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U.S. News & World Report

WASHINGTON

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2300 N STREET, N.W. • WASHINGTON, D.C. 20037

March 7, 1983

The Honorable Michael K. Deaver
Deputy Chief of Staff
The White House
Washington, D.C. 20500

Dear Mr. Deaver:

I would like to request your participation in our tenth annual survey of national leadership.

Because you are a leader in your own field, your views on the quality of leadership, the importance of the country's institutions and your perceptions of the men and women who run America by virtue of their influence on national life are important to any evaluation of leadership.

This is a significant time for America. There are vital domestic and international issues to be addressed and there is a new Congress. With your help, we would like to provide our readers with an assessment of the nation's leadership by those who are leaders themselves.

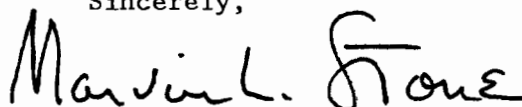
Your responses and your personal comments will be of great value to us. Your name, of course, will not be used, or even known to us, unless you choose to sign the questionnaire and give us permission to quote you in news stories about the survey findings.

Regardless of whether you sign your name, your reply is very important because the questionnaire is being sent only to a limited number of America's leaders.

We hope that you will be able to return your completed questionnaire to us very soon. A stamped, self-addressed envelope is enclosed for your convenience.

We thank you very much for your help.

Sincerely,



Marvin L. Stone

Enclosures

THE WHITE HOUSE
WASHINGTON

Mike

Do you want
to send this in
unsigned?

Yes

But

Who Runs America?

TENTH ANNUAL SURVEY OF NATIONAL LEADERSHIP

1. How do you rate Ronald Reagan's performance in office to date?

- | | |
|--|---|
| ¹ <input checked="" type="checkbox"/> Excellent | ⁴ <input type="checkbox"/> Disappointing |
| ² <input type="checkbox"/> Very good | ⁵ <input type="checkbox"/> Poor |
| ³ <input type="checkbox"/> Adequate | ⁶ <input type="checkbox"/> No opinion |

Please comment if you wish:

2. How well do you think the 98th Congress is doing its job?

- | | |
|---|--|
| ¹ <input type="checkbox"/> Excellent job | ⁴ <input checked="" type="checkbox"/> Disappointing |
| ² <input type="checkbox"/> Very good | ⁵ <input type="checkbox"/> Poor |
| ³ <input type="checkbox"/> Adequate | ⁶ <input type="checkbox"/> No opinion |

Please comment if you wish:

3. What do you regard as the three most pressing needs facing the U.S. today? Please rank them in order of their importance (1, 2, 3):

- | | |
|---|---|
| <input type="checkbox"/> Reducing unemployment | <u>2</u> <input type="checkbox"/> Lowering interest rates |
| <u>3</u> <input type="checkbox"/> Stimulating business | <input type="checkbox"/> Strengthening defense |
| <input type="checkbox"/> Saving the Social Security system | <input type="checkbox"/> Protecting the environment |
| <input type="checkbox"/> Capping medical costs | <input type="checkbox"/> Mutually freezing nuclear weapons with the Soviets |
| <input type="checkbox"/> Expanding aid to the poor | <input type="checkbox"/> Other _____ |
| <u>1</u> <input type="checkbox"/> Keeping inflation under control | _____ |

(please specify)

4a. Do you think changes should be made in Reagan's economic programs?

- ¹ ☐ Yes ² ☒ No

b. (If "Yes"): What three changes do you think should be made? Please rank them in order of importance (1, 2, 3):

- | | |
|--|---|
| <input type="checkbox"/> Further cuts in social programs | <input type="checkbox"/> Postponement of enacted tax cuts |
| <input type="checkbox"/> Increases in social programs | <input type="checkbox"/> Further cuts in taxes |
| <input type="checkbox"/> Raises in taxes on windfall profits, luxury items | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Faster growth of defense spending | _____ |
| <input type="checkbox"/> Slowdown in defense spending | _____ |

(please specify)

3. Who are the five Americans, from either the public or private sectors, that exercise the most influence in national life—whether through position, ability, personality or wealth?

The alphabetical list below includes the names of leaders and other individuals prominent in different walks of life. It is only a sampling of the many hundreds of persons deserving of consideration. You may write in the names of any others you may prefer in the space at the end of the list.

Please choose only five persons, including those you write in, and rank them (1, 2, 3, 4, 5) in the spaces preceding the names.

- | | |
|---|---|
| _____ 1 Robert O. Anderson, chairman, Atlantic Richfield | _____ 41 Jeane Kirkpatrick, U.S. Ambassador to the U.N. |
| _____ 2 James Armstrong, pres., Nat. Council of Churches | _____ 42 Henry Kissinger, former Secretary of State |
| <u>4</u> _____ 3 Howard Baker, Senate majority leader | _____ 43 Edward Koch, mayor of New York City |
| _____ 4 James Baker, chief of staff, The White House | _____ 44 Paul Laxalt, U.S. Senator |
| _____ 5 Joseph Bernardin, Roman Catholic Cardinal | _____ 45 Richard Leshner, pres., U.S. Chamber of Commerce |
| _____ 6 Derek Bok, president, Harvard University | _____ 46 Charles Manatt, chm., Democratic National Committee |
| _____ 7 Charles Brown, chairman, AT&T | _____ 47 Edwin Meese, counsellor to President Reagan |
| _____ 8 Warren E. Burger, Chief Justice of the U.S. | _____ 48 Robert Michel, House minority leader |
| _____ 9 George Bush, Vice President of the U.S. | _____ 49 Walter Mondale, former Vice President of the U.S. |
| _____ 10 Robert Byrd, Senate minority leader | _____ 50 Ralph Nader, consumer advocate |
| _____ 11 Philip Caldwell, chairman, Ford Motor Co. | _____ 51 Allen Neuharth, chairman, Gannett newspapers |
| _____ 12 William Casey, director, CIA | _____ 52 Sandra Day O'Connor, justice, U.S. Supreme Court |
| _____ 13 Otis Chandler, editor-in-chief, Times Mirror Co. | _____ 53 Thomas P. O'Neill, Jr., House Speaker |
| _____ 14 William Clark, National Security Council | _____ 54 J. R. Opel, chief executive, IBM |
| _____ 15 Terence Cooke, Roman Catholic Cardinal | _____ 55 Dan Rather, television newscaster |
| _____ 16 Mario Cuomo, Governor of New York | _____ 56 Nancy Reagan, First Lady |
| <u>5</u> _____ 17 Michael Deaver, adviser to President Reagan | _____ 57 Ronald Reagan, President of the U.S. |
| _____ 18 George Deukmejian, Governor of California | _____ 58 Donald Regan, Secretary of the Treasury |
| _____ 19 Elizabeth Dole, Secretary of Transportation | _____ 59 David Rockefeller, former chm., Chase Manhattan |
| _____ 20 Robert Dole, U.S. Senator | _____ 60 David Roderick, chairman, U.S. Steel |
| _____ 21 Jerry Falwell, founder, Moral Majority | _____ 61 Phyllis Schlafly, political activist |
| _____ 22 Martin Feldstein, Council of Economic Advisers | _____ 62 George Shultz, Secretary of State |
| _____ 23 Douglas Fraser, president, United Auto Workers | _____ 63 Roger B. Smith, chairman, General Motors |
| _____ 24 Milton Friedman, economist | _____ 64 William French Smith, U.S. Attorney General |
| _____ 25 Clifton Garvin, chairman, Exxon | _____ 65 David Stockman, director, OMB |
| _____ 26 John Glenn, U.S. Senator | <u>1</u> _____ 66 Arthur O. Sulzberger, publisher, New York Times |
| _____ 27 Judy Goldsmith, pres., Nat. Organization for Women | _____ 67 Franklin Thomas, president, Ford Foundation |
| _____ 28 Billy Graham, evangelist | _____ 68 Ted Turner, chairman, Cable News Network |
| <u>2</u> _____ 29 Katharine Graham, chairman, Washington Post Co. | _____ 69 Gen. John Vessey, Jr., chm., Joint Chiefs of Staff |
| _____ 30 Alan Greenspan, economist | _____ 70 Paul Volcker, chairman, Federal Reserve Board |
| _____ 31 Alexander Haig, former Secretary of State | _____ 71 Rawleigh Warner, Jr., chairman, Mobil |
| _____ 32 Margaret Heckler, Secy. of Health and Human Services | _____ 72 William Webster, director, FBI |
| _____ 33 Benjamin Hooks, executive director, NAACP | _____ 73 Caspar Weinberger, Secretary of Defense |
| _____ 34 Lee Iacocca, chairman, Chrysler Corporation | _____ 74 James Wright, House majority leader |
| _____ 35 Jesse Jackson, black activist | _____ 75 Walter Wriston, chairman, Citibank |
| _____ 36 John Jacob, president, National Urban League | _____ Other _____ |
| _____ 37 Henry Kaufman, investment banker | _____ |
| _____ 38 Edward M. Kennedy, U.S. Senator | _____ |
| _____ 39 Coretta Scott King, black activist | _____ |
| <u>3</u> _____ 40 Lane Kirkland, president, AFL-CIO | _____ |

6. As briefly as you can, please state your reasons for selecting the persons you rank No. 1 and No. 2 in influence.

Reasons for choosing No. 1:

Reasons for choosing No. 2:

7. What foreign leader do you think exhibits the most leadership qualities?

Why do you think so?

M. Thatcher

8. Who, in your own party, would make the best presidential nominee in 1984? Please write in your top three choices in order of preference.

1. R. Reagan ^{Republican}
2. _____
3. _____

or

1. W. Mondale ^{Democratic}
2. _____
3. _____

Please explain why you chose No. 1. (If your first choice was President Reagan, assume your second choice would be the nominee if Reagan chose not to run, and comment on that person as well.)

9. In what field of work are you primarily engaged?

Whom do you consider the three most influential professionals in that field? (List in order of importance. Please print name and affiliation.)

No. 1 _____

No. 2 _____

No. 3 _____

10. Below is a list of various types of organizations and institutions along with a rating scale running from 1 to 7. The higher the number, the higher the rating—7 being the highest possible rating, 1 the lowest. Please rate each according to the amount of influence you think it has on decisions affecting the nation as a whole. (Please check the rating you feel best fits each group.)

	What is its degree of "influence"?						
	<u>Very little</u> 1	2	3	4	5	6	<u>Very great</u> 7
Large business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Small business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oil industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wall Street	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor unions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The White House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Cabinet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U.S. Senate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U.S. House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Supreme Court	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal bureaucracy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State and local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Republican Party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Democratic Party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lobby and pressure groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public-opinion polls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Television	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspapers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organized religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The legal profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The medical profession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The military	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil-rights groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cinema	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(please specify)

Do we have your permission to use your name in news stories about this study? 1 ☐ Yes 2 ☐ No

If yes, please sign and print your name below.

(signature) (printed name)

(title or affiliation)

THANK YOU VERY MUCH FOR YOUR COOPERATION

THE WHITE HOUSE

WASHINGTON

March 7, 1983

Dear Mr. Rule:

I'm so sorry I was unable to contact you. I called you from San Francisco and have tried several times today from the White House. I wanted to tell you that Mr. Deaver was escorting the Queen and staying on the yacht, Britannia, and would be unable to appear before the local campaign organizers and workers in San Francisco during the morning or afternoon of March 4th. I certainly hope this didn't cause you any inconvenience, and he appreciated your invitation.

With best wishes.

Sincerely,

SHIRLEY MOORE
Staff Assistant to
Michael K. Deaver

Mr. James B. Rule
2066 Curtis Street
Berkeley, CA 94702

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PMS MICHAEL DEEVER, DLR

WHITE HOUSE

WASHINGTON DC

MR PRESIDENT

AS AN ASSOCIATE MEMBER OF THE SAN FRANCISCO REPUBLICAN CENTRAL
COMMITTEE, AND COLLEGE REPUBLICAN AT THE UNIVERSITY OF CALIFORNIA, I

HEREBY EXTEND AN INVITATION FOR YOU TO APPEAR BEFORE LOCAL CAMPAIGN ORGANIZERS AND WORKERS IN SAN FRANCISCO DURING THE MORNING OR AFTERNOON OF MARCH 4TH GRASS ROOTS WORKERS AND CONTRIBUTORS PUT FORTH TREMENDOUS EFFORTS TO DEFEAT JERRY BROWN AND BRING VICTORY TO GEORGE DEUKIMAJIAN LAST NOVEMBER. YOUR APPEARANCE WOULD BE A GREAT INSPIRATION AND REWARD FOR ALL REPUBLICANS RECENTLY INVOLVED. HOPING TO SEE YOU

JAMES B RULE

2066 CURTIS STREET

BERKELEY CA 94702

0613 EST

NNNN