

WESTERN PLAINS STATES CAMPAIGN MANAGEMENT SEMINAR  
NORMAN, OKLAHOMA  
JULY 15, 1967  
REMARKS OF CONGRESSMAN BOB DOLE

PHILOSOPHY AND OBJECTIVES OF CAMPAIGN MANAGEMENT

THE TOPIC OF MY SPEECH TO YOU THIS MORNING IS THE PHILOSOPHY AND OBJECTIVES OF CAMPAIGN MANAGEMENT. I CAN SUMMARIZE THINGS BRIEFLY BY SAYING THAT THE FUNDAMENTAL IDEA IS, OF COURSE, TO WIN THE ELECTION. THE OBJECTIVE IS JUST AS SIMPLE AS THAT. HOWEVER, AS MANY OF YOU UNDOUBTEDLY KNOW, WHEN YOU GET DOWN TO IT, IT IS NOT SUCH A SIMPLE MATTER.

EVERY POLITICAL CAMPAIGN IS DIFFERENT. CANDIDATES CHANGE, PUBLIC OPINION CHANGES, AND ISSUES CHANGE. BUT THERE ARE VARIOUS ELEMENTS THAT GO INTO PROPER CAMPAIGN MANAGEMENT THAT GENERALLY REMAIN CONSTANT.

ONE OF THESE ELEMENTS IS THE NATURE OF THE CAMPAIGN MANAGER. NO CANDIDATE CAN BE A GOOD CANDIDATE AND A GOOD CAMPAIGN MANAGER AT THE SAME TIME. THE IMPORTANCE OF THIS FACT IS REDOUBLED IN A CLOSELY CONTESTED, MARGINAL DISTRICT.

IN THE FIRST PLACE, THE CANDIDATE IS TOO CLOSELY INVOLVED WITH THE CAMPAIGN, BOTH EMOTIONALLY AND PHYSICALLY, TO VIEW IT WITH THE OBJECTIVITY AND DETACHMENT THAT IS GENERALLY REQUIRED. HE SOMETIMES, IN OTHER WORDS, CANNOT SEE THE FOREST FOR THE TREES. HE IS SIMPLY TOO BUSY WITH CAMPAIGNING AND HE HAS TOO MUCH AT STAKE.

MANAGER--A "PROFESSIONAL"

THE FIRST PREREQUISITE, THEN, FOR A CAMPAIGN MANAGER IS THAT HE BE A PROFESSIONAL. THAT IS, HE SHOULD BE SOMEONE WHO IS EXPERIENCED IN THE NUTS

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AND BOLTS OF ORGANIZATION AND THE TECHNICAL PROBLEMS OF RUNNING A CAMPAIGN. EVEN SOMEONE WHO IS NOT NEW TO RUNNING FOR OFFICE OFTEN DOES NOT UNDERSTAND THE SUBTLETIES OF CAMPAIGN MANAGEMENT.

THE NEXT REQUIREMENT IS A FACULTY FOR REMAINING CALM AND AN ABILITY TO VIEW THE CAMPAIGN IN ITS OVERALL PERSPECTIVE. A MANAGER IS CALLED UPON TO DEAL WITH EMERGENCIES QUICKLY AND DECISIVELY. AN UNSTEADY TEMPER HAS NO PLACE IN THIS POSITION.

A THIRD REQUIREMENT IS THAT THE FUNCTIONS OF CAMPAIGN MANAGEMENT AND FUND RAISING SHOULD BE SEPARATED. BOTH ARE CRUCIAL TASKS AND NEITHER SHOULD SUFFER FROM THE FACT THAT ONE MAN HAS TO SPLIT HIS TIME PERFORMING BOTH. FINDING A FINANCE CHAIRMAN IS A MUST.

ANOTHER ELEMENT THAT REMAINS CONSTANT IS THAT IT IS THE FUNCTION OF THE CAMPAIGN MANAGER TO PLAN THE GENERAL DIRECTION OF THE CAMPAIGN. SOMETIMES HIGH LEVEL STRATEGY PLANNING CAN BE OVER RATED -- GOOD JUDGMENT AND HARD WORK ARE PROBABLY THE MOST IMPORTANT FACTORS IN A SUCCESSFUL CAMPAIGN. HOWEVER, THE CAMPAIGN MANAGER NEEDS TO HELP THE CANDIDATE TO DEVELOP ISSUES, CREATE NEW IDEAS TO SOLVE EXISTING PROBLEMS, AND TO FRAME THE PROPER WAY TO EXPRESS WHAT THE CANDIDATE HAS ACCOMPLISHED AND WHERE HE IS GOING.

A GOOD CAMPAIGN MANAGER MUST BE SUFFICIENTLY WELL ACQUAINTED WITH THE STATE OF THE PARTY ORGANIZATION IN THE DISTRICT, THE LOCATION OF THE POWER CENTERS IN THE DISTRICT -- AND THESE ARE NOT NECESSARILY POLITICIANS OR NEWS-PAPERMEN -- AND WITH THE OPPONENT SO THAT HE CAN INTELLIGENTLY HELP DIRECT THE CANDIDATE ON THE PROPER COURSE.

#### ADVANCE PLANNING

IN ADDITION, THE CAMPAIGN MANAGER SHOULD HAVE WORKED OUT WELL IN ADVANCE MOST OF THE DETAILS OF THE CAMPAIGN. OUT DOOR ADVERTISING -- BILLBOARDS,



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POLE SIGNS, AND YARD SIGNS -- NEWSPAPER ADVERTISING, CAMPAIGN MEETINGS, LUNCHEONS, DINNERS, RALLIES, PARADES, RADIO AND TELEVISION PROGRAMS SHOULD ALL BE THOROUGHLY PLANNED IN ADVANCE AND NOT BE "SHOOT-FROM-THE-HIP" EFFORTS. YOUR SCHEDULE AND STRATEGY SHOULD BE GEARED FOR DEVOTING MAXIMUM EFFORT WHEN AND WHERE IT WILL COUNT THE MOST IN THE CLOSING DAYS OF THE CAMPAIGN. YOUR BUDGET SHOULD BE PLANNED SO THAT YOU WILL KNOW JUST HOW MUCH MONEY IS AVAILABLE TO DEVOTE TO VARIOUS CAMPAIGN ENTERPRISES. YOU MUST HAVE ANSWERS WORKED OUT TO CRUCIAL QUESTIONS THAT YOU HAVE DETERMINED ARE BOUND TO ARISE IN THE COURSE OF THE CAMPAIGN.

IN EVERY CAMPAIGN THERE IS A PERIOD THAT CAN BE TERMED "PANIC WEEK" -- AND IT MAY BEGIN AS EARLY AS THE MIDDLE OF OCTOBER AND LAST PRACTICALLY UNTIL THE ELECTION ITSELF. THE OPPOSITION SUDDENLY APPEARS TO BE MAKING ALL THE NEWS. HIS BILLBOARDS ARE BIGGER AND BETTER. YOUR VOLUNTEER WORKERS SUDDENLY TIRE OF LICKING ENVELOPES. YOUR FRIENDS DELUGE YOU WITH ADVICE AND DESPERATION STRATEGY.

IT IS DURING THIS PERIOD YOU OFTEN CAN BEST APPRECIATE ALL OF YOUR ADVANCE PLANNING. IF IT HAS BEEN DONE CORRECTLY, MANY OF THE AGONIZING REAPPRAISALS THAT SOMETIMES BESET CAMPAIGN MANAGERS -- AND THE INSTANT CASE OF ULCERS THAT CAN STRIKE A CANDIDATE -- CAN BE AVOIDED.

#### CAMPAIGN ADMINISTRATION

A THIRD KEY ELEMENT TO CAMPAIGN MANAGEMENT IS ADMINISTRATION. PERHAPS MORE THAN ANYTHING ELSE, THE CAMPAIGN MANAGER IS AN ADMINISTRATOR. IT IS HIS RESPONSIBILITY TO SEE THAT THE SIGNS ARE ALL PUT UP, THAT THE NEWSPAPERS HAVE BEEN FURNISHED WITH ADVERTISING COPY, AND THAT THE FRIED CHICKEN HAS BEEN ORDERED FOR THE GALA CAMPAIGN BANQUET. OF COURSE, MANY OF THESE DUTIES

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SHOULD BE DELEGATED TO OTHERS. BUT, IT IS THE MANAGER'S RESPONSIBILITY TO SEE THAT THE PROPER PEOPLE ARE HANDLING THE RIGHT JOBS.

RECRUITING AND UTILIZING VOLUNTEER WORKERS COMES UNDER THE GENERAL AREA OF ADMINISTRATION. VOLUNTEERS ARE INDISPENSIBLE FOR THE MULTITUDE OF TASKS REQUIRED. COLLEGE STUDENTS AND YOUNG HOUSEWIVES ARE PARTICULARLY GOOD SOURCES OF WORKERS.

TWO THINGS THAT ARE IMPORTANT TO REMEMBER -- AND SOMETIMES REQUIRE A BIT OF SKILL TO RECONCILE -- ARE THAT THE CANDIDATE SHOULD NOT BE PUT IN THE POSITION OF SAYING "NO" TO A VOLUNTEER WORKER BUT AT THE SAME TIME IT IS CRUCIAL THAT THE PEOPLE WHO WORK IN THE CAMPAIGN ARE NOT GIVEN THE POWER TO DO THE CANDIDATE DAMAGE IN THE CAMPAIGN.

IT IS ALSO IMPORTANT THAT THE VOLUNTEER LEADERSHIP REPRESENT A GOOD CROSS-SECTION OF THE DISTRICT. THE MORE PEOPLE WHO BECOME INVOLVED IN THE CAMPAIGN, THE MORE PEOPLE WILL FEEL A REAL COMMITMENT TO TALK TO THEIR FRIENDS AND ASSOCIATES ABOUT THE CANDIDATE. PEOPLE CAN DEVELOP A FEELING ABOUT AN ELECTION THAT IS SOMEWHAT AKIN TO THE FEELINGS AROUSED BY AN ATHLETIC CONTEST. THEY WILL LIVE OR DIE ON WHETHER OR NOT OLD "SO-AND-SO", WHOM THEY HELPED PUT IN OFFICE BY DISTRIBUTING LITERATURE, GETS ELECTED. THEY WILL DO ALL THEY CAN TO GET UNCOMMITTED VOTERS THEY KNOW PERSONALLY TO VOTE FOR THEIR MAN, TO CHEER FOR THE HOME TEAM. THE BROADER BASED THIS GROUP IS, THE MORE PEOPLE WITH DIVERSE SETS OF CONTACTS CAN BECOME COMMITTED TO THE CANDIDATE'S ELECTION.

ANOTHER KEY ADMINISTRATIVE FUNCTION IS PARTY LIAISON. STRENGTH OF THE PARTY ORGANIZATION AND POPULARITY OF THE PARTY VARIES FROM STATE TO STATE AND DISTRICT TO DISTRICT. BUT THE PARTY IS ALWAYS A SOURCE OF WORKERS AND OF MONEY, AND IT IS IMPORTANT THAT GOOD COMMUNICATION WITH THE PARTY STRUCTURE BE MAINTAINED.



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A THIRD ADMINISTRATIVE FUNCTION IS DEALING WITH FUND-RAISING AND BUDGETARY PROBLEMS. ALTHOUGH, AS I HAVE SAID, A SEPARATE FINANCE CHAIRMAN IS A VIRTUAL NECESSITY, THE ULTIMATE RESPONSIBILITY FOR UTILIZING THE MONEY RESTS WITH THE MANAGER AND HE MUST BE SURE THAT IT IS BEING RAISED AND BEING SPENT IN THE MOST EFFICIENT MANNER.

A FOURTH FUNCTION IS PLANNING AND DIRECTING MAILING OPERATIONS. DIRECT MAILINGS CAN BE VERY EFFECTIVE. BUT THEY ARE A MAJOR OPERATION THAT REQUIRES A GREAT DEAL OF OVERSEEING.

A FIFTH FUNCTION CONCERNS THE OPERATION OF A HEADQUARTERS. THE MANAGER IS RESPONSIBLE FOR SEEING THAT THE HEADQUARTERS IS OPEN, THAT LITERATURE IS AVAILABLE, THAT VOLUNTEERS ARE ON HAND, AND THAT THEY SAY THE RIGHT THING, OR AT LEAST AVOID SAYING THE WRONG THING -- TO VISITORS.

A SIXTH FUNCTION IS THE HANDLING OF PRESS RELEASES AND PRESS RELATIONS. OFTEN TIMES THE MAN BEST SUITED TO WRITE RELEASES IS NOT THE MAN BEST SUITED TO CARRY ON SUCCESSFUL PUBLIC RELATIONS WITH THE PRESS. GOOD RELATIONS ON A PERSONAL BASIS WITH MEMBERS OF THE PRESS CAN BE VERY IMPORTANT. EVEN NEWS ARTICLES CAN BE SLANTED BY REPORTERS IN ONE DIRECTION OR THE OTHER. THERE IS NO REASON TO HAVE THEM SLANTED AGAINST THE CANDIDATE BECAUSE OF A FAILURE TO CONDUCT PUBLIC RELATIONS WITH THE PRESS IN A FRIENDLY AND COURTEOUS FASHION.

A SEVENTH FUNCTION IS MAKING SURE THAT THE MASS MEDIA ADVERTISING CAMPAIGN THAT HAS BEEN PLANNED IS PUT INTO ACTION. THERE IS COPY TO BE WRITTEN, ADVERTISING LAYOUTS TO BE MADE AND DELIVERED TO NEWSPAPERS, AND THERE ARE TAPES TO BE CUT FOR RADIO AND TELEVISION.

ANOTHER FUNCTION IS KEEPING ON TOP OF THE CANDIDATE'S SCHEDULE AND --- INSURING THAT HE IS ABLE TO BE AT THE RIGHT PLACE AT THE RIGHT TIME.

A NINTH FUNCTION MIGHT BE THE FORMATION OF SPECIAL COMMITTEES, SUCH AS DEMOCRATS, INDEPENDENTS, DOCTORS, LAWYERS, OR YOUTH FOR SO-AND-SO. THIS IS ANOTHER WAY TO BRING MORE PEOPLE TO FEEL THEY HAVE A STAKE IN THE CANDIDATE'S SUCCESS -- AND, OF COURSE, IT IS A HANDY WAY TO PROVIDE NEWS AND ADVERTISING FOR THE CANDIDATE.

A FINAL FUNCTION IS OVERSEEING RESEARCH OPERATIONS -- DEVELOPING POSITIONS, ANTICIPATING THE OPPOSITION'S STATEMENTS, FORMULATING REPLIES.

OF COURSE, FOR ALL THESE AREAS IT IS DESIRABLE TO HAVE INDIVIDUAL VOLUNTEERS OR STAFF MEMBERS WITH RESPONSIBILITY FOR CARRYING OUT EACH SEPARATE TASK. BUT THEY ARE ALL PART OF THE OVERALL JOB OF CAMPAIGN MANAGEMENT AND THE ULTIMATE RESPONSIBILITY LIES WITH THE CAMPAIGN MANAGER. THUS YOU CAN SEE THAT THE ROLE OF CHIEF ADMINISTRATOR IS PERHAPS THE MOST TIME-CONSUMING FUNCTION OF A CAMPAIGN MANAGER AND ADMINISTRATION IS ONE OF THE ELEMENTS OF MANAGEMENT THAT ENTERS INTO EVERY CAMPAIGN.

#### THE MANAGER AND THE CANDIDATE

A FOURTH, AND FOR OUR PURPOSES, FINAL ELEMENT THAT IS INVOLVED IN ALL CAMPAIGNS IS THE RELATIONSHIP BETWEEN THE CAMPAIGN MANAGER AND THE CANDIDATE.

THE FUNDAMENTAL THING TO REMEMBER IS THAT THE MANAGER'S SOLE AIM SHOULD BE TO GET HIS CANDIDATE ELECTED. HE MUST HAVE THE ABILITY TO STAY IN THE BACKGROUND AND NOT DIVERT ATTENTION OR PUBLICITY FROM THE CANDIDATE. TOO MANY CAMPAIGN MANAGERS HAVE EMERGED FROM A CAMPAIGN WELL KNOWN BY THE PRESS AND PUBLIC, BUT THE MANAGER OF A LOSING CAMPAIGN. THE FIRST AIM OF ANY MANAGER SHOULD BE TO HAVE ANYTHING THAT CANNOT BE SAID BY THE CANDIDATE SAID BY A VOLUNTEER OR PRECINCT LEADER. THIS WAY THE IMPRESSION IS MORE EASILY GAINED THAT THE CANDIDATE HAS GREAT BREADTH OF SUPPORT. IN ADDITION, IT GIVES THE LITTLE BITS OF ATTENTION TO THESE NECESSARY WORKERS THAT GIVE THEM A FEELING OF SOME IMPORTANCE AND PROVIDES A FURTHER INCENTIVE AND AN INCREASED



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#### IDENTIFICATION WITH THE CANDIDATE.

THE CAMPAIGN MANAGER SHOULD STAY IN THE BACKGROUND. BUT HE SHOULD REMAIN VERY CLOSE TO THE CANDIDATE. THERE MUST BE GREAT TRUTH AND RAPPORT BETWEEN THE CANDIDATE AND HIS MANAGER. WHEN ADVICE IS SOUGHT, THE MANAGER MUST BE FRANK AND TELL THE CANDIDATE THE FACTS, NOT WHAT HE THINKS THE CANDIDATE WANTS TO HEAR. DISAGREEMENTS WILL UNDOUBTEDLY ARISE IN THE COURSE OF THE CAMPAIGN. IN THIS EVENT, THE MANAGER MUST MAKE AN HONEST STATEMENT TO THE CANDIDATE OF HIS POSITION AND ABIDE BY THE DECISION OF THE CANDIDATE. REMEMBER: THE PERSONAL POLITICAL FUTURE OF THE CANDIDATE HANGS IRREVOCABLY ON THE DECISIONS MADE IN A CAMPAIGN. HE MUST SINK OR SWIM BECAUSE OF THEM! THE MANAGER CAN ALWAYS MOVE ON TO ANOTHER CAMPAIGN -- OR MAYBE TO ANOTHER TOWN.

#### SPECIFICS

SO FAR I HAVE SPOKEN TO YOU IN GENERALITIES. I HAVE TRIED TO TOUCH ON ELEMENTS THAT ARE COMMON TO ALL CAMPAIGNS. LET ME FOR JUST A MOMENT TURN TO A LITTLE MORE SPECIFIC EXAMPLE OF WHAT I AM TALKING ABOUT. PLEASE BEAR IN MIND THAT THE THINGS I WILL CITE WORKED IN MY CONGRESSIONAL DISTRICT AND IN MY STATE. THEY MIGHT NOT WORK AS WELL ELSEWHERE. BUT PERHAPS YOU WILL BE ABLE TO SEE THESE GENERALITIES A LITTLE BETTER IN CONCRETE TERMS.

IN 1962 -- FOLLOWING CONGRESSIONAL REDISTRICTING IN KANSAS -- KANSAS'S NEW 1ST DISTRICT WAS OCCUPIED BY 2 CONGRESSMEN -- AND ONE HAD TO GO. I WAS COMPLETING A FIRST TERM IN A CONGRESSIONAL DISTRICT CONTAINING 26 COUNTIES. A DEMOCRAT IN HIS THIRD TERM WAS REPRESENTING A DISTRICT WITH 33 COUNTIES. THE NEW DISTRICT WAS COMPOSED OF MY 26 COUNTIES AND 32 OF HIS 33 -- A TOTAL OF 58 COUNTIES--AN AREA OF SOME 50,000 SQUARE MILES (LARGER IN AREA, FOR EXAMPLE, THAN THE STATE OF PENNSYLVANIA, OHIO, OR NEW YORK) AND A POPULATION OF APPROXIMATELY 550,000. THE AREA REPRESENTED BY THE DEMOCRAT HAD 50,000

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MORE POPULATION THAN OUR DISTRICT AND IN THREE PREVIOUS ELECTIONS THE COMPOSITE RESULTS INDICATED THE NEW DISTRICT WAS A "CLOSE" ONE. THE POINT IS--  
THERE WAS A JOB TO BE DONE.

AND IT WAS DONE BY PLANNING AND ORGANIZING CAMPAIGN FORCES EARLY.

(1) AN ADVISORY GROUP WITH REPRESENTATIVES FROM EACH GEOGRAPHICAL AREA WAS FIRST ESTABLISHED. ITS TASK WAS TO HELP WORK OUT CAMPAIGN PROCEDURES AND TO ENLIST ACTIVE WORKERS IN THE CAMPAIGN.

(2) A SERIES OF 10 MEETINGS 9 MONTHS BEFORE THE ELECTION AFFORDED AN ACCUMULATION OF NAMES FROM LISTS OF VARIOUS ORGANIZATIONS, NAMES OF THOSE INTERESTED AND WHO WOULD TAKE ACTIVE PART REGARDLESS OF PARTY. THE ENTIRE LIST WAS SUBMITTED TO THE COUNTY ORGANIZATIONS. THEY CHECKED THOSE WHO WERE REPUBLICANS, THOSE WHO WERE ACTIVE.

(3) NEXT A LETTER CAMPAIGN WAS STARTED TO DETERMINE WHERE THE WORKERS WERE. THE FIRST LETTERS WERE ALONG THE LINE THAT "CONGRESSMAN BOB DOLE HAS ASKED ME TO"---. THE SECOND SERIES JUST USED BOB DOLE, AND THE THIRD LETTER PUT THEM ON A FIRST NAME BASIS, FEELING THIS WAS THE NEXT BEST THING TO A PERSONAL CONTACT.

(4) A FINANCE COMMITTEE AND A SPECIAL PROJECTS COMMITTEE STARTED SUCH PROJECTS AS DOLLARS FOR DOLE; CLIPPING COMMITTEES FOR LOCAL NEWSPAPER ITEMS, SUCH AS GOLDEN WEDDING ANNIVERSARIES, ACHIEVEMENTS OF CHILDREN, AND ABOUT ANYTHING ELSE APPROPRIATE FOR A LETTER OF CONGRATULATIONS OR ACKNOWLEDGEMENT. OTHER PROJECTS WERE: RUMMAGE SALES, CHILI SUPPERS, LOCAL SPONSORSHIP OF RADIO TAPES AND CLASSIFIED ADS, COFFEE CUP PROJECTS, SMALL NEIGHBORHOOD GROUPS, TRAVELING "GOSSIP SQUAD." THESE PROJECTS RESULT IN EXTENSIVE INVOLVEMENT AT AN EARLY DATE, SO YOU KNOW WHERE THE WORKERS ARE.



(5) THE NEXT STEP WAS TO CONTRAST CANDIDATES. MY OPPONENT WAS A THREE-TERM DEMOCRAT, A FARMER, 63 YEARS OLD, AND A FINE HANDSHAKER. HE WAS A LIBERAL "RUBBERSTAMP" DEMOCRAT. I WAS IDENTIFIED AS A CONSERVATIVE REPUBLICAN. OUR VOTING RECORDS IN CONGRESS MADE THE CONTRAST EFFECTIVE.

(6) TO STIMULATE ACTIVITY IN SOME OF THOSE WEAKER AREAS, COLLEGIATE YOUNG REPUBLICAN CLUBS WERE CONTACTED. AT THE APPROPRIATE TIME THEY WERE AVAILABLE TO PUT UP POLE-CARDS, DISTRIBUTE LITERATURE, MAKE HOUSE-TO-HOUSE CAMPAIGNS, AND PARTICIPATE IN CARAVANS. THEY ALSO CONDUCTED PUBLIC OPINION SURVEYS IN AREAS KNOWN TO BE WEIGHTED DEMOCRAT OR REPUBLICAN, IN "SWING" AREAS, AND ALSO IN BOTH RURAL AND URBAN AREAS. THESE SURVEYS REVEALED THE ISSUES WHICH COULD MOST EFFECTIVELY BE STRESSED IN OUR ADVERTISING CAMPAIGN, AND BELIEVE ME, IT'S AMAZING HOW MANY OLD-TIMERS GO TO WORK WHEN THEIR CHILDREN COME HOME AND START CAMPAIGNING.

(7) OUR CAMPAIGN OF ADVERTISING, HAND CARDS, BACKGROUND MATERIAL, BUMPER STICKERS, POLE-CARDS, BILLBOARDS, WAS PLANNED TO APPEAR SIMULTANEOUSLY TO DEMONSTRATE STRENGTH AND ORGANIZATION.

(8) THE NEXT MONTH, NEWSPAPER AND TV-RADIO ADVERTISING WAS STARTED. TV TAPES WERE TEDIOUSLY WORKED OUT AS MY CAMPAIGN CHAIRMAN PROPERLY FELT THAT THE CANDIDATE SHOULD KNOW WHAT HE IS DOING OR STAY AWAY FROM TELEVISION.

(9) TO OVERCOME HOSTILE NEWSPAPERS IN THE DISTRICT, "LETTERS TO THE EDITOR" WERE USED EXTENSIVELY. KEY PEOPLE WOULD SUGGEST THE TYPE OF LETTER NEEDED, MAKE THE CONTACT, AND LETTERS WOULD COME INTO EDITORS FROM ALL OVER THE DISTRICT. FEATURE STORIES WERE DISCUSSED WITH FRIENDLY EDITORS, WHO WERE MOST COOPERATIVE.

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(10) TO WIND UP THE CAMPAIGN A FOUR-PAGE TABLOID TO PRESENT OUR POSITION WAS INSERTED WIDELY IN LOCAL NEWSPAPERS. 160,000 OF THESE INSERTS COULD BE CIRCULATED AT AN AVERAGE COST OF 1¢ APIECE.

(11) THROUGHOUT THE CAMPAIGN, (WATS) TELEPHONE SERVICE WAS USED TO ESTABLISH RAPID CONTACT WITH COUNTY CHAIRMEN AND KEY WORKERS. DURING THE FINAL DAY IT WAS USED TO CONTACT THOSE RESPONSIBLE FOR TURNING OUT THE REPUBLICAN VOTE.

(12) FOLLOWING THE CAMPAIGN, THANK-YOU LETTERS, 100's AND 1,000's IN OUR CASE, WERE MAILED. YOU CAN NOT ASK ANYONE TO GIVE THEIR ALL ONE DAY AND FORGET THEM THE NEXT.

WITHOUT A DOUBT, A RACE WHICH HAD BEEN BILLED "VERY CLOSE" WAS WON BY APPROXIMATELY 21,000 VOTES BECAUSE OF SOUND ORGANIZATION AND SUSTAINED EFFORT.

#### CONCLUSION

SUCCESS IN ELECTIONS IS NOT READILY REDUCED TO FORMULA OR PAT 1, 2, 3 STEPS. THE AVAILABILITY OF MONEY, THE NATURE OF THE CANDIDATE, THE STRENGTH OF THE ORGANIZATION, THE FORMULATION OF ISSUES, AND JUST PLAIN LUCK PLAY AN ENORMOUS PART IN THE DETERMINATION OF SUCCESS OR FAILURE IN ANY ELECTION. BUT PROPER CAMPAIGN MANAGEMENT HELPS REDUCE THE VARIABLES INVOLVED. IT IS AN IRREPLACEABLE MUST FOR ANY SUCCESSFUL CAMPAIGN. I HOPE THAT THE THINGS I HAVE TALKED ABOUT THIS MORNING, THE NATURE OF THE MANAGER, HIS ROLE AS A PLANNER, AND ESPECIALLY AS AN ADMINISTRATOR, AND THE RELATIONSHIP BETWEEN THE MANAGER AND THE CANDIDATE HAVE HELPED CAST SOME LIGHT ON THE OBJECTIVES OF CAMPAIGN MANAGEMENT. AS I SAID IN THE BEGINNING, THERE IS, IN THE END, ONLY ONE REAL OBJECTIVE, TO WIN THE ELECTION. THAT'S THE NAME OF THE GAME!!