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## Dole shakes up his staff after setback

**The Associated Press**  
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"It is a focus on the Iowa caucuses next year, and I'm not focusing on the past," Darrell Kearney said Friday. "I'm focusing on the future and what it takes to win. It requires what I call a plain, old-fashioned grassroots organization."  
Kearney, a conservative activist who has worked on presidential, congressional and governor's races, has been named Iowa campaign manager for Dole. He replaces professional organizer Steve Gibbs, who will become director of field operations for Dole in Iowa.  
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paigned approached him and asked him to take a leave of absence from his job as vice president of sales for CIC Plan Inc., a Des Moines-based credit service company. He pointed out his strong ties to politics in the state.  
"Over the years, we've had a lot of fun with politics being our hobby, you know, and it's a wonderful way to make a lot of friends," Kearney said.  
The shake-up comes after Dole's performance in the GOP presidential straw poll last month in Ames. Dole, the Senate majority leader from Kansas, was expected to win the poll handily but tied for the lead with Texas Sen. Phil Gramm in the \$25-a-head event.  
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Hundreds of non-Iowans were brought in by car, bus, and plane to vote in the poll, giving credence to Dole's assertion that the voting didn't reflect Iowa's mood six months before its leadoff presidential caucuses.  
Kearney said Friday that the straw poll results were a blessing in disguise for Dole's camp.  
"I personally feel that the straw

poll was a very positive effect for the Dole supporters out there," he said. "There are a lot of them and they needed a wake-up call. We turned out 2,600 people."  
"I think we did a good job but I think Dole supporters needed that wake-up call. And from here on out, I don't think they'll take anything for granted."  
Dole's campaign announced

Friday that he'll make two Labor Day campaign stops in Iowa. Dole plans a rally at 2:30 p.m. Monday in an Ottumwa park and a hog roast at 5:15 p.m. in Burlington.  
In the 1988 election cycle, Kearney helped lead Jack Kemp's caucus campaign. He's also been a key player in campaigns for Gov. Terry Branstad and Sen. Charles Grassley.

## Dole trails on meaty speeches

**By STEVE KRASKE**  
Political Correspondent  
They call it red meat.  
"I'll lay off one-third of the bureaucrats... And when I start to cut, I start at the top."  
The crowd cheered Morry Taylor's prescription for cutting government, just as it had when another GOP presidential hopeful, Pat Buchanan, spoke in Dallas last month.  
"So what I want to say today to all the globalists up there in Tokyo and New York and Paris," Buchanan said, "when I raise my hand to take the oath of office, your new world order comes crashing down."  
A week later in Ames, Iowa, Sen. Phil Gramm was predicting timid use of the line-item veto by President Clinton.  
"He may use it on a little piece of pork or a little strip of bacon to stop government in Washington from mortgaging

## Flamboyance not Dole's strongest suit

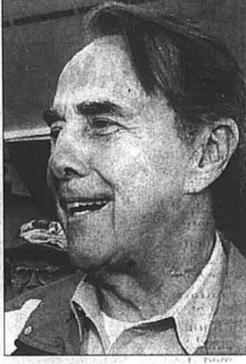
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the future of your children.  
"Ah will use the line-item veto on the whole hog."  
No little strips of bacon for those candidates. Their speeches are full of "red meat," the tough, uncompromising, government-bashing sound bites that many conservatives love to hear.  
And then there was Sen. Bob Dole at Ross Perot's gathering in Dallas.  
"Yes, the federal government is big, but the federal government does a lot of good things..." he said. "We need to rein in the federal government to make it smaller and more user-friendly, and all the things we talk about. And we can do that without devastating government or devastating anything you may care about."  
"Not devastating government? It wasn't exactly the cheerleading the crowd wanted."  
"There's not that ideological fire here in Dole," said Dennis Goldford, a political scientist at Drake University in Des Moines. "Dole is more of a policy wonk, so to speak. And that's not what lights the flames of Republican activists."  
Appearances at recent "cattle shows" of Republican candidates make clear that Dole, the presidential pack's front-runner, did not get there by making speeches.  
"Cicero he ain't," joked David Keene, president of the American Conservative Union and an occasional Dole adviser, referring to the famous Roman orator.  
"He's not really giving people what they expect from a presidential candidate, which is a sense of the world he wants to create and where he wants to lead them if he is president."  
Part of it is Dole wanting to play it safe with his lead. Part of it is his longtime job as compromiser back on Capitol Hill. Part of it is that west Kansas disdain for flamboyance.  
And part of it may be his speech writers, some complain.  
Campaign insiders reportedly have blamed Mari Maseng Will, Dole's communications adviser, for the tepid talk. She did not respond to an interview request.  
Dole's speeches will be under scrutiny again this week as the Senate majority leader heads first to Indianapolis and then Chicago for major addresses.  
In Indianapolis Monday, Dole will join the conservative attack on national history standards. He wants to encourage teachers to discuss both the country's achievements as well as its mistakes.  
The next day in Chicago, he plans to endorse elements of a flat tax. Both appeals should please social conservatives, who were particularly happy with Dole's Hollywood speech in May that blasted movies and records for corrupting America's children.  
A recent spate of bad news, beginning with the senator's poorer-than-expected showing in an Aug. 19 Iowa straw poll, sent the campaign into a self-examination mode. The old question bubbled up: Does Dole have a message that excites voters?  
Observers inside and outside the campaign cite different causes for the problem.

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— Richard Vatz,  
Towson State University professor, on Dole

ter or vague at the podium.  
To Richard Vatz, a rhetoric professor at Towson State University in Baltimore, Dole simply is not a charismatic speaker.  
"He really can't move the masses to vote, and that is going to be one of his major problems in 1996."  
So the crowds chant "Go, Pat, Go," or they walk away savoring Grammisms, such as one delivered in Ames: "I wouldn't want the government we have in Washing-

ton today even if it were absolutely free."  
Gramm, the two-term Texas senator, and Buchanan, the former political commentator, often deliver the ideological message of taking no prisoners. For example: "I will build a security fence, and we will seal the border of this country cold, and we will stop the illegal immigration in its tracks if I'm elected," Buchanan recently intoned in Dallas. "A country that loses control of its borders isn't really a country anymore."  
And a line Gramm uses at every opportunity gets regular applause. He used it last year in pledging to block President Clinton's health-care plan: "Over my cold, dead political body."  
And when Gramm talks about balancing the budget, he backs it



Sen. Bob Dole  
... Indianapolis, Chicago this week

campaign chairman, "He views the process more seriously than just going out and punching a bunch of hot buttons."

### THE POLITICAL INTEREST

Michael Kramer

## Why Dole Hasn't Lost It

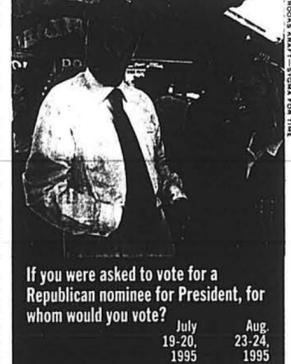
**A**FTER BOB DOLE UPSET GEORGE BUSH IN THE 1988 Iowa caucuses, the Vice President's troops contrived a desperation strategy to provoke Dole to anger. "Make him blow, revive his 'hatchet man' image, make him seem too megalomaniacal to be President," recalls a top Bush aide who is now advising Dole. "That was the goal, and it worked." Every whiff of scandal, every scurrilous charge, every distortion of the Senator's record was lobbed at Dole with fury. The cumulative effect was decisive. After Bush won the New Hampshire primary, Dole angrily told Bush to "stop lying about my record" and was instantly toast.  
You can see the same tactics at play today. Every one of Dole's 1996 G.O.P. opponents is swiping at the front runner with increasing ferocity, especially Phil Gramm, the Texas Senator who staged a surprising tie at the Aug. 19 Iowa straw poll most everyone expected Dole to win handily. Of course the Iowa ballot was phony; anyone who bought a ticket could vote, even non-Iowans, and some confessed to having voted more than once. It was still a test of organizational strength, but it was only the first part of a two-pronged strategy: rough Dole up and then cause him to lash out. So everywhere Dole went last week—from Arizona to South Carolina to Georgia, to Mississippi and Florida—Gramm nipped at his heels. In unsolicited calls to radio shows and newspapers along Dole's route, Gramm touted his showing and urged reporters to taunt Dole about Iowa. They did, but Dole didn't take the bait. "Iowa wasn't my personal stumble," Dole told me last week. "My organization should have done better. We should have won. But my stumble—and it could do me in, I know—will only come if I lose my cool. I haven't yet, and I won't."  
Where does this leave the 1996 G.O.P. race? Dole retains a commanding lead in the polls, but he's slipping a bit. In the latest TIME/CNN poll, conducted after the Iowa nonsense, Dole's share of the vote among likely Republican primary voters fell seven points, to 35%. But his two closest rivals fell too—Gramm to 9% and Pat Buchanan to 8%. The big winner was "not sure," up nine points to 25%, which may be why Newt Gingrich is again musing about running for President. The Iowa results, the Speaker said last week, reveal a "remarkably open race."  
It's wise, however, to remember Republican history. As

the real voting draws nearer, the front runner invariably loses some market share, and the electorate expresses its dissatisfaction with the field. And then the front runner captures the prize anyway, as the G.O.P.'s leaders have done ever since the party began holding primaries almost 50 years ago.

It's true that Gramm, who at this point is best described as a struggling candidate with lots of money, can cause his opponents fits. While Dole is often too sardonic for his own good, Gramm can be truly mean, so anything is possible from him, and his sizable bankroll means he could stay in the hunt till the end. But the story to watch right now is Dole's positioning and demeanor. Earlier this year, in an attempt to win the backing of far-right activists, Dole abandoned some moderate views on such hot-button issues as gun control and affirmative action. His rivals screamed "flip-flop," but his lead held steady. Since then, with an eye on a general election campaign against Bill Clinton, Dole has stood where he's really always been—in the conservative mainstream.

His advisers keep wondering about tacking rightward—and it's their job to consider every contingency—but Dole has resisted such thoughts so far. As he prepared to speak at a National Guard convention last Wednesday, some of his aides suggested that Dole revive his call to make English America's "official language," a long-standing Dole position that ranks about midway on the G.O.P. right-wing's wish list. No, the candidate told his advisers, that would be "inappropriate" for an audience concerned with military matters. Instead Dole reiterated his essentially centrist themes, as he did all across the South last week. Dole kept saying he wants to "rein in government and return power to the people," but he also kept saying "government does a lot of good things" and that voters should look around them and see those whom government programs have helped. "I don't want to scare people," Dole says, "and I won't take them over the edge. We've got to downsize, but I'm not one who'd take a wrecking ball to government."

That's not red meat for the right, and it might cause Dole some trouble on the road to the nomination. But it reflects the majority view and improves his ultimate prospects. "Look," says Dole, "first, it's what I believe. And second, getting the party nod is nice, but it doesn't mean much if in the end you don't get to live in the big house."



If you were asked to vote for a Republican nominee for President, for whom would you vote?

	July 19-20, 1995	Aug. 23-24, 1995
Bob Dole	42%	35%
Phil Gramm	10%	9%
Pat Buchanan	11%	8%
Pete Wilson	6%	6%
Alan Spector	4%	5%
Lamar Alexander	3%	3%
Richard Lugar	3%	2%
Alan Keyes	2%	2%
Robert Dornan	2%	1%
Not sure	16%	25%

TIME/CNN poll of 111 Republican and Democratic voters. The poll was conducted Aug. 23-24 by telephone. Error margin: ±3.5%.

"Dole knows what he stands for," said Steffen Schmidt, an Iowa State University political scientist. "But he doesn't think that will get him the more activist Republicans who will pick a president."  
As a result, he has attempted to shift to the right in a move that left him sounding unconvincing and unbelievable, Schmidt said. "He is no Newt Gingrich."  
Keene blamed Dole's heavy Senate workload for a recent lack of focus.  
"When he gets preoccupied, the edge is off and he gives people a legislative briefing," Keene said. "Then they go away thinking, 'I could've gotten that anywhere.'"  
The senator's big lead in national polls didn't help, either, Keene