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February 7, 1972

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ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: H. R. HALDEMAN
FROM: GORDON STRACHAN
L. HIGBY
SUBJECT: Campaign Polling

A review of the Campaign polling situation indicates two main weaknesses. First, you and the Attorney General are not receiving polling information in a simple usable form. Second, those individuals on the White House staff and at the Campaign Committee, who could implement directives developed from the polling information, are not receiving guidance.

The reasons the polling information is not in usable form are as follows:

1. First, each of the three vendors has a slightly different format for presentation of the statistical backup. Their comments are not standardized around a format that will answer quickly the questions common to all states being surveyed.
2. When these non-standardized results are summarized by Bob Teeter, the format he presents to you and the Attorney General make it difficult to quickly assimilate the information.
3. Teeter doesn't spend enough time on it.

At the December 7 meeting that you, Larry and I had with Bob Teeter, the discussion focused on the general outlines of the Campaign polling plans. You gave general approval to these plans and granted access to Teeter to our accumulated polling information. At that meeting,

Bob Teeter committed to certain deadlines for polling results which he was unable to make for a variety of reasons. It is true that there were some start-up problems incurred with some of the vendors. However, those problems have now ironed themselves out according to Tom Benham at ORC. Now the problem is one of giving Bob Teeter specific instructions and deadlines as to how and when you want to receive the results.

Teeter's methodology would not have to be radically changed in order for the results to be presented to you in a usable form. His current memoranda are disjointed, non-standardized and verbose. To solve these problems I suggest that four basic documents be presented as the results of each state arrive:

1. One-page summary cover sheet which would give the state, polling dates, thumbnail sketch of the current political situation as indicated by the poll, the President's approval, a brief issue summary, and trial heat position vis-a-vis the three major contenders. It would serve as the quick summary cover and the rest of the materials would serve as increasingly complex backup.
2. Teeter's analysis of the results and his strategy suggestions based on those results.
3. Teeter's recommendation of which material should be given to whom from the data. The type of material that Teeter might prepare here would be that the President's approval for handling both the economy and Vietnam are much higher in New Hampshire where the people are more conservative on the war and less troubled by unemployment. Issues of concern to those in New Hampshire (possibly pollution) would be noted so that those White House staff charged with substantive responsibility could

direct the federal government's effort toward this particular issue. Fred Malek, for example, through his control of the Grantsmanship Program, could direct an ecology project into New Hampshire. Florida material might also include a view that different people are blamed for school bussing in certain parts of the state, i. e., voters in the Northern Panhandle of Florida may in fact blame the "pointy head bureaucrats" that Wallace talks about, whereas in Miami the courts might be viewed as the institution primarily responsible. In any event, this material should receive very limited distribution. Agreement should be signed off on by you and the Attorney General prior to distribution.

4. The individual vendor's analysis of the results and the backup demographics with the details similar to those we receive from Opinion Research Corporation. Each of these three documents should remain within the exclusive control of you, the Attorney General and Bob Teeter.

Certain individuals should obviously receive various parts of the information and perhaps separate reports should be made for each of them. This, however, may be clumsy and perhaps one general report is better. There

There are also certain peculiar examples where one individual should receive a certain piece of polling information. The example which comes to mind is Harry Dent's responsibility recently to go to South Carolina and negotiate Jim Helshouser out of the Senate race and stabilize the Republican party situation in that state. Had polling information been available for that state, Dent should have applied to you and the Attorney General for clearance to have trial heat results which would accomplish the goal established by the Attorney General.

This system would work if Jeb Magruder and Gordon Strachan were given tandem responsibility for directing Bob Teeter's efforts. They tried this for the first two weeks in January but were defeated for several reasons. First, Teeter became inundated with work in having all the fourteen first-wave polling results arrive almost simultaneously.

Therefore, he could not function effectively no matter who was asking him questions. Second, a series of basically non-campaign Presidential requests of Teeter's polling information were funneled through me to Teeter. He used these projects (which in total would comprise three full work-days) as an excuse to the Attorney General for non-delivery of results. The nature of these projects were disclosed to Magruder recently to convince him that Teeter's claims of overwork by the White House were unfounded. He agreed that they were no excuse. Nonetheless, Magruder and Strachan should be given authority to determine priorities for Teeter and jointly control his workload. Other members of the White House staff and Campaign staff should not have access to Teeter. This will insure project completion within an acceptable time frame. Reports would still come first only to the Attorney General and Haldeman. They could be reviewed and distributed as you and the Attorney General felt appropriate.

If you agree with this approach, Magruder will get the Attorney General's concurrence and this system will be initiated.

Agree _____

Disagree _____

Other _____

LH:kb

February 7, 1972

MILWAUKEE REPORT FOR:

H. R. HALDEMAN

THEME:

CONFIDENTIALITY
L. HARRIS

SUBJECT:

Confidentiality

A review of the Confidentiality information indicates two main
weaknesses. First, the Confidentiality Commission's
responsibility for providing information is not clearly defined. Second,
there is a lack of a clear definition of what the Confidentiality
Commission should do in the event of a disclosure of information from the
polling information, and a lack of a clear definition of the
polling information, and a lack of a clear definition of the
polling information, and a lack of a clear definition of the
polling information.

The reasons the polling information is not in usable form are as
follows:

1. First, each of the three vendors has a slightly
different format for presentation of the confidential
information. This information has not been standardized
and a format which will answer quickly the questions common
to all that is being conveyed.
2. When the standardized results are summarized
by the vendors, the format is presented to you and the
Agency Commission is difficult to quickly assimilate
the information.
3. The vendor does not spend enough time on it.

As the Director of the Commission, I have had a meeting with the vendors,
and the Commission has not yet received a copy of the Confidentiality
information. The Commission has not yet received a copy of the
information and the Commission has not yet received a copy of the
information. At that meeting,

Bob Foster committed to certain deadlines for political results which he was unable to fulfill as a result of various factors. It is true that there were some problems, particularly in connection with some of the vendors. However, the problem was never as serious as it has been and according to the staff of the office, the problem is one of giving Bob Foster credit for the results and deadlines as to how and when you want to receive the results.

Foster's performance will not have to be radically changed in order for the results to be achieved in a timely fashion. His current strategy is sound and his approach is sound. To ensure that the results are achieved in a timely fashion, the results to be presented to the results of each of the areas:

1. Coverage of the strategy cover sheet which we did give to the staff, political staff, and staff of the office. The cover sheet is to be followed by the poll, the results of the poll, a brief news summary, and the results of the poll. The results of the poll will be presented to the staff of the office in a timely fashion.
2. The results of the poll and his strategy suggestions will be presented to the staff.
3. The results of the poll and his strategy suggestions will be presented to the staff. The type of results to be presented to the staff will be the results of the poll, the results of the poll, and the results of the poll. The results of the poll will be presented to the staff in a timely fashion. The results of the poll will be presented to the staff in a timely fashion. The results of the poll will be presented to the staff in a timely fashion. The results of the poll will be presented to the staff in a timely fashion.

Some of the federal government's efforts toward this matter have been, for example, through the use of the Civil Control Administration, could also be made to help in the distribution of Florida's and other states' surplus food. This different people could be made to help in the distribution of the surplus, etc., to the National Board of Food Administration, and the "policy of the Administration" that would be to help in the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus.

- 4. The federal government's efforts toward this matter have been, for example, through the use of the Civil Control Administration, could also be made to help in the distribution of Florida's and other states' surplus food. This different people could be made to help in the distribution of the surplus, etc., to the National Board of Food Administration, and the "policy of the Administration" that would be to help in the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus.

Certain individuals should be given various parts of the information and you may wish to provide a copy to each of them. This, however, may be done and perhaps one general report in this letter. I am.

There are also certain people who should receive a certain piece of information. The example which comes to mind is that of the "policy of the Administration" that would be to help in the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus.

This system would be a good one if the Civil Control Administration were given the information. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus. It is not to be taken as the distribution of the surplus.

Therefore, he is in a position of being no matter who was
 called upon to do it. There is a number of similarly non-carrying
 items which are not of the same nature as the items which were
 the subject of the investigation (which in fact would
 come under the heading of "other" items to the Attorney General
 for the purpose of the investigation. The review of these projects was
 done by the Attorney General's staff to determine the
 character of the items which were involved. The report that they
 were an expense item of the Department could be given
 as a basis for the investigation and the Attorney General's staff
 would be in a position to determine the character of the items
 which were involved. If it will be a subject of the investigation
 which is not of the same nature as the items which were
 the subject of the investigation, it will be a subject of the
 investigation and the Attorney General's staff will be in a
 position to determine the character of the items which were
 the subject of the investigation. If it will be a subject of the
 investigation and the Attorney General's staff will be in a
 position to determine the character of the items which were
 the subject of the investigation.

If you agree with this report, it should be put to the Attorney General's
 attention and the report will be handled.

Agree _____

Disagree _____

Other _____

MAIL

File
THE WHITE HOUSE
WASHINGTON

Date: Feb. 3

TO:

H.R. HALDEMAN

FROM:

GORDON STRACHAN

You asked for the National Journal article on the Jewish vote. The January 8 issue with the passage marked is attached.

Rob Odle and Larry Goldberg believe the source of the statement is Max Fisher, who reportedly feels slighted by the White House because he has not had a sufficient number of appointments with the President.