physical arrangements

(73) New press hit. Shuman is working on ~~a point~~ getting information together. Pretty well in process. RN wants it ready for use in Jan. You will use this when need help.

(6)

(74)

Titles of complaints have been cut down, Eric given.  
 Inequality of treatment of local press is bad.  
 Will be discussed in smaller group.  
 One suggestion: local credential man should be available. Jack would like to see the sheet given to local & credentialing man as guideline.  
 Way to solve - someone from U.I. goes out to credential.

Travel til end of the year

Crushing travel schedule coming up.

China:

HAK left on Fri. Carried @ & sev  
 → having to make way for  
 open problems we need to negotiate.  
 → talked to him about it. Rumsfeld &  
 Jones talked to him.

Networks want to go over ahead. HAK  
 → see Bob Mead way TV  
 Bob → TV

Pre-Advance - Nov. 2 - 12.

Ron going to go if nothing interferes.  
 Ginner & others in office will work  
 on Europe. Short script trip

Be careful of French trying to set up meeting

6 or 7 days after Europe go to China.  
After China to action → 1 day  
Then begin campaign season.

## China

~~Going~~ Going to Alaska - of. Co 0 12) 25. 4  
→ ~~to~~ - Eberhard  
Fly to ~~Yukon~~ to refuel.  
directly to Peking.  
4 1/2 days in China  
2 days in Hawaii  
Home

~~It~~ It arrive in Peking non-pure time  
(2013 in morning US time) It's arrival  
not in late time - but on morning  
news shows.

Less TV news coverage  
Shows not just for public.

## Book for China:

Ann Gier -  
Big help of problems  
Joy

~~Some people go put together Paris books~~  
Mary will get through.  
Mary will prepare

## Paris:

Same people  
Pre-advance - David Wendall  
Mike Hoffman - USIS  
Sup. Wendall, Jim Feldman USIS in Brussels,

(7)

John Dreluzi  
Bruce Koch - logistical man  
Lock in emergency in pre-advance.  
State will assign us ~~group~~ <sup>expert</sup> for China and  
an expert for Paris.  
Pappy & Darance Smith - stay home.

Anchorage -  
Peking -  
Shanghai -

Jerry Warren will be here Oct 25 and will come in + talk.  
Will also ask Jim Beltrame to do the same.  
Also ~~agent~~ who ran China -  
Bill Livingston

Everyone ~~we~~ must review priorities in light of  
upcoming busy schedule + devote time where most  
important

Sheila would like philosophy of trial exposure. He  
is spread so thin. Will talk about this afternoon.

Major point: Reason ~~that~~ why is it going to China  
Reason why ~~to~~ economic trip to Paris  
prepackaged to political trip.

~~Pre-arranged matters in getting~~  
HAK needs to help us ~~find~~ by setting forth  
reasons that we can give.

Sadat visit will go, all out to treat  
Sadat & <sup>Egypt</sup> free party will.

~~Not~~ Not handled by Egyptian Embassy here,  
but Barker - Sadat spokesman.  
Sadat has lots of press appointments

## China

Need to start explaining why top a lot earlier.

## Daily Briefing

Announcement for Ron to start with daily  
that guides whole thing.

Determine topic at 7:30 am. meeting. <sup>some stupid</sup>  
John Osborn suggested RN stop answering questions  
Can work subtlty @ hierarchy of correspondents.  
Essentially could tone down.

Osborn, Naughton, Kondrache could help  
Have Greener brief when nothing - show  
no news - minor day.

Have others come in to brief or give background  
on legitimate ~~to~~ subject.

Move to 11 am? No advantage

RN being persuaded - half tempted to  
allow coverage of briefing

Let people know we'll do it for coverage  
Bill will handle left-over questions ~~at~~ earlier