

California State Archives
State Government Oral History Program

Oral History Interview

with

DOROTHY D. COREY

Marketing and Public Opinion Research
1932-

January 25 and February 1, 1990
Palm Springs, California

By Enid Hart Douglass
Claremont Graduate School

CALIFORNIA WOMEN AND PUBLIC POLICYMAKING

RESTRICTIONS ON THIS INTERVIEW

None

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PREFACE

On September 25, 1985, Governor George Deukmejian signed into law A.B. 2104 (Chapter 965 of the Statutes of 1985). This legislation established, under the administration of the California State Archives, a State Government Oral History Program "to provide through the use of oral history a continuing documentation of state policy development as reflected in California's legislative and executive history."

The following interview is one of a series of oral histories undertaken for inclusion in the state program. These interviews offer insights into the actual workings of both the legislative and executive processes and policy mechanisms. They also offer an increased understanding of the men and women who create legislation and implement state policy. Further, they provide an overview of issue development in California state government and of how both the legislative and executive branches of government deal with issues and problems facing the state.

Interviewees are chosen primarily on the basis of their contributions to and influence on the policy process of the state of California. They include members of the legislative and executive branches of the state government as well as legislative staff, advocates, members of the media, and other people who played significant roles in specific issue areas of major and continuing importance to California.

By authorizing the California State Archives to work cooperatively with oral history units at California colleges and universities to conduct interviews, this program is structured to take advantage of the resources and expertise in oral history available through California's several institutionally based programs.

Participating as cooperating institutions in the State Government Oral History Program are:

Oral History Program
History Department
California State University, Fullerton

Oral History Program
Center for California Studies
California State University, Sacramento

Oral History Program
Claremont Graduate School

Regional Oral History Office
The Bancroft Library
University of California, Berkeley

Oral History Program
University of California, Los Angeles

The establishment of the California State Archives State Government Oral History Program marks one of the most significant commitments made by any state toward the preservation and documentation of its governmental history. It supplements the often fragmentary historical written record by adding an organized primary source, enriching the historical information available on given topics and allowing for more thorough historical analysis. As such, the program, through the preservation and publication of interviews such as the one which follows, will be of lasting value to current and future generations of scholars, citizens, and leaders.

John F. Burns
State Archivist

July 27, 1988

This interview is printed on acid-free paper.



DOROTHY D. COREY
c. 1950

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INTERVIEW HISTORY

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Interview Time and Place

January 25, 1990
Mrs. Corey's home, Palm Springs, California
Afternoon Session of 3 hours

February 1, 1990
Mrs. Corey's home, Palm Springs, California
Afternoon Session of 3 hours

Editing

The interviewer/editor checked the verbatim manuscript of the interviews against the original tape recordings and verified proper names. Insertions by the editor are bracketed.

On March 11, 1990, the edited transcript was forwarded to Dorothy D. Corey, who made only minor emendations and added some additional information in writing. She returned the approved manuscript June 4, 1990.

The interviewer/editor prepared the introductory materials.

Tapes and Interview Records

The original tape recordings of the interview are in the Oral History Program Office, Claremont Graduate School, along with the records relating to the interview. Master tapes are deposited in the California State Archives.

BIOGRAPHICAL SUMMARY

Dorothy D. Corey was born on October 10, 1901 in St. Louis, Missouri. Her father, Vasca Houck, was a county clerk in Pulaski County, Missouri. Her mother, Gertrude Mae Miller, a graduate of Drury College, was a schoolteacher. Mrs. Corey attended the local public schools and graduated from Dixon High School in 1917. She enrolled in Knox College but transferred to the University of Illinois and graduated with an A.B. degree in French.

After graduating from college, Dorothy Corey taught in secondary schools in Bellflower, Illinois and Dixon, Missouri. In 1925, she married Harry Corey and they left for California. After a year of working at odd jobs in Los Angeles, the couple moved to Chicago, where they both took jobs selling advertising for the Examiner. After the birth of their daughter, Rue Ann, in 1931, Dorothy Corey accepted a position as an interviewer for the research firm Lord & Thomas. Through her work as an interviewer, Dorothy Corey met George Gallup and Elmo Roper, pioneers in market research and public opinion polling.

Dorothy Corey returned to California in 1938 to work as the Los Angeles representative for Facts Consolidated, a San Francisco-based market research firm. In 1941, Dorothy married Roy S. Frothingham, who was associated with Facts Consolidated, and they had a daughter, Lynn. In 1940, Mr. Frothingham bought Facts Consolidated from the estate of Anne Nowell, the founding president. Dorothy D. Corey then became a partner in Facts Consolidated and president in 1960.

Beginning in 1960, Facts Consolidated became involved in a series of mergers involving General Analysis Corporation, the Corporation for Economic Development, Control Data, and Economic Research Associates. Five years later, Dorothy, having completed her contract, left to retire. Within two days after her proposed retirement, she founded Dorothy D. Corey Research at the request of Ed Canapary, an Irwin Wasey client.

Throughout this period Dorothy Corey also did extensive political opinion polling in California, particularly for the firms of Baus and Ross Campaigns and of Braun and Company. Her work included surveys for measures and propositions, state and local, and candidates. In 1967, she established Corey, Canapary & Galanis as the San Francisco

extension of her business. She served as president from 1967 to 1975 and remains chairman of the board. In 1976, she was able to reclaim the name Facts Consolidated for her Los Angeles operation. She also incorporated the firms as Facts Consolidated, Inc.

Mrs. Frothingham's professional affiliations include the American Marketing Association, the American Statistical Association, the American Advertising Federation, the American Association for Public Opinion Research, the Los Angeles Chamber of Commerce, and the Hollywood Radio & Television Society. She has also been the director of Los Angeles Advertising Women, Inc.

She was honored as Los Angeles Times Woman of the Year for 1961. At present, she is chairman of the board for Facts Consolidated in Los Angeles and of Corey, Canapary, & Galanis in San Francisco. She resides in Palm Springs.

[Session 1, January 25, 1990]

[Begin Tape 1, Side A]

DOUGLASS: I noticed that you were born in St. Louis,
Missouri.

COREY: Yes.

DOUGLASS: How was it that your parents were living in St.
Louis?

COREY: My grandfather, Chestine Dudley Miller, came to
Missouri in the pioneer days. He was an
attorney. He certainly didn't go to law school,
but he learned law the way [Abraham] Lincoln
did. I just don't know why he stopped at Dixon,
Missouri, but at that time people were coming
West. The family had been in the United States
for a long time. In fact, the Dudley in that
family was the second colonial governor of
Massachusetts.

Then they began to come West. Somehow the
Miller family landed in the Missouri Ozarks
[Mountains]. Chestine had a brother, Uncle

George Miller, who landed near Franks, Missouri. My Grandfather Chestine was at Dixon, Missouri. But they were very close together. The St. Louis and San Francisco Railroad was probably being built at that time. (It was called the Frisco.) Dixon was a stop. They had to put on an extra engine to go up the Dixon Hill. This was in the Missouri Ozarks and maybe just seemed to be a good place for a young man who had read law and was looking for a place to settle.

DOUGLASS: This was your mother's father.

COREY: My mother's father. Yes. His early law practice was primarily helping veterans get their pensions or get settled. The other practice was helping people who wanted to homestead or buy land. There was some crime in the community but not much. That was not the kind of law that he was practicing. He married someone who came from the South. Her name was Rue Annie Fleming. They married and lived in Dixon all their married lives. She homesteaded over 1,000 acres there. That addition in Pulaski County was called the Miller Addition. Today, my sister and I still own 220 acres of

it. I am giving my undivided half to my two daughters.

DOUGLASS: That is a lot of continuity.

COREY: It is. I have letters from both of them telling me how they appreciated my giving it to them now. I just gave it to them at Christmastime. They will keep it in the family.

DOUGLASS: What a nice tradition. How did your parents meet? What is your father's background?

COREY: My father was born in Dixon, Missouri, and my mother was born in Dixon, Missouri. My mother went to Drury College in Springfield, Missouri and became a schoolteacher. Dad was a very good-looking young man in Dixon, who was doing all kinds of things. He didn't have the education mother had. In those times, even in those little towns there was the right side of the track and the wrong side of the track. I know that Chestine considered him from the wrong side of the track.

DOUGLASS: I noticed that his name was Vasca [Houck]? What is the background on that?

COREY: I have no idea how Vasca got his name. His mother's name was Rhea, but we pronounced it "Ray." There is a street by that name in the

San Fernando Valley, and they call it "Ree-a."
That was a fairly well-known southern name.

DOUGLASS: Did your parents just meet because they were youngsters in the same town?

COREY: They evidently met as youngsters in the same town. They ran away to get married. Chestine objected strenuously. Until I was born, he didn't let mother come home. They lived in St. Louis. When I was born, Chestine wanted to see the child. He was very bitter about the marriage, and he never approved of dad.

My dad did all kinds of things. At one time, he was in a tomato canning factory. One time, he owned a grocery store. When he died, he was the county clerk of Pulaski County. He was the first, and maybe the only, Republican that has ever been elected to an office in Pulaski County. [Laughter]

DOUGLASS: Now where is Pulaski County?

COREY: It is about 135 miles southwest of St. Louis on the St. Louis and San Francisco Railroad, between St. Louis and Springfield, Missouri. It is about 100 miles from Springfield and 125 from St. Louis. When I was a child, it was a big

trip to go to St. Louis and, also, to Springfield. Today, of course, it is nothing.

DOUGLASS: After you were born, your mother was a housewife?

COREY: Mother never worked again.

DOUGLASS: She had been a teacher?

COREY: She had been a teacher. My mother had a sister. There is a tradition, let's say, of having two sisters in our family. My mother had a sister whose name was Floss Dudley Miller. We called her Aunt Dud or Duddie. She married a man who had Chestine's approval, and it turned out he was a bigamist. That was a very tragic thing for everybody in those days.

Duddie was a very strong woman for that time. My mother was a gentle woman who could make everybody get along together. If you put Gloria Steinem and a few others together, you would have Duddie. But Chestine didn't believe that women, except for teaching and maybe nursing, should work for a living. He really didn't approve of women working at all for a living. Duddie was a very talented woman, but she wasn't a teacher. Her talent was in writing and music. Anything she decided to do, she

could do it. If she decided to build a house, she would do it. She never married again, and she always lived with us.

DOUGLASS: She was sort of your second mother?

COREY: She was almost my first mother because if she had ten children, it would not have worried her. She could have handled them all. She just took me over.

DOUGLASS: Did you have any brothers or sisters?

COREY: I have one sister who is living today in Rancho Santa Fe. She is seven years younger than I. When Rue [Houck] came along, Duddie had the two of us. One of the things she did very, very well was sew. She loved high fashion. In those days, they wore things that were much more difficult to wash and iron and make than the things that we wear today.

One of the stories is that Grandma Rue Annie Miller had a sewing woman come four times a year--summer, fall, winter, spring--to make the clothes for the family. When she was twelve, after she left, Duddie took everything she made and tore it apart and remade it in more style and better sewing. She said, "We will not have that sewing woman again. I will buy the

patterns. I will make the clothes." She was a creative person. She could design clothes. She could cut her own patterns. She loved music and went to St. Louis often to be in the choral symphony. And, as a child, every time anybody-- [Ernestine] Schumann-Heink, [Amelita] Galli-Curci, [Enrico] Caruso (St. Louis was a very musical city)--came I was taken down there to hear them.

DOUGLASS: Were you closer, by nature, to Duddie than your sister?

COREY: I never realized it as a child. I never thought of it that way. Rue said to me not very long ago, "You know, Dot, you were Duddie's life. She loved all of us, but you were the one she loved." After mother died, Duddie lived with me until she died. I took care of her. She was a big influence in my life, but she was a big influence on all of our lives. Even my daughters. I have a sister Rue, a daughter Rue [Corey], and a grandmother Rue [Annie Miller]. And more recently came along a great-granddaughter Kelly Rue [], so we have four Rues in our family. But when my daughter Rue had Pamela, Duddie was not quite strong enough

to take over Pamela the way she had taken me.

[Laughter]

DOUGLASS: How do you think she influenced you, in retrospect?

COREY: In my small class of the high school, I was the valedictorian of the Dixon High School. She insisted that I both begin and end my speech with something like this: "They talk about a woman's world as though it had a limit; but there's not a life or death or birth without a woman in it." Anyway, Duddie, after this marriage, and I know she had several opportunities to remarry but she never did, basically never trusted a man again. My husband, Mr. [Roy S.] Frothingham, was so good to her, and she could not help but like him and love him in many ways. But, basically, under that there was this distrust of men. She did not have the influence to make me not like men because I always did, but she made me want to be an independent thinker and an independent doer.

My mother used to say, "Dorothy, anything you don't want to do, don't learn how to do it." We did not live on a farm. We lived at the edge of Dixon. But the farm adjoined it. We had a

farmhouse for the people who ran the farm. We were really in town, but we were just at the edge of town. But we had cows and we had chickens and we had hogs and we had a smokehouse. We had an icehouse. At one time in my life, I wanted to learn how to milk a cow because we had one old cow that would not kick and was very pleasant to be around. Mother said, "Don't do it, Dorothy. Don't learn how to milk a cow." [Laughter] She said, "I am going to tell you something. If you don't want to do anything, don't learn how to do it. I don't want you milking a cow." [Laughter] So I never learned how to milk a cow. Duddie might not have milked a cow, but she could not have kept from learning how to milk a cow and probably would have done it better than anybody else because she was a very talented person.

When she lived with me, she was much older. I had a housekeeper, [] Boonie [], with me for thirty-three years, who lived in. One day, Boonie called me and said, "Oh, Mrs. Frothingham come home. Duddie is up on the roof." [Laughter] That was in her late seventies. I

COREY: said, "I think she will be all right, Boonie.
If you want me to, I will come home."

DOUGLASS: This is a large two-story house she is on the
roof of?

COREY: No. It was before we moved to that house.
Actually, that two-story house roof would have
been safer than this roof she was on. We had a
fireplace at this place and something had gone
wrong with the fireplace, and Duddie thought it
was something up on the roof. So she, being the
kind of person she was, immediately went up on
the roof to take care of it. It really
frightened Boonie. Duddie was so conscientious
that once in a while when you caught her in some
mistake, she herself could not imagine how she
could have been so dumb.

One time when Lynn [Frothingham], our
youngest daughter, was little and we were still
at this house on Norton [Avenue] before we moved
in the big house--Lynn was just a baby because
it was shortly after that we had to get out
because we needed more room--she had gone into
the bathroom and locked the door. Duddie
couldn't get her to open it. Boonie wasn't
there. She had gone to the grocery store or

something. Duddie was just frantic. (I got Boonie to come with me when Lynn was born and she stayed until she died thirty-three years later.) Anyway, Duddie was frantic. Here was Lynn, this little toddler, in the bathroom. Duddie could not get her to open the door. So Duddie went out to the garage and got a ladder and with great difficulty climbed in the window of her own bedroom, not realizing she wasn't any closer to Lynn than she had been. [Laughter] She never got over that she could be so dumb, that she could do such a thing.

DOUGLASS: Well, you made a great point about the influence of your aunt on your life.

COREY: She had an influence. She wanted me to be better in music than I was. I could play a duet with her. But she was a real musician, and I wasn't. Maybe she expected too much of me, but she always expected me, at least, to do my very best. She actually expected me to be the best. But that was pretty hard.

DOUGLASS: Was it the expectancy that you would go to college?

COREY: There was never any doubt that I would go to college.

DOUGLASS: Your mother went to Drury College.

COREY: Duddie went to Drury, too. She studied music at Drury. When I was in high school, I was fairly popular with the boys. I never had any problems having a lot of boyfriends. The year World War I ended, 1918, was the year I started Knox College. One of my boyfriends, who was several years older than I, maybe five years older, came back from the navy, and he wanted to get married. It never occurred to me that I could marry him because I had to go to college. I knew I had to go to college. Of course, I could not see why the heck he couldn't wait for me until I got out of college. But he didn't. He married a distant cousin of mine. [Laughter] I was heartbroken for the moment that someone else could treat me that way. However, it never occurred to me that I could marry him. I knew I had to go to college.

DOUGLASS: Why was Knox College your choice?

COREY: There was a private school at Vienna, Missouri, which is not far from Dixon. For some reason, they had a scholarship setup with Knox College. I didn't go to the Vienna school, but evidently at that school that year--I think Duddie had

probably gone over there and helped them with music--but, anyway, they must have known about me. They didn't have anyone that met the requirements. It was a small school and this was back in 1918, and everybody didn't go to college. Whether they got in touch with mother or Duddie or Dad, I don't know but I was given that scholarship. And that paid for my tuition.

DOUGLASS: So your parents only had to pay for your room and board?

COREY: Yes. That's how I happened to go to Knox College.

DOUGLASS: I have it that you went to Knox College for two years.

COREY: I actually started in 1918, and I graduated from college in 1923. After going to Knox two years, I went to the University of Illinois. I graduated from college in 1923.

DOUGLASS: Let's talk about the Knox experience. Did you like Knox College?

COREY: I liked the teachers. I wasn't totally impressed with the students. Let me say that in my high school years, I read a great deal. We had a family with a fairly educated background for those Missouri Ozarks. Everybody in the

family had books. We subscribed to the St. Louis Globe Democrat. We took magazines. I had the Youth Companion, and we had The Saturday Evening Post and the Ladies Home Journal. I had some very good teachers in grade school and high school.

DOUGLASS: How small a town was it that you grew up in? Was it a really small town?

COREY: It was a very small town, around 900 population.

DOUGLASS: Really small. So it was a small high school.

COREY: Yes. But the high school grew because it was an area high school. They came in from around the countryside. They didn't in the grade school. It was a unified school for the high school. They had these little, one-room country schools for grade schools.

DOUGLASS: Would you say that you came from a home that was certainly among a small percentage of homes in the town? Meaning the cultural and intellectual environment.

COREY: Yes. There was a club. I think Duddie organized it. They called themselves the Women's Study Club. Twelve or fifteen women that Duddie thought would be interested in a literary program were asked to join the club.

They studied [William] Shakespeare. They studied [Robert] Browning. They studied various books. It was all English literature. They were the people who decided that the town needs improving here or the town needs improving there. This gave Duddie an outlet for some of her energies. Esther Crane, whose mother was Mrs. [Jessie] McCulley and a member of the Study Club, says today in Dixon there is not the cultural level that was there when we were children.

DOUGLASS: I interrupted you when you were talking about Knox College because you started to say something about the level of study there.

COREY: It sounds like I should not say it, but I was sometimes smarter than some of my teachers in high school. But when I got to Knox, I was not smarter than any of my teachers. I was really impressed with the knowledge of some of those college teachers. There was the little English professor, Dr. Lucius Elder--and, in fact, I think they named the library at Knox after him, the Elder Library--and he was a real student. I have never known anyone like him who knew English literature and other literature as he

did. I was really impressed with the quality of the teachers. So Knox was a learning experience for me.

I did not have a great deal of money, but my dad was the kind of person that when I went away to school, he gave me a checkbook and said, "Dorothy, you are a member of the family and here is a checkbook. Your signature is good at the bank." That was it. There was never any saying, "You are limited to this." What you need, here is the checkbook. That was the kind of family it was.

Maybe it was a result of Duddie taking me to St. Louis. Music and opera and all the musicals, everything, in St. Louis. I was a little more sophisticated, this girl from the Ozarks. I suppose I had a little bit of an Ozark accent. But I was a little more sophisticated than these rather wealthy people who came from the Illinois prairies, where the richest farmland is in the country. They really didn't come from families who had gone to Chicago. I had seen more plays. I really read more. And I was better dressed, due to Duddie. If I felt anything, I felt I was too well

COREY: dressed in college because of her determination.
I had beautiful clothes.

DOUGLASS: And here you are on tuition scholarship.

COREY: I was there on a tuition scholarship. A girl was there in school from Galesburg. There were girls who were from very wealthy families, or seemed wealthy at the time. But my clothes were very, very good. I was pledged to a sorority. Then I was told, at Knox, that I could not date a boy whom I wanted to date because he was not a fraternity man. I showed my independence. I broke my pledge and got out. I had not been brought up that way, even though we did have the right side of the tracks and the wrong side of the tracks in Dixon. But when you went to college and here he was in college. . . . I didn't feel that in college you could say, "You should not bring him to our dance because he was not a fraternity boy."

I wasn't overly impressed with the students. I thought they were a bunch of farmers. But this particular young man, his name was Malcolm Eddy and his great-grandmother or grandmother had been the founder of the Christian Science Church, lived in Rockford,

Illinois. During the summers, he had worked as a newspaper reporter. As I went all through college, I always did have a weakness for newspaper people and newspaper reporters and Mac Eddy was my first one. He was a very independent kid. He didn't like the things that went on in rushing, so he didn't join a fraternity. I made some good friends at Knox that I kept all my life. The outstanding thing to me at Knox was the faculty. They really had a good faculty, and I could have a close relationship with any teacher or professor there.

DOUGLASS: Was there any particular field of study you were drawn to at that point?

COREY: I really liked the broad field of literature, modern. I remember one course. We got into Swedish writers and the Scandinavian writers. That was all very interesting. I started to take French. I really enjoyed getting to learn something about languages. I didn't think of it then, but now I realized if I got in and studied languages and compared Italian and Spanish and French and German and really learned something about how languages form and what they are all

about, that would have interested me very much. But French particularly interested me.

This was another thing in my family. The Dudley who was the first colonial governor of Massachusetts and his family were mainly of English ancestry. I was brought up thinking the only people who did anything right were the English. My grandfather's name on my father's side was [] Houk, and that was Pennsylvania Dutch. He was kind of put down a little bit. My father was just a wonderful man. All the men wanted Vask, as they called him, to go fishing with them, go hunting with them because he could then prepare the food. He was just a wonderful person. I resented it a little bit. So when I studied French, I began to realize here are people who won't let anybody put them down as far as their language is concerned. They love their language and the way it is pronounced. It is a very mature language and developed language and with many words. So I would say French and literature.

When I was a senior in college, I took a course in chemistry.

DOUGLASS: Now you went from Knox to Illinois. So how many years were you at Knox?

COREY: Two.

DOUGLASS: What made you decide to transfer and specifically to the University of Illinois?

COREY: My father died during the flu epidemic. I decided that I could finish faster at the University of Illinois because I could go to summer school. So I went down there and finished. That was the main reason. But the chemistry course, I really enjoyed. The first time, I thought, "Dorothy, maybe you were too young to go to college. Maybe now you should go to college." Because, as you are finishing, you begin to see some of the things you would like to do. I always thought, "Gee, why didn't I open my mind more to science and math at that time?" I kind of closed it to science and math and opened it to literature and languages. And I have never really explored the field of science. I have taken more math and taken courses in statistics.

The best course in statistics I took was one that NBC [National Broadcasting Company] gave at what they called their "College of

Knowledge" at six o'clock in the morning. It was given for credit and was a fantastic course. The TV [television] station. I came down at six o'clock in the morning. Here were the top statisticians in the country giving the course. Everything was beautifully prepared. It was the best course I ever took in statistics. I took it because I needed a better basis in my business. There was a real need there. You are more open to anything when you need it.

DOUGLASS: Was that in the sixties or seventies? Do you have any idea of when you did that?

COREY: We were living in the big house. I remember very well because there was this very old chair I would sit in with my notes. [Laughter] I believe it was the sixties. I got credit for that course.

DOUGLASS: You also did a little graduate work at Northwestern [University].

COREY: I did a little graduate work. That was when I started in marketing research. This man who was over at Lord & Thomas was teaching this graduate course. Dr. Lyndon Brown was his name. I thought, "Gee, this is a wonderful opportunity for me to learn a little more." Lynn was also

writing a book at that time which was the first book that was ever written on marketing research. It was Lynn's book. And working over at the agency and going to the agency was another girl who went with me, Polly Hatch. And we had an opportunity to test out things and work with Lynn when he was writing the book. That was how I happened to take those. And it happened that they were in the graduate school.

Today you have a hard time. You have to pass certain things to get into a graduate school. I did nothing. I just went over there and registered for Lynn's course. Nobody asked me anything. I had fairly good grades in Knox and the University of Illinois. The academic courses were not too difficult for me. I think I could have gotten into a graduate school the normal way. Lord & Thomas was right there in the Palmolive Building. It wasn't more than two blocks away.

DOUGLASS: As you left the University of Illinois, what was your plan?

COREY: The first thing I did, I taught high school. I taught at Bellflower, Illinois. The year my father died, before I went to the University of

Illinois after I had the two years of college at Knox, I taught a year at Dixon in the high school. So I have taught two years of high school. One at Dixon, Missouri and one at Bellflower, Illinois.

DOUGLASS: What did you teach at Dixon High School?

COREY: I taught English and English literature. I taught the same thing at Bellflower.

DOUGLASS: Let me get this straight. Did you take a year off between Knox and Illinois?

COREY: Yes. I did. That was the year my father died. I had lost a year, and I wanted to get through faster. That's why I went back to the University of Illinois rather than back to Knox. Because I was out of my class, and I thought the experience of a big university would be good.

DOUGLASS: Then what happened after you taught in Bellflower?

COREY: I decided that I didn't want to be a teacher, but that was just about then that I got married.

DOUGLASS: I have it that you were married in '25.

COREY: I graduated from college in '23, and I taught at Bellflower in '24 and got married in '25.

DOUGLASS: Your first husband was Harry Corey.

COREY: Harry Eugene Corey, Jr.

DOUGLASS: Where did you settle with him?

COREY: Hal and I were married in St. Louis. Here, again, I have talked about a really talented person, Duddie. My first husband was a very talented person, also. When I say talented, I mean that he really had some unusual talents that I didn't have. [Laughter] He could do certain things so well. Unusual things. But he had the wanderlust. He had graduated from the University of Illinois and had worked for the [Cyrus H.] McCormick International Harvester Co. They had been headquartered in Indianapolis. It was a very good job, and they liked him. (He knew Fowler McCormick, who was the son who gave a lot of money to Desert Hospital in Palm Springs. One building at the Desert Hospital is named after Fowler.) They liked Hal.

But he took off and ended up on a freighter and had a year's trip to India and back. He was a couple of years ahead of me in college. He had come back. Anyway, we were married in St. Louis.

DOUGLASS: You had a daughter, Rue Anne.

COREY: We were married after he came back from one of his trips. He must have gotten a job. Duddie

had some money of her own. Sometimes she would go to St. Louis and take an apartment. She had one there at that time. That is where I was when we got married in St. Louis. I don't think immediately but very shortly we took off for California. We had a car. Somewhere on the trip the car was not working properly, and we sold the car and we started hitchhiking.

We met a man who had a group with him, and they were selling coupons for photos. We went with him, and we sold them. I remember that we were in Phoenix. All of this was new to me. I had a wonderful day. I think I sold about thirty-five and I got a dollar apiece for these things. Thirty-five dollars was a lot of money in those days. It gave me a little taste of what selling is all about. After we got to Los Angeles, we still kept selling them. I went into a building that I didn't know from anything and it was where the chamber of commerce was. A girl came out and talked to me. She said, "I think I can help you." She took me into where they evidently were having a business meeting. Everybody bought those damned coupons.

DOUGLASS: What were the coupons for?

COREY: Every town has a local photographer. They had a
 tie-in with some local photographer. You took
 this dollar coupon and . . .

[End Tape 1, Side A]

[Begin Tape 1, Side B]

DOUGLASS: Say you sold a dollar coupon, what was your return? How did they pay you?

COREY: We bought the book of coupons. So the man got the money ahead of time, whether we had sold them or not. I have forgotten how much we gave him for them. If you just got one, you had to pay him twenty-five cents for one. But when you bought a stack, you got it down to even fifteen cents.

DOUGLASS: So you might have two-thirds of that be profit?

COREY: Yes. The balance went to you, but he got his money first.

DOUGLASS: So this woman . . .

COREY: She took me into this meeting of the chamber of commerce. They evidently looked at me and thought, "Let's help the poor girl out." I sold over fifty of them. Anyway, Hal and I stayed in Los Angeles.

DOUGLASS: Could you put a year approximately on this?

COREY: Yes. It is possibly '25. Rue is fifty-eight now. What year would she have been born?

DOUGLASS: She would have been born '31.

COREY: This was 1925. This was the first year Hal and I were married. We were out here in May, which

was our first wedding anniversary. We went out to the ocean to spend the day out to the Venice beach. That was the day, according to the papers, that Aimee Semple McPherson made her disappearance. Hal had a camera. We had taken pictures of ourselves and of people around the beach. We showed our pictures later to the police. They thought that one picture we took with a little kind of a tent that they had put down was where she actually had been on the beach that day. They weren't sure that that wasn't a part of the story because there was a great deal of suspicion. If you can date the year Aimee Semple McPherson disappeared, Hal and I had been married one year.

DOUGLASS: So it sounds like May 1926.

COREY: May 18 or 20. That was our first wedding anniversary and we were in California. We stayed out here until Hal got restless and decided he wanted to go back to Chicago. Rue, of course, was not yet born. We hitchhiked back to Chicago. We went north because Hal had never been in the Northwest, and he wanted to see the Northwest. We went up as far as Seattle and then went across the country and down into

Chicago. Somewhere along the line, there, again, we met a young man who was driving back. He and Hal got along well together, so we went all the way with him. We shared the gasoline. But we hitchhiked until we met him. I remember one night we camped outside and slept outside in our sleeping bags on a most beautiful brook in Idaho. I don't think I have even been back to the state of Idaho, but I have always thought of it as a beautiful state.

DOUGLASS: What were you doing for cash?

COREY: While we were in Los Angeles Hal and I did various things. We always worked doing something. I sold those coupons. The things I mainly did, Hal did. We had cash. I don't think we ever did, Hal and I, write home and ask our parents for cash. Of course, we knew in the back of our minds if we ever got completely broke, we could get money from our family. I didn't like the life. It was not for me. It was so totally different from anything I had ever known. I didn't tell my folks about the hand-to-mouth existence without any purpose because I always lived with a goal and a different kind of life. We had no children. We

had nothing. We had even sold the car. All my good clothes, I had packed away. I just had the kind of clothes I was wearing.

I was very much in love with Hal, a most attractive man. He was a good-looking man. He had ten times more talent than somebody like [Ronald] Ronnie Reagan. But it is what you do with it. Hal wouldn't do it. He was a very good public speaker and could charm the socks off of anybody. He wrote well. He could make a speech and draw while he was doing it. Illustrate it and draw things. He was a prize golf player. He could do anything well. I have always prayed that my daughter would have his talents but not his disposition.

DOUGLASS: What did you do after taking this trip back?

COREY: We went to his family's home, to begin with. But we both got jobs on the [Chicago] Examiner, selling advertising.

DOUGLASS: You are back in Chicago.

COREY: Yes. We left toward the fall and went back to Chicago. We both got jobs on the Examiner. Hal selling display advertising, and I selling classified advertising. We soon had money enough to get ourselves a little apartment.

That is when I had my first real training as a salesperson, at the Examiner in Chicago. There was a woman by the name of Miss [] Hearst who hired me, and she was a distant relative of the [William Randolph] Hearsts. She didn't think I would do very well because she said, "You have a very soft voice. I don't think you will do very well." "But," she said, "I'll give you a chance."

So I started to work there. I sold real estate advertising in the classified ads. I really liked it. I got to know these people by telephone, real estate agents. Soon I was selling whole columns. They would have contests every week. The big thing was to beat the [The Chicago] Tribune, to have more lines than the Tribune had. I had a lot of fun. I left before my first baby was born. That was not Rue. I lost that baby at childbirth. Before I left, I was the supervisor of forty people.

DOUGLASS: Were you still doing the real estate?

COREY: Yes. Real estate was big. We had several pages. In the Sunday paper, it was real big. We sold contracts. With some people, we would get a year's contract.

DOUGLASS: To do all their advertising?

COREY: Yes. We would work for the real estate companies, not just people who were selling homes. Still the big thing was to beat the Tribune. We had these contests, and they would give us luncheons and prizes. I still have some prizes around here. [Laughter] But that was fantastic training. It gave me familiarity with the telephone. Believe me, when you are doing business in public opinion research and marketing research and you have to contact people so far away, the telephone was the best instrument you could have. Some people never get that familiarity and ease of working with people over the telephone. They need to be with them in person. But it was marvelous training.

DOUGLASS: That was all you did, virtually. Communicate by phone to get these accounts.

COREY: Yes. In fact, once in a while, a client would say, "Do you mind if I come and leave the copy?" I'd say, "Of course not. Just ask for me and I'll come out." We had a place where we could meet anybody like that. But, mainly, some of my clients, I never saw. I just had the telephone relationship with them.

DOUGLASS: You were managing up to forty people. Were they all doing phone contacts or were they doing all the bookkeeping and the backup?

COREY: These were all salespeople. I believe they were eight in a circle. I had five of those circles, with eight people around, each with a booth that was protected by glass. I am not sure. At that time, it seemed to me that they brought in some other classifications but not automobile. There were some other classifications besides real estate, but the main thing was real estate. Real estate and automobile were the two big classifications.

DOUGLASS: It sounds like you learned how to organize and manage a group of people doing this kind of work.

COREY: Yes. You learned how to work with people. Some of them were men, and some of them were women. You really learned how to give them something.

DOUGLASS: When you had Rue, you stopped work?

COREY: No. It was when I had my first baby.

DOUGLASS: The baby you lost.

COREY: Yes. I never went back. After I lost the baby, Hal and I moved to a different apartment near the lake. He had gone into business in a little

advertising agency. He had left the Examiner, too. He and another man started this little advertising agency. We moved to a nicer apartment near the lake. I joined the Rogers Park Women's Club. For work, I sold memberships in the Chicago Art Institute. But I sold those at home over the phone. In addition to selling the original memberships, after they thought I was good enough in handling it, I took the list of members and tried to sell them a life membership.

DOUGLASS: How did you happen to get the job to begin with?

COREY: I believe I saw a classified ad. If my eyes were better, even today, I would read the classifieds every day. In the classified advertising, you get the demographics and the psychographics and everything else in the town. All my life, every time I would go to a new town, I would buy a paper and look at the classifieds and see what kind of jobs were wanted. What kind of positions were open. What the value of the rentals and the homes were. You can learn so much from the classifieds. I have always been a reader of classified ads. Sometimes you find little gems in the classified

advertising. Pathetic sometimes. It really is a slice of life.

DOUGLASS: How did you approach the life membership for the Chicago Art Institute? That must have been quite a challenge to sell those.

COREY: Yes. I had my training, of course. We thanked them so much for being a member. Actually, they were going to be a member for the rest of their lives and if they were any young age at all, it was much cheaper to be a life member. So you had to explain. There were some advantages for a life member. We didn't press them, but we said, "We want you to know that we have this life membership plan. I would like you to know the advantages of becoming a life member." There were some art openings and smaller parties and things that they had at the museum that only the life members were invited to.

DOUGLASS: Did you do this over the phone, too?

COREY: Yes. I did that over the phone. In fact, I don't think I ever had any one person want to see me. There was a contact down at the museum for those who did want to go in and talk. Are you familiar with Chicago at all?

- DOUGLASS: A little. I have been to the Chicago Art Institute.
- COREY: It is right off the Loop downtown. It is very easy to get to. I used to visit the museum when I was downtown. If I had a little time, I would run over and see something in the museum instead of making a trip for the whole afternoon. Maybe I would just spend fifteen or twenty minutes in the museum. I know that I could tell them if they wanted to see anyone, who to see over at the museum. The people were very pleasant at the museum. It was a very pleasant contact. You never had anyone who was rude. I loved it. It was a wonderful job.
- DOUGLASS: Were you still doing this while you had Rue Anne?
- COREY: When I started, I had no children. I didn't have Rue Anne for a number of years. I was doing it. I kept on doing it until I had Rue Anne.
- DOUGLASS: Then in '32, you became associated with Lord & Thomas. How did that happen?
- COREY: That was after Rue Anne was born. By that time, Hal had taken one other trip to Asia or somewhere, and he wanted to take off on another

trip. I simply felt that it was better if the marriage not continue. That is when I decided that I was going to do something that I maybe could get somewhere. With the memberships, you could continue, but there was nowhere to go. Of course, you couldn't build anything. You couldn't go back to them and sell them something else because they had a life membership. That is when this opportunity came to me to go to Lord & Thomas.

DOUGLASS: Did someone suggest your name? How did that come up?

COREY: I had a friend by the name of Florence Bates. She had gone to the University of Illinois, too. She got a letter from Mr. [] McPherson. He had written a letter to the University of Illinois and said he was interested in hiring interviewers for survey work. Could they send in some names of people who lived in Chicago from a certain class? Flo was about two years younger than I. They sent him Flo Bates' name. This was during the depression, and her husband was leaving for the three Cs [Civilian Conservation Corps]. Her husband had been in the brokerage business. His salary was just

nothing. Her husband had taken on two part-time jobs, but he went to the Cs.

She turned over this little note she had gotten from Mr. McPherson to me. Well, I didn't rush down there. But after I thought about it for a while Duddie had made me the most beautiful suit. A summer suit. It was navy blue. Somebody had given me a beautiful gardenia. I thought, "Well, I am up to going down to Lord & Thomas." So I went down there. When I wanted McPherson, the woman at the switchboard said, "Well, climb those stairs and see if you can find him." I later learned that this woman had been a nurse in the [Albert] Lasker family. The children had all grown. Lasker, who was the head of Lord & Thomas, hired her to be the switchboard operator. He let her stay in the family and used her as a switchboard operator. She was rude to everybody.

DOUGLASS: [Laughter] That's wonderful for an advertising agency.

COREY: Isn't it unusual? I climbed around and asked people, and I finally found Mr. McPherson. I was the first person who had answered any of the letters. We sat down and talked. I had been a

teacher for two years. He said, "Will you go to work for me?" I said, "I will." He said, "Can you come to work tomorrow?" I said, "Yes." He said, "Fifty cents an hour." I said, "Wonderful."

DOUGLASS: That was pretty good in those days, particularly in a depression.

COREY: Yes. I went to work. This was part time, as long as he needed me, but he needed me tomorrow. We started work to do a job for Sunkist [Growers, Inc.] oranges. That was my first job. The thing I had to do, we were going to have a taste test. We had to line up women who would come to a luncheon we were serving. We were going to compare California oranges with Florida oranges. I worked with him, lining up the women and getting the place where we had it and conducting and working with him on the test.

DOUGLASS: It is interesting that Sunkist had hired them to do this job.

COREY: Lord & Thomas had that account. And they still have it today. In advertising circles, I believe they say that the advertising agency that has had an account the longest is Foote, Cone & Belding. Of course, Lord & Thomas is

Foote, Cone & Belding today. They still have the account. The reason they hired Lord & Thomas was that Lord & Thomas, from the beginning, had a Los Angeles office. Not many agencies did. Evidently they did because right from the start this man by the name of Don Francisco was active in Lord & Thomas, and he lived in Los Angeles. He opened the office, and he got the Sunkist account. They have kept it all these years. That was the first thing I did.

DOUGLASS: How did you manage the care of your baby?

COREY: After I lost the first baby--my father had died, of course--Mother and Duddie had enough income and had taken a little apartment in Chicago. So they looked after the baby.

DOUGLASS: So you liked your first experience at Lord & Thomas?

COREY: I just loved it from the start.

DOUGLASS: That is 1932.

COREY: It was just about in there. I enjoyed the selling, but with market research you were talking to people. Instead of trying to tell them only the good things and getting them to buy, you were asking questions about the whole

thing. About everything. I just loved it right from the start.

That reminds me, if you are really interested in it, one summer while at the University of Illinois, my roommate and I went up to Michigan and sold Worldbook Encyclopedia. That was a very difficult job. We sold them and had to order them, and then go back to collect for them. I was a tough little salesman then because I made everybody buy the leather binding instead of the hard binding. I would tell them, "The beauty of the leather binding. A book as valuable as the Worldbook should come in a beautiful binding." Even if they didn't have enough food on the table, I would tell them they should have a leather binding. [Laughter] I could not do it today.

DOUGLASS: Maybe that is youth.

COREY: I think it is. After preselling, this market research where you are trying to get the entire story and just interviewing people. You didn't have to keep in mind that you may like this person and may want to interview them, but my purpose is to get money out of them and sell them. It seemed to me that just questioning

people and getting all the information was a snap, if I ever saw one. I thought, "This is for me." I just loved it from the start. At that time, marketing research was just getting started. I worked for BBD & O [Batton, Barton, Durstine & Osborne], which is another advertising agency.

DOUGLASS: Were they headquartered in Chicago?

COREY: They were. At that time, I don't think their main office was in New York. I think it was in Chicago. Today BBD & O's office is in New York. Another firm that did surveys was Booz, Allen & Hamilton. Management consultants. Another agency that did advertising was Leo Burnett. Those three agencies still exist. Only Lord & Thomas is Foote, Cone & Belding.

DOUGLASS: You worked for BBD & O, but had you left Lord & Thomas?

COREY: I didn't have permanent status with anyone. They didn't have anything all the time. But Lord & Thomas was my anchor. I worked for them first, but if they had nothing, then I would call BBD & O or Booz, Allen or something.

DOUGLASS: Did you make those contacts from your Lord & Thomas base? Did someone at Lord & Thomas give you the contacts?

COREY: Oh, yes.

DOUGLASS: So, in a sense, you were a free-lancer.

COREY: Yes. But Lord & Thomas was my big one. I and Polly Hatch were the two they called first. The day I first went to work for Lord & Thomas, the girl that became Alice (Mrs. Don) Belding started in the typing pool that very same day. The woman who was kind of the office manager, whom we all went to see and gave us our instructions, was a woman named Cora Lee Shaefer. She is still living in New Orleans today. I saw her last summer. She has this beautiful home in the Garden District.

Mr. McPherson was fired by Lasker. He was hired because he wrote something as a schoolteacher and sent it to the American Tobacco Company. They used it and paid him well for it. He could not help but telling them in Michigan that he had done that. They fired him as a schoolteacher because of it. He wrote to American Tobacco and told them he had been fired. Washington Hill, who was the president

of American Tobacco, called Lasker and said, "I've got this damned schoolteacher here who has been fired because of this thing he wrote that we used on Lucky Strike. You are going to have to get a job for him somewhere." So Lasker, who never had a research department, hired him. But Lasker really didn't believe in research. He thought he knew more than any research person!

Something that McPherson did, right at the height of the depression, angered Lasker, and he fired him. Mr. McPherson could not find another job. All of us, the interviewers, helped him. We would give him money. He could have interviewed, but his pride was such that he would not take that job. Still in the midst of the depression, he took one of his daughters and went down to New Orleans and went to see Cora Lee Shaefer's sister, who was a doctor there, Dr. Sue [Shaefer]. When Sue was called out of the office, he took his little girl and jumped out of the window. They were both killed. I have had at least half a dozen researcher friends who have committed suicide.

DOUGLASS: But that was the height of the depression. It was such a hopeless feeling.

- COREY: It was just terrible.
- DOUGLASS: McPherson was the one who wrote the Lucky Strike ad?
- COREY: Yes. It wasn't an ad. It was a slogan. I believe it was Lasker's second wife, Mary Lasker, who lived in Washington, D.C. for a long time after Lasker died. She was very influential in legislation. She was an unpaid lobbyist. Before he died, he took the three employees, Emerson Foote, Fairfax Cone, and Don Belding--one from New York, one from Chicago, and one from Los Angeles (Belding was from Los Angeles)--and made a good deal for them, and they took over the agency. They all had been working for Lord & Thomas. He evidently wanted the name changed. Of course, his name was not in it. There is a book that has been written about the whole history of Lord & Thomas. There was somebody by the name of Lord and somebody by the name of Thomas who named the agency, but Lasker never had his name on it.
- DOUGLASS: The Lasker family was really the heart of the business?
- COREY: Yes. He was a very wealthy man, Albert Lasker. He was a good friend of Washington Hill, who was

the head of the American Tobacco Company. They had the Lucky Strike [account]. Foote, Cone may still have the account today. They are good at keeping their accounts.

DOUGLASS: What kind of work would you do for BBD & O?

COREY: I worked in the market research department. I interviewed and edited and coded. You know how a questionnaire looks. At that time, the IBM [International Business Machines] card counter-sorters were just being developed. The keypunch machine. Right from my start, we didn't have the computer but we had the card counter-sorter. So the information was coded and a card was punched. It would be eighty columns. You would take an open-ended question: What do you like about Palm Springs? The answers might be the weather, the mountains, small-town atmosphere. You have a code in column nine and the weather might be nine-one and the mountains nine-two and you code it. You process this. That's what I did.

But I knew when I got into this that my marriage to Hal would not last. I didn't want to go back to teaching school. So I was trying to learn everything I could about marketing

research. I was interested in how they wrote the reports, how they made the analysis, how they made the findings. How they decided to develop the questionnaire. How to decide what kind of sample to use and how to select the sample. Everybody was very helpful there.

On one of the early jobs that I did in Chicago I met George Gallup. He was teaching statistics at the University of Iowa. He didn't have his Gallup poll then. He sold a job to The Chicago Tribune and the purpose of that study was to find out what people read and what they didn't read in the newspaper. When we went out to do that study, we used the newspaper itself as a questionnaire. We had big marking pencils.

We not only asked them, "What did you read on this page but how far did you read?" We marked down to where they said, "I read this far." If they read all of it, "Did you go on to the next page?" Then we marked the entire thing. When we got to the advertising, we said something like this, "Do you remember looking at this ad?" Often it would slow down things, even the reading part would. Because they would say, "No. I didn't read that, but it is

COREY: interesting." And they would want to start to read it while you were there. They would say, "No. I didn't read that ad, but let me look at that." If they had read it, we would say, "Did you just see the picture or did you read the copy?" We would ask, "Did you read the main copy or maybe just the headline copy?" And all of those things.

DOUGLASS: Did you go to people's houses to do this?

COREY: Yes. We went to people's houses.

DOUGLASS: Did you get a lesson in how to do sampling?

COREY: George Gallup was a statistician. But we didn't have the basic data needed. He was a brilliant man. A great person. Very quiet. Not a hale and hearty man at all.

Let me tell you how we sampled at that time. He chose some of these long streets in Chicago that went from the north part of the city to the south. In so doing, we went through every economic stratum. Maybe it would be a main street like Western Avenue that goes all the way through. We didn't interview on Western, a business street, but we would interview a block away in the residential [area] around Western. On one side or another. One

interviewer would go on one side and one on another. And we went all down.

DOUGLASS: Would you go to every third house?

COREY: Not necessarily. Sometimes we would go to ten or twelve houses before we would find someone to interview. Remember, the complete interview was made only of readers of that particular issue of the Tribune. But we tallied nonreaders by covering Western from north to south all the way. We got a real cross section of Chicago residents.

[End Tape 1, Side B]

[Begin Tape 2, Side A]

COREY: This could have been the first survey that was ever made for a newspaper. I can't say that it was. George was just teaching it.

DOUGLASS: Was this being done through Lord & Thomas?

COREY: No. He sold it himself. He called Lord & Thomas and they told me to go see him. I got the job through Lord & Thomas.

DOUGLASS: But it was Gallup's project.

COREY: The paper considered it their own. They had hired George Gallup to do the project. They talked to him. They wanted to find out something.

I could tell you a little bit about the beginning of market research, which really started with The Saturday Evening Post. It was really the printed media that first started these types of surveys. [Elmo B.] Roper's [Jr.] first client was Fortune Magazine. The Saturday Evening Post is considered the granddaddy of them all in doing marketing research. Anyway, to get back on to this one. That is how he set up the sample.

DOUGLASS: You were out there on the street doing this.

COREY: I was out there on the street in the summer. And it was hot. The first day I worked, I had a beautiful white sharkskin dress that Duddie had made me. I was carrying those newspapers. I did have a car. Whether it was the Corey car I was using, but it was a Dodge that I remember. When I got home, that sharkskin dress was black from newspaper print, particularly in the left side, because I am left-handed. My hands were black also. But it was a very, very interesting study.

DOUGLASS: Would you take along yesterday's paper?

COREY: Yes. We would take yesterday's paper.

DOUGLASS: Were a high percentage of the people at home?

COREY: That was what I was starting to tell you in the skipping of houses. Sometimes they would tell you to skip if everybody was at home in those early days. Sometimes you would skip four or five houses before you could get one because there was either no one at home or there was no adult at home who could do the interviewing on something like that.

DOUGLASS: Were you looking for the head of the household or just an adult?

COREY: On this survey, the ideal person would have been the person who made the decision to take the newspaper. To begin with, we were finding readers of the newspaper and then you had to skip an awful lot of people because every house didn't take the newspaper. It is not a hundred percent penetration in Chicago. You were all over the lot before you finished, anyway.

We did a random thing, but we had to interview a responsible adult. I would say that that sample of that first interview probably turned out about 60 percent women and 40 percent men. You do have men with certain days off sometimes during the week and working during shifts and vacations and so on. If there were two available, we would take the man. Sometimes the woman would be there and volunteer to add something to it.

We almost had to go inside or find someplace where you could put the paper down to mark it. Those were the days when you weren't afraid to ring the doorbell. At least, I wasn't. And people weren't afraid to let you into the homes. They weren't. You came in with your marker pencil. You did have to, at that

time, convince them that you were just making a survey and explain that you were not selling anything and just wanted their opinion. And if they didn't know, that was as important as any question that they knew the answer to.

DOUGLASS: Did you have some kind of a plan or estimate as to how long it would take per household to do that? Were you supposed to spend half an hour, theoretically?

COREY: We were paid by the hour, not by the interview. That, again, gave you a feeling of self-confidence. You weren't like a salesman on commission. It varied a great deal. Some people had read everything in the paper, and you would mark and mark and mark. Some people only just glanced at it, and you went through it quickly. We could work as long as we wanted to in the evening. We didn't start before nine in the morning. This was summer, and the evenings were long. We didn't work after dark, but you could work into the evening if you felt that you were up to it.

DOUGLASS: You might get more men by doing that.

COREY: Get more men. A strange thing, but after four o'clock in the afternoon you begin to get more

men. But if you just worked from nine until six, if you got five or six done in that time, that was a good day's work. You had to locate a reader. You walked quite a bit to locate a reader.

DOUGLASS: You must have been in great physical shape by the time you were through with that.

COREY: When I was an interviewer, the first thing I went to was a podiatrist, first time in my life. And I have gone to them ever since. I can thank interviewing for that. I got myself very, very comfortable shoes. They were the most comfortable shoes I have ever had in my life. I lost them in a boating accident on Lake Michigan, when the boat burned and we had to swim ashore. I lost the skirt of my suit. I had a knitted suit on. This was a yacht. We had to swim ashore, and I had to take off my shoes. I tried to carry them for a long time and to swim, but I had to drop them and lose them. Those were my first pair of interviewing shoes.

DOUGLASS: How did that survey turn out? What did you come up with?

COREY: One of the most interesting things then, as compared with now, is that these were all the baseline studies. Everything was new. People didn't know. One of the results of that study was that they learned that adults read the comics more than children. This was checked and double-checked because nobody could believe it. After that, they began to sell advertising in the comics. There never had been any advertising around the comics before that because they weren't really selling, in those days, much advertising to children. That came later, too. That was one of the things we learned.

It began to raise a great deal of questions. They wanted more done and more done. For example, one of the things they were very interested in was how the readership of a newspaper varied by the size of the newspaper, whether it was forty pages or sixty pages or so on. Of course, on this study that we did, it did vary from time to time. We did the Sunday one, too. That brought in the different sizes. Then they began to get interested in such things as: Was it read much better above the fold or

below the fold? Was the left-hand page better than the right-hand page?

Eventually, a study was organized by one of the associations, I think it was the Advertising Federation of America, on what they called, at that time, the continuing study of newspaper readership. They went all over the country over the years, taking first one paper and another-- maybe they would do two or three a year--and making all kinds of studies and comparing the data. Of all the media, newspapers have done more research, and they probably have done better research. They not only researched things about the papers and what people read and so on, but they have, of course, researched about the advertising and about the demographics of their audience.

DOUGLASS: What do you know about what research went into the reformatting of the Los Angeles Times recently?

COREY: I know that a lot of research went into it. When I talked to Jewel [M. Alderton], now the president of my company, Facts Consolidated, she just told me that John Mount, who is the research director of the Times today, who is a

friend, is leaving. The Times has not only reformatted the paper, but practically everybody at the top jobs has left or is leaving the Times. One after another. John is looking.

DOUGLASS: Meaning he has been released?

COREY: Yes. He has been there twenty-three years. John is probably in his early fifties. It is kind of tough. He had an interview at the [Orange County] Register last week. But, anyhow, the Times does a great deal of marketing research, and they have a very large department. At one time, the Times was a very big client of mine. I developed with [] Bill Bowden the continuing home audit. We still do some things for the Times, but the only reason they are not one of our biggest mainline clients today is because at the time when I merged and got out of Facts Consolidated before I got it back again, I promised I would not work for the Times. I went to work for the Register, and I am still working for the Register.

We still do things for the Times but not in Orange County. We may do things for the Times in San Fernando Valley or places like that.

I made the first study the Times had ever made. They brought in a college professor to help me. It was Chilton Bush. He was the head of the journalism department at Stanford [University]. That was when Norman Chandler was at the Times.

DOUGLASS: What was the nature of that initial work you did for the Times?

COREY: It was named the census of circulation. That came later in my career.

[Interruption]

When I was in Chicago, I was trying to learn everything I could. Marketing research was just getting started. There were few of us who did it. We told each other about assignments that were coming up. But many people called Lord & Thomas, and Lord & Thomas would always recommend me. Even if I were working for them, they would say, "Dorothy, can you get someone?" Because they knew I knew some of the other people. So we developed a little group of people who were doing it.

Among the people we worked for at that time, as I mentioned before, were BBD & O and Booz, Allen & Hamilton. One Booz, Allen, &

Hamilton survey was made for Standard [Oil Co.] of Indiana. There was a particular emphasis on oil. In those days, having the car oiled seemed to be more important. There was kind of a loyalty to gasoline and the station.

The one thing I remember about this job for Booz, Allen & Hamilton and Standard of Indiana was that Mr. Booz's brother worked as an interviewer on it. He had a fountain pen with green ink. There was a great deal of raining while the interviewing was being done. Before he got into the house his green ink was always running on these pages. [Laughter] There came into the interviewing business, which is still left today, a superstition, don't use ink when you are filling out a questionnaire. Use pencil. Many people today won't let their interviewers use ink. With a ballpoint pen, there is no reason in the world why they shouldn't use a ballpoint pen. But that is one of the superstitions. I always thought it started with this Booz. We had the most trouble with that green ink on the pages.

DOUGLASS: Pencil doesn't always xerox or copy very well, too, if you need to copy. So there would be an advantage to using a ballpoint pen.

COREY: In those early days, we put our percentages on with a slide rule. We worked all through the tabulations and percentages. And I, being left-handed, sometimes when I think about it, I still have a pain from holding a slide rule and working a slide rule. [Laughter] I don't think I could work a percentage on a slide rule today, but I certainly could then.

I remember working for a magazine published in Iowa. It was [Better] Homes and Gardens. They wanted a lot of tabulations done by people who read one magazine only, and then read Homes and Gardens and one other, and read Homes and Gardens and two others, and read Homes and Gardens and three others. [Laughter] Some of those tabulations were done by hand. I can remember if it didn't balance, the care we took.

Before we started in making a hand tab, we counted the questionnaires to be sure that none had disappeared over the night. The last thing we did before we left was count the questionnaires. We would say, "Nine P.M., 101

questionnaires are in this pack." The first thing we did in the morning was to count those questionnaires. We learned all kinds of quick ways to be accurate but to do hand tabs. I don't think anybody knows how to do those things today because the computer has spoiled us so completely.

DOUGLASS: I think it is hard for people today to realize what the challenges were. To be organized, to keep track of where you were in the process when you closed shop at the end of the day. Messing up could ruin the whole thing, couldn't it?

COREY: Yes. The computer has made so many advances.

DOUGLASS: You mentioned using the slide rule. We can now just use our little [calculator] we carry in our purse.

COREY: Even with the computer itself on this little survey we just finished in Palm Springs, I called my son-in-law, [Benjamin] Ben Pine, head of the company that does all our computer work. I said, "There is still just twelve bits of information you can put in one column. I need thirteen." He said, "The computer will handle that, Dorothy. Just write it in. Don't worry

about it. It will take care of it." It is just amazing.

DOUGLASS: It is a timesaver.

COREY: I worked with the first generation computer, the second generation, the third. I don't know what generation it is today, but my son-in-law would know. His Pine Company is, I think, the largest market-research, computer, data-processing firm out here in the West. He is very successful.

DOUGLASS: So it is a specialty all by itself.

COREY: Yes.

DOUGLASS: Let's go back a moment. You said you did the Standard Oil survey for Booz, Allen & Hamilton. The magazine survey, what company was that for?

COREY: That was Homes and Gardens. We did it directly for them. If there was any agency connected with it at all, it was Leo Burnett. Maybe Leo Burnett was in on that. All of us were just very much interested in the work. We would work late at night and Saturdays and Sundays. We would get all the work we could do.

DOUGLASS: There seemed to be a group of you, younger ones, who were learning this business at the same time. Would that be a proper generalization?

COREY: Yes. I would think, in a way, it was. But, on the other hand, I think I was a little more serious than most of them. Sally Wenk was one of them. Sally was a wonderful interviewer, but she didn't seem to want to be anything but an interviewer. But I knew if my marriage didn't work out, I was going to have to earn more money than I could earn as an interviewer.

So right from the start, I determined to learn more about this. I didn't see anything that the men were doing for whom I worked that I couldn't learn.

Two things happened. You talk about what influenced you in your life. One thing, there was another big management company named McKenzie and Company. While I was living in Chicago, Marshall Fields Wholesale [Co.] hired McKenzie and Company to make a big study of their wholesale business. At one time, Marshall Fields was in the retail and the wholesale business. Their wholesale business was not as profitable as it should be. They hired McKenzie and Co. to make a big study of it. They got what, to me, seemed an enormous sum. I knew somebody in the management at Marshall Fields'

wholesale operation. When that report was done, he showed me the report. I read that report and said, "My God, I could do this." I think Dr. Brown, Lynn, knew things I probably wouldn't know. But the top supervisors, from what they were doing and telling, I just felt there was no reason why I can't do this. I was a little more ambitious to get ahead than most of them.

Another thing you asked me, going back, what influence Duddie had on my life. I think one thing was that she was so good at everything herself that she could take everything out of my hands and do it better. Marketing research came along, and she didn't know anything about it. I decided here is something that nobody in my family [knew]. I was the left-handed one. They were all right-handed. They were all tall and slender. I was short and a little plump. [Laughter] I was nearsighted. I decided here was something I could do and I loved it. Duddie couldn't tell me how to do it because she didn't know a darn thing about it. It was not an unfriendly thing because I loved her dearly. That had a big influence.

COREY: She sewed so beautifully, and I never sewed. It made her very unhappy to watch me to try to sew with my lefthand. My mother taught me how to tat. But Duddie couldn't teach me to tat or crochet because she couldn't bear to see me be so awkward with my left hand. But one time, at Knox, all the girls were sewing and I made myself a pink and white check gingham shirtwaist. At that time, we were sending home the laundry. I sent it home to be washed. We had those laundry cases that had two covers, one addressed for going and one addressed for coming back to you, and they always came back with cookies and candy in it.

 I sent the pink and white shirtwaist home, and when it came back, Duddie had taken it all apart and sewed it back together. Of course, it was 100 percent better than I had done it. But I just never sewed again. I was not made for sewing anyway. So it was no big loss to the sewing field. I think that was one thing that urged me.

 But I did love the total situation you got into in marketing. You were trying to look for all the good things about a product, but you

were trying to see all the bad things, too. What would keep this from making a success when you got into product research? Very often a client would come to you, and they were just sure that it was something that would take the market over by storm. Usually by the time you tested among consumers and let them try it out-- you worked with them--they would find several things that would be so wrong with it that it would seem obvious that the client should have known it to begin with.

One product we tested was a salad dressing that was in one of these squeeze bottles. We placed it in a hundred homes. When we went back to get their opinions, we told the people they could have more if they wanted it. That we would give them three different flavors if they wanted it. Nobody wanted any more. [Laughter] The client was so stubborn about it. They didn't make a national campaign but they did do a little test marketing in one small town and the same thing happened. In product research, we got into many products that were a big success. But also we got into many products that just were not marketable.

DOUGLASS: If I hear you clearly, you are saying that in this period of the thirties is when business really started to grab hold of this idea that market research was worthwhile, as a base for product research.

COREY: Enid, it is worthwhile.

DOUGLASS: But they hadn't thought that before, had they?

COREY: Yes. As I said, Elmo [Roper] said, "So the blind shall not lead." I always felt I was doing something worthwhile ever since I got into marketing research. At that time, we felt that in public opinion research only America was conducting it. In Russia they wouldn't even allow a public opinion survey to be made.

It was only in America that the manufacturer would actually spend thousands of dollars to find out what the consumers thought about their product. Good marketing research improves the chances of a product making good by a significant percentage. With the cost of introducing new products, there are very few products that are not market researched before they come on the market.

It is the same thing with the political candidates. Very few candidates don't make some

kind of public opinion poll, because nobody who runs political campaigns will do it unless they can have some research done. You always find out something that surprises you.

DOUGLASS: It is the old thing that you may be too close to something that you can't see the obvious, like the people with the salad dressing?

COREY: That's right. I remember one time with some soup that we were working with. They thought that this was going to sell to the hard, working-class people. It was a very hearty soup. It was just the opposite. The working-class people who wanted a hearty soup made their own soup. When they bought a soup, they bought a fancier, lighter soup. Something they would not make, but they made their hearty soups themselves and didn't go out and buy them and wouldn't buy them.

DOUGLASS: When they put those sweet cereals on the market, did the kids go for them?

COREY: The Mexican families went for them. If you were making a home audit, you would find those sweet cereals in every home. They were very, very easy to sell.

DOUGLASS: Give me a definition of home audit. I think I know what it means, but I have never heard the term used before. When did that term come into usage?

COREY: We coined that phrase to use for the study we did for the Times. We called it "the continuing home audit."

DOUGLASS: That was your own invention?

COREY: We called it a home audit because in ninety-some percent of the cases we got inside the home and saw the actual product, that it was there. In other words, if people said they were using Helena Rubenstein, we saw that they actually had Helena Rubenstein and didn't just take their word for it. We audited inside the home. Now you can't do that anymore today. It is too dangerous to go into the home. They did it for over twenty-five years, and I did it for them.

DOUGLASS: We didn't get the Elmo Roper story on tape. How did you happen to work for Elmo Roper?

COREY: Elmo evidently went to Lord & Thomas and said he was going to do the Fortune magazine surveys of public opinion, and did they have anyone working for them who would be interested in handling it for him. They gave him my name. I happened to

be working for them at the time out at the Peabody Coal Company. So Elmo came right out to the Peabody Coal Company, found me out there, and talked to me about it. I liked him. I certainly liked the idea of working on a public opinion survey that was done for Fortune magazine.

I went to work for him and had the training as an interviewer by him and a woman on his staff by the name of Carol Crucius. I worked for Elmo until I left Chicago to come to California. Then I turned the work over for my sister to do. After I came out here, I worked for him many times. I hired interviewers for him and trained them for him and supervised jobs for him. I kept in contact with Elmo until he died.

DOUGLASS: What was your first impression of him when you met him?

COREY: Well, I liked him. He was, of course, very different from George Gallup. George was a studious, quiet, rather shy man. Elmo was outgoing and friendly and middlewestern. Practical, but liked people. You couldn't help but enjoy him.

One time when he came to California, he had injured his tailbone playing tennis. He was sitting on a big tire. Elmo wanted to see Los Angeles at night. We went from Olvera Street as far as the ocean, covering most of the spots with him carrying the tire. [Laughter] It didn't bother him a bit. He just enjoyed it. He was that kind of a person. He was afraid to fly. They got him on a plane one time. Just how they did it, I don't know. He was still on the plane when the doors were closed, and the next he knew he was on his way to England. [Laughter] He never did like to fly. He just hated to fly.

DOUGLASS: Had he been doing the Fortune surveys or was this the first time?

COREY: He was just starting them. He had gotten this account. He was just starting his company. I don't know how he did, but he got the Fortune account.

DOUGLASS: Were you doing this on the phone or was this person to person?

COREY: No. It was person to person. In those early days, practically all of the interviewing was person to person. There was a little done by

mail, but most of it was done by person to person. In those early days, in the language of the trade, we did what we call "quota sampling," as opposed to today, when the broad term is called "random sampling." In quota sampling, we were told to get so many men, so many women, so many in a certain age bracket, so many in a certain income bracket, and maybe so many in a racial bracket.

DOUGLASS: It didn't matter how they crossed over?

COREY: You had to get the males in the same age bracket. They would split the quota. The demographics that applied to the females also applied to the males, usually. Otherwise, they could cross over. Sometimes they wanted it that way. If you had to get four black people, you had to get two men and two women.

DOUGLASS: How did you go about deciding which people you chose?

COREY: In those days, you used what you could of your knowledge of the city. And the census material had home valuation by census tracts for big cities. I was in Los Angeles when it was first tracted. But Chicago and New York had been tracted. Many times, if you went into a strange

city, you drove around. You asked where the upper class lived. Where do the middle class live? Where do the lower-income class live? Where do the blacks live?

DOUGLASS: You would go to city hall, maybe, or the chamber of commerce?

COREY: The funny part is that most people would go to the newspaper. I think that is how the newspapers began to think that one way they could be of service to their clients is to get all the demographics they can. They began to get interested in it.

However, I think I have it, in that thing I wrote, that this man at Curtis Publishing Company got to thinking that Saturday Evening Post readers, are they like the general population or are they different? And how are they different? So he sent this questionnaire out to readers of The Saturday Evening Post. And he asked them their education and their income and the kind of home they lived in. The kind of jobs they had. And all of those things. He found that there were certain differences from the general population which he got from census material. He published this in a little

red book. He was the founder of the American Marketing Association. The first chapter was opened in Philadelphia, and it is named after him. Charles Parlin Coolidge was his name.

DOUGLASS: What did he do with that information?

COREY: What he did with it was give it to their salesmen. When they went to the advertiser to sell advertising, they said, "These are the kinds of people you will reach if you advertise in The Saturday Evening Post."

DOUGLASS: To get back to the Fortune surveys, did you go to other towns? You just didn't do this in Chicago.

COREY: At first, I just did it in Chicago or maybe in the areas around Chicago. When I came to California, I still helped Elmo. I know once I went up to Washington, Oregon, and Idaho and hired some interviewers for him.

DOUGLASS: So this was a national effort he was making?

COREY: Fortune was a national survey. The sample size was 1,500. It was done on a quarterly basis. Another thing Elmo did was that he did a great deal of research for Life magazine.

[End Tape 2, Side A]

[Begin Tape 2, Side B]

COREY: Elmo tested out different formats and finally they came to the conclusion that the picture format would work. And they tested out different pictures. I worked on that survey. We were all given a very special edition of the first edition of Life magazine.

DOUGLASS: When was Life first issued?

COREY: I was still in Chicago.

DOUGLASS: So Fortune was looking for a new kind of magazine market?

COREY: [Henry R.] Luce had Time, Life, Fortune, Architectural Digest. Luce was the person that Elmo dealt with.

DOUGLASS: This was when he was really getting started.

COREY: That was his first client.

DOUGLASS: This is a germinal period, the late thirties.

COREY: The thirties was when everybody was getting started. Facts Consolidated was founded in 1933. I think the 1932 election was the first year that George Gallup had published any polls on it. Roper was getting started. Market Research Corporation of America had just gotten going. They were all getting started. Maybe some of them opened as early as '29. But '29,

'30, '31, '32. Of course, we all thought that market research and public opinion research was going to save the world.

DOUGLASS: It was the wave of the future.

COREY: It was the greatest thing. It still is, but it hasn't saved it yet. I think if we made our voices a little stronger and they listened to us a little more, some of the mistakes could be avoided. Because we know certain things about the distribution of goods and services that are necessary for countries to get along together without war. I think we know certain things that could help in peace efforts. We know that there was a certain lack of knowledge. For example, at the time of the Vietnam War and during World War II, the lack of knowledge of the culture and the strong beliefs of the people in the Orient by our leaders was simply appalling. Some of those people who were making big decisions just knew nothing about something that might be even sacred to them. They knew absolutely nothing about it.

DOUGLASS: I think I hear you saying that the tools you have mastered and used could have been applied to decision making at the highest levels.

COREY: I have always felt that our technology is far ahead of our human understanding. We know how to make a radio and how to send a man to the moon. All of those things. But we just can't get along with people.

DOUGLASS: One thing that I am impressed with as I listen to what you are saying is that all of this that you began to do involved dealing with people. Maybe that was one of the things you liked about it.

COREY: It is people research is what it is. Instead of working with various things in the laboratory. Of course, the old thing of doing a sample. If you put black and white beans in a pot, shaking them up and drawing them out, you will get the proper distribution of black and white beans. You can try to apply that to people, but it isn't all that easy with people. You can't put them all in the pot. Some of them are ill. Some work at night and sleep in the daytime. Some of them are in places you can't possibly reach. Some of them speak different languages and their education is so different.

You have a lot of causes for error in sampling people that you don't have in sampling

quality control of a product. It is just like handling a candidate is worse than handling a proposition. When you are researching with people, you have all these variables. On top of that you might have a refusal. [Laughter]

DOUGLASS: Did you ever have the feeling that someone was handing you a line and kidding you along with their answers?

COREY: Yes. A good interviewer can usually determine that almost immediately. Be very nice and polite and just skip out.

DOUGLASS: How long was the Fortune public opinion questionnaire? I would just like to get a feeling as to how extensive those questions were.

COREY: Very often it could be as long as four legal pages.

DOUGLASS: You were doing this verbally with the person?

COREY: Yes. I had this one very good interviewer named Marjorie McQuaid, when we had these quota samples. When you came down to the last one, what you had to get was kind of rigid. Marjorie had to get what she called an "A-man over forty." She called me and said, "Dorothy, I have my quota finished, but I have to get this

one more." We just had to go where we could find them. I said, "Marjorie, why don't you go up toward the [Hollywood] Bowl. Go up Vermont [Avenue] in that high-income area." She did. It was around one P.M. when she called me.

It got to be four o'clock and five o'clock and Marjorie had not gotten in. I wanted to send my quota on to Elmo that night before I went home. I was waiting for her and didn't hear. Finally, around six o'clock she arrived in the office. She said, "I probably got the best interview I have ever gotten, but I have been there five hours. I was interviewing Harry Chandler, Norman's father." This interview, I will never forget it. It had questions about the ownership. This was still back in the early days. It had questions about media ownership, when TV was coming up, whether people think the same companies should be allowed to own newspapers and radio stations and TV stations. It had a great deal about communications.

Well, Marjorie went to this home and got in. This nice old man who was just wonderful. At the time, she didn't know who he was. He began to talk, and he talked and he talked.

COREY: After he talked about an hour, Marjorie kept looking at her watch. He finally said to her, "Young lady, you asked for my time, and I am going to give it to you. You sit down there and don't look at your watch again." [Laughter]

DOUGLASS: Did he know about this survey being conducted?

COREY: Yes, she told him it was a Fortune survey. He said, "Do you know who I am?" Before she thought she said, "You are an A-man over forty." Well, he thought that was the funniest thing he had ever heard. He said, "I am Harry Chandler." He told her, among other things, which I have never forgotten, that at one time the Times had loaned [William Randolph] Hearst a great deal of money when they were really in need of it but it had all been paid back. But he said, "I just wonder if Hearst would ever be as good to us." Anyway, on this particular Fortune survey there were probably about twenty-five questions. He took about ten or fifteen minutes on each question and talked and talked. And he made her take it down. So in addition to the questionnaire, she had pages that she had written.

DOUGLASS: These weren't open-ended questions?

COREY: They were open-end questions. She had taken it down. It was the first time he had ever been interviewed on a public opinion survey. And he loved it. And Marjorie was an excellent interviewer. She was having the time of her life, except she kept thinking that Dorothy is expecting me back at the office. I had an office at Vine [Street] and Yucca [Street] then. That building at Vine and Yucca is still there. Today I would have made a copy of that interview and kept it. It is a classic.

I will say this. Elmo set the standards for well-engineered questionnaires that considered the interviewer, the editor and coder, and the tabulator. And the wording of the questions and the testing of the wording. And I don't think anybody ever set up a better-looking questionnaire. Gallup never did. [Archibald] Crossley never did. Nobody set up better looking questionnaires than Elmo Roper did. And I learned a great deal about setting up questionnaires and the wording of questionnaires.

DOUGLASS: The syntax of the questions?

COREY: The National Opinion Research Center. When that was founded, they worked at perfecting questionnaires. And Paul Sheatsley, who was heading it up. He passed away about a year ago. Paul was such a wonderful man. But nobody was any better at it than Elmo.

DOUGLASS: Fortune would have helped to conceptualize with him the topics, since this was a public opinion survey.

COREY: Oh, sure.

DOUGLASS: But he mastered the art of how to phrase it and making things that could be tabulated.

COREY: In those Chicago years, we just learned everything we could. We worked for the different companies. There was a group that knew each other, and we worked together.

DOUGLASS: Did you have further contact with George Gallup after that?

COREY: I had only contact through the American Association of Public Opinion Research. When he started his newspaper column and had the Gallup organization, when he quit teaching and went to Princeton and started that, I never worked as a Gallup interviewer. When I came to Los Angeles, there was a woman there who was already handling

his work. Since I could handle Elmo Roper's and I could handle National Opinion Research Centers, I just never went after George Gallup's. But I saw George several times at the American Association of Public Opinion Research meetings. I had an opportunity to talk with him. George is no longer living. I have met his son, who heads up his organization now.

I think that George Gallup was a credit to the business. He set good standards. Personally, I don't believe that George Gallup would have altered his standards for anybody. There has been some of that done in market research, occasionally. However, for a business that you don't have to have a license. . . . You don't have to be like a CPA [certified public accountant] or a lawyer, which you should have to be. In my opinion, you shouldn't be allowed to practice without having passed some kind of an examination. Because, today, around election time there are hundreds of polls and some of them are very misleading.

DOUGLASS: So you would be in favor of some kind of certification?

COREY: Yes. I would be. Some kind of a certification. We have American Marketing and the American Association of Public Opinion Research. Belonging to the American Association of Public Opinion Research, we have a code of ethics which we sign. It really has no teeth in it at all. It is all right for the well-meaning person. I would say that George Gallup was a credit. Elmo Roper was a credit. Archibald Crossley was a credit. I think Mervin Field has been a credit.

DOUGLASS: Is there anything else about the Chicago period we ought to talk about before we get you moving to Los Angeles?

COREY: Well, it was a lot of firsts. A lot of dedication. There was a man at BBD & O, [] Chet Oehler, who always felt that a sample should be 20 percent what he called "prestige" type of occupation and 80 percent wage. I mention this in connection with those Chicago years, where it was OK in Chicago. But when I came to Los Angeles in '38, it seemed that almost everybody had their own little business. A business owner was classified as prestige. It was easier to get 80 percent prestige and 20 percent wage in Los Angeles at that time. [Laughter]

DOUGLASS: I am not sure I follow that.

COREY: Chet thought that Los Angeles had to be like Chicago, but it wasn't. He had a definition for occupations. He was very strong in the market research field. He felt that in our sampling, the demographics showed that 20 percent of the people were in prestige type of occupations and 80 percent in wage. His definition of prestige included business owners and professional people and sales people and so forth. I would try to say, "Chet, this is making the interviewers cheat because it simply is not findable in Los Angeles."

Another thing that he would do was to have a whole list of questions that you had to continue asking about throughout the questionnaire. For example, if he was doing something for the telephone company, he would put all the utilities on there, gas and electric and so on. The person would say, "I don't have any gas. I have an all-electric house." He would insist that you continue asking the gas questions all the way through. The only reason that made me think of this is that only in Chicago people would do that. I loved Chicago.

That is what I call the "Chicago School of Research." I said, "You are making an interviewer cheat." When you ask the question twice about gas and the person said, "I told you that I don't have any gas in the house. I have an all-electric house." Then the interviewer has to say, "I am sorry I have to ask you this question." Then they think somebody is crazy. That was funny. I never did understand it.

Chet was with BBD & O. In their San Francisco office they had the Standard Oil of California account. Chet used to come out here and supervise the surveys because he didn't have anybody of sufficient caliber to do it in the San Francisco office. He used to bring me up to handle it for him out here.

DOUGLASS: Did you make some trips to California from Chicago?

COREY: No. It was after I came out here from Chicago.

DOUGLASS: Did you go to the Northwest on business in those early days?

COREY: When Hal and I hitchhiked from Los Angeles to Chicago, we went via the Northwest. I finally told Hal I would go with him to Hawaii. We were

going to Hawaii, and we got out here. They had the strike.

DOUGLASS: The Harry Bridges' dock strike.

COREY: Yes. We were held up in San Francisco. While I was held up in San Francisco I met Anne Nowell, who had founded Facts Consolidated, and I met Roy Frothingham, who had his own business at that time.

DOUGLASS: How did you meet them? Through your contacts at Chicago?

COREY: Through my contacts. It was a small world. [William B.] Bill Ricketts and Joanna Cooke. I have forgotten whether it was Bill or Joanna. I believe they were both with Booz, Allen at the time. The first call I made when I went to Los Angeles was to the office of Lord & Thomas because they had the Los Angeles office. But when we were in San Francisco, I didn't go to Lord & Thomas. I went to Anne Nowell, to Facts Consolidated, and to Roy Frothingham. It was a small world then. Everybody knew each other.

DOUGLASS: Had you decided that you couldn't go to Hawaii because of this extended strike?

COREY: That's when I decided to get a divorce from Hal.

DOUGLASS: Then did you decide that you might want to settle on the West Coast?

[Interruption]

COREY: The Chicago years ended in a divorce. After my divorce I went to New York and worked with the Roper Organization. It was a most interesting time. On his questionnaires, he was having a great deal of open-end questions. At that time, in different parts of the country, it was more colloquial than it is today. The TV is more or less making us all alike. Some of these people that Elmo had working for him had never been west of the Hudson [River]. They didn't understand these expressions.

DOUGLASS: The expressions being used in response to the questions?

COREY: From the South and the Middle West and the West. I was familiar with southern expressions.

DOUGLASS: They had to take the responses and record them. They couldn't understand them. Was that their problem?

COREY: Yes. I didn't want to accuse anybody of that, but if anybody could bias the way a code list is set up a New Yorker could. [Laughter] One time when I was out here, one of my ex-employees I

had trained who was back there working for a company called me because she was so terribly upset. She said, "The codes are very, very biased. They didn't try to bias them at Roper. It was just lack of knowledge. Elmo came from the Middle West, and he was very impatient about it. He made me head of their coding department.

DOUGLASS: There is an interpretative process that could interfere at the coding level? That is, people taking the results turned in from the field have to make a decision about what that response means when it gets coded. And you were riding herd on these people?

COREY: That's right. I was setting up the codes myself and making the decisions. You can't put everything in a code, so you do have to interpret. I was making the decisions where it went.

DOUGLASS: How much forcing is there? All of us who have worked with this kind of material know that open-ended questions develop material that doesn't go into neat categories. How much forcing do you have to do sometimes to get the information encoded?

COREY: I think the good editors and coders are very uncomfortable if there is not a place to put it. It really upsets them. Let me say with the new computers and programs, you can do more. I can't tell you exactly how much they can do. As I said, in my work here, I only had one column with thirteen answers. Ben [Pine] said, "Don't worry about it. The computer will pick that up."

DOUGLASS: So the little variables can be recorded.

COREY: Luckily, it is my son-in-law whom I am talking to. The only thing I can do--since I don't know all the new things his programs and computers can do--is to ask him. Nancy [J.] Strauss, Facts Consolidated vice president, told me that this new program of Ben's will take, instead of short statements, whole long statements. It will take that very, very well. In the very early days of the IBM card counter-sorter and the printer that they had, an accounting printer, things were not so expensive. We seemed to have more time and more money. They left more space and used more cards.

It was a problem to Elmo, who came from the Middle West. He felt that the people he had

working on the editing and coding had too much of a New York bias or slant. The person who called me at that time was working for the National Industrial Conference Board, and she was really upset. She said, "Dorothy, this study is biased. It is biased by the coders."

DOUGLASS: It was the way they were interpreting the words.

COREY: The open-ended questions, what they were putting it into. She didn't know whether it was their own personal thing or whether they had been instructed to do that.

DOUGLASS: What do you do in a situation like that? Do you say, "Well, that wasn't a good poll or survey?"

COREY: What you do is hire a good research outfit in the beginning. That is why I say George Gallup never tried to do that. I don't think Elmo Roper ever did or Crossley.

We saw a survey one time where the interviewing had been done in the area of the candidate's various offices, right around in the parking lot that was adjacent to the candidate's headquarters. It was Paul Stuart, I believe, who called it and had to challenge a president [on the survey]. That president was Lyndon [B.] Johnson. That is another way of skewing it. At

the location, it wasn't a random sample. The respondents were selected from parking centers that were at the headquarters of a candidate. That is so obvious that it doesn't even seem funny.

DOUGLASS: The question of the personnel who work on these surveys is a pretty interesting challenge. You have the possibility, I would think, of the interviewer skewing answers. And, as you say, it may be provincialism or regionalism in the offices where the answers are interpreted. These are two possible problems.

COREY: There are two things we do. If it is a small town where it is a hot and heavy issue, we don't use any interviewers from that small town. We bring them in from Los Angeles. The second thing we do is we don't hire political activists or anybody working on the campaign or whose big interest is to make political surveys. We don't do that. The third thing we do is we put a code on for the interviewer. We tabulate results. Certain questions we run by the interviewer. That will bring out things.

That is one reason why I say a generalist is needed in the marketing research business.

After I developed a home audit for the Los Angeles Times, we sold the same kind of study to the [San Diego] Union-Tribune. Then we sold it to the Oakland Tribune and the San Jose papers and to a paper in Hawaii. We had five or six of them going at one time.

DOUGLASS: Where is the Union-Tribune?

COREY: San Diego. It is a Copley paper. The Union-Tribune is the big paper in San Diego. The Union is a morning paper. The Tribune is an afternoon paper. One time we were doing that and we had a new sample, and the results on the readership of the paper came out skewed. The statistician who had helped us develop the sample, a very well-known one, was sure there was something wrong with the sample. I said, "Let's run it by interviewer first." We ran it by interviewer, and we found out that two of the interviewers, for some reason, coded all the Tribune readers to the Union. They thought it was the same thing or they got confused. Two of them had done that. So it wasn't the sample error at all.

I could write a short book on the fact that you have to know something about words and

effect of wording on a question. You have to know something about coding. You have to know something about sampling. All of these different things, every little bit of knowledge is grist for the mill. That is where a liberal arts degree in this business is really necessary. While George Gallup was a statistician, he was educated in other areas. If you get just a mathematical mind on it, even though they are brilliant in statistics, they can make as many errors as anybody else.

You have to have a balance in this thing because we are fighting error all the time. Error in the wording of the question. They don't understand it the same. Somebody understands it one way or another or that some word that we choose has a bias. Every word has a bias. It may mean different things to different people. Then you have the interviewer effect on it. You have the person's own effect if they read it themselves and do it. Maybe they need some kind of an explanation. The size of the sample, the type of the sample, the editing and coding. It is just error, error, error, error. Two or three times in my life, I

COREY: came out on an election exactly correct.

[Laughter]

We made one big error in one we did for [Herbert M.] Baus. That was by not interviewing at the last moment. I had a hunch that whole week. I was just uncomfortable. "I just think things are changing."

DOUGLASS: This is a candidate?

COREY: It was a mayoralty election. We should have interviewed that weekend. I should have sent somebody out before the Tuesday election. It was the [Norris] Poulson-for-mayor campaign, when he ran for reelection and was defeated.

DOUGLASS: The new mayor at that time. He beat Fletcher Bowron the first time. You were doing the poll for whom?

COREY: I was doing it for Herb. Baus and Ross [Co.]. They were managing the campaign. They were working for Poulson.

DOUGLASS: Talking about general problems with the work you are doing, you obviously do a sample. A pilot?

COREY: We pretest the questionnaire. Sometimes we do it in different ways. We pretest certain questions more than others if they don't seem right. If it is a very big survey, we will go

out and pretest the entire thing even to help us estimate the cost because we may have to make some changes. This little one we just finished down here, the interviewing, I have not gotten the results yet. We have the list of the registered voters. But even on a small survey you have a line busy or no one at home, or nobody at home who is registered. The recording machine. Some of them using their business address and not being able to reach them at their business.

Then there is about a 15 percent error in the list. And it was a purged, clean list of registered voters. In order to get one interview, they made an average of five dialings to get one completed interview. Five numbers to get one.

DOUGLASS: That is not very good, is it?

COREY: It used to be three. More women are working. Members of the family are not at home. The recording machine. Those two things. We have very few refusals. Refusals are not the big thing. It is the not at home.

DOUGLASS: Would it depend on what you are doing the survey about in terms of refusals?

COREY: When we did the interviewing on this survey, we didn't have the time for callbacks really. We interviewed from nine in the morning until nine at night. We worked every day of the week. We started Tuesday, Wednesday, Thursday, Friday, Saturday, Sunday, Monday. We worked seven days from nine to nine. Certainly we are not biasing it to the people who are home in the morning or the afternoon. We had a complete list of Palm Springs registered voters. I had the interviewers go through the names until they completed one call. Then take a second sheet and go through the names. After they had gone through them all, then go back and go through the second names. These were listed by precincts. So they went all over town and not just one area. Each interviewee did that.

DOUGLASS: Each interviewer was asking in all precincts?

COREY: In all the precincts. We used seven interviewers. For a quick thing that is pretty random you can't say that there was any bias at all in the selection.

DOUGLASS: You were working off both parties in the registration lists?

COREY: We were working off the registered voters lists. They happen to show the party.

DOUGLASS: Was that fed into your variables? Party?

COREY: We just took them at random.

DOUGLASS: You were saying that you don't have much refusal. Does it depend on what you are doing the survey on? In other words, are people less apt to respond to political questions than they are to questions about how you like Quaker Oats?

COREY: I think they are more apt to talk about politics than Quaker Oats because they are more interested in it. The main thing we try to do is to get a good first question, an interesting first question. Not a difficult one. Don't get one where everybody says, "I don't know." You want one that they can answer and get their mind on what they are doing and not the fact they are going to the dentist or may be too busy or planning to do something else that moment. Most refusals are genuine. People have a doctor's appointment and have to go.

DOUGLASS: What is the one-sentence entry statement that you have your people make? For instance, the one you are doing in town. How do you let somebody know?

COREY: My answer to everyone is don't answer a question
until it is asked.

[End Session 1]

[End Tape 2, Side B]

[Session 2, February 1, 1990]

[Begin Tape 3, Side A]

DOUGLASS: Mrs. Corey, at the end of the last interview we were talking about techniques you were using on interviewing. What did you have your interviewers say as the very first thing they say when someone answers the phone call?

COREY: Whether it is a phone call or a personal interview, we have found the best way is simply to state what you are doing. "We are making a public opinion survey or a marketing study or a product study." Tell the truth about what you are doing. Let's say we are making a public opinion survey. Sometimes we modify that by saying a fairly short public opinion survey. If it is very long, we really say that we are making a public opinion survey and it will take more than fifteen minutes. If it is just the average length, we say, "We are making a public

opinion survey. I would like to ask you a few questions. For example, how long have you lived in Palm Springs?" That is a very easy question.

DOUGLASS: Do people ask you why you are making the survey or who you represent?

COREY: When they do, we answer it. Our rule is: Don't volunteer. When they ask you, answer it. But don't volunteer. If you begin to volunteer, that "my name is Dorothy Corey, I am with the firm Facts Consolidated," they say, "Facts Consolidated? How do you spell that?" They usually mispronounce it Saxe Consolidated. "How do you spell your name?" if your name is hard to spell. That is one reason I used Corey instead of Frothingham. We simply believed, to start in, you say, "We are making a public opinion survey. I would like to ask you a few questions. For example. . . ." And get into the question. "How long have you lived in Palm Springs?" is a very simple question. We might have a more interesting one.

If it is a marketing survey, "Do you handle most of the buying for the family groceries?" The first question is always a question that people can answer easily, even if it is what we

call a "throw-away" question. We don't start in with a difficult question. And we don't start in telling them a lot of things they haven't asked for.

Some people will go through the entire survey and never ask you who it is for or who you are or who you are working for. They talk and talk. Other people will stop you right away and would say, "Tell me, who is making the survey? What is this about?"

DOUGLASS: You identify your firm and for whom you are making the survey. How do you handle that if it is a political survey?

COREY: We tell the truth. The interviewer will either say, "I work for Facts Consolidated, and I don't know for whom the survey is being made. The questions are interesting, and we need your opinion. If you want to, I will give you the Facts number and you may call them." There is never any lying. We don't lie. The interviewer then does not know for whom the survey is done.

Sometimes the identity of the client is revealed in the questions. So then the interviewer says the truth. "As we go along you will learn for whom the survey is being made.

But we would like to have you answer a few questions before you know the identity of the client."

That is often the truth in the surveys we make for newspapers. We may want to ask about the readership. What newspapers people read. In other media, what TV stations or what radio stations, without them knowing that this survey is being made for the Register or the Los Angeles Times. Usually, the identity of those surveys is revealed later on in the survey because we might say, "You told us that you read the Register. We want to ask Register readers certain questions." If they say then, "For whom is the survey being made?", we say it is being made for the Register. Sometimes in the long surveys we make for the Register, the respondent receives a gift. They are told they will receive a gift and they will know from whom it comes. Usually, there are some questions in the survey you would like to ask before the respondent knows who is paying for the survey.

One of the big differences between the respondent receiving a questionnaire by mail and being interviewed is that on a mail survey the

COREY: respondent can review the entire questionnaire, read all of the questions, before any one is answered. But when an interviewer handles it, the respondent doesn't know what is coming next. Very often, in the kind of surveys we make, whether it has to do with a new product or a new advertising campaign or even candidates and issues and propositions, very often the reason why we have the interviewer handling it is because we want to ask certain questions and get the answers before the respondents begin to think about something else, when that other thought hasn't even come in their mind.

DOUGLASS: When people come to you to ask you to do polling for them, do you tell them up front whether you think it is appropriate to do person-on-person interviewing, telephone interviewing, mail interviewing? Or do they come with a preconceived notion of what they want? Or is it both?

COREY: Most of our clients know we have been in business for fifty-five years. Facts Consolidated. We are in our fifty-sixth year now, and we have done thousands of surveys. A little knowledge is a dangerous thing. We have

quite a bit of knowledge. We may not act like it or talk like it, but, generally speaking, the clients for whom we are going to do the entire job take our advice. Not only what type of interviewing but how large the sample would be, and we develop the questionnaire, we develop the sample, we do the tabulating. We report the findings. We do everything.

DOUGLASS: So they depend on your opinion?

COREY: On our knowledge and experience. Opinion, knowledge, and experience. And experience counts a great deal in this business. There is really not a good school like a law school to go to and study marketing research. The experience we have had is very, very valuable, no matter what your background and education. We can tell many cases of things that have happened.

For example, one time one of our clients, a well-known client like Carnation [Dairies] or General Mills [Co.], was sending out to test a very secret product. For some reason, their new research director, who was a Ph.D. [doctor of philosophy] and had a very high academic background, was left at the last to supervise the sending out of the product. Of course,

there was someone there to package and to mail it. But he let it go out with the labels of the company on it. They spent I don't know how much money getting the product packaged so there were no labels. I am just talking about the practical applications of experience and I don't mean to put down Ph.Ds. We try to be very kind to those people who tell us how to do it.

[Laughter]

On the other hand, if we are just handling fieldwork for somebody, which we do sometimes, we are not going to tell them how to do it unless they ask us because they won't appreciate it. They have set up the questionnaire. It can be very bad, and it can be very good. You can learn a lot by not just saying, "I am not going to do anybody's work but our own." You learn a lot by seeing what other people are doing. But if it is somebody else's job, another research organization's job, or somebody who is the research director and they have taken the responsibility and say, "We want telephone interviews made," or "We want personal interviews," they have made that decision. Usually, we are working with the president of a

COREY: company or a vice president in charge of marketing or a director of a department. He really is buying our know-how and our experience as well as our interviewers.

DOUGLASS: Do you have some particular rule of thumb about whether political opinion polls or interviewing go best with either phone calls or one-on-one? Are there general rules of thumb or is it very individual according to the particular project?

COREY: If you ask some very young person who is qualified today, they might give you a different answer than I am [giving]. We came in in the early days, and we did personal interviews by ringing the doorbell. I honestly think it is the best of all for many reasons, but today it is almost impossible to do them because of the danger. Many good interviewers are afraid. They will not do it.

DOUGLASS: Do you feel that is in all areas? Political? Market tests? Generally speaking, that is your preference.

COREY: Well, a very select audience. For example, if they were interviewing my class at Knox College and they sent us a mail questionnaire, there would be enough interest in that that I don't

think we would need to have somebody call on us in person. However, particularly in the open-end questions, a good interviewer can probe properly without putting words in the respondent's mouth.

If it is just a mail questionnaire and they are left to fill it out, the respondents really don't know and sometimes forget some of the things that are very important. Maybe they could have left out a very important thing. You can get that on the telephone if you are well trained. I think I told you the last time that the job I had at the Chicago Examiner selling advertising gave me the best training I ever had because it made me feel at ease and at home on the telephone. You can do a good job on the telephone, good interviewers with good respondents. But let me say, don't you think you can get better interviews from me in person than you could if you were interviewing me over the phone?

DOUGLASS: No question in what I do. Generally, I would tend to think it would be true in any instance.

COREY: I could talk to you over the phone, too, with the equipment one has today, and you could take it down. It is just intangible things.

There is not only the danger, but everything is so much more expensive today that the costs would be greater. Mileage. People are spread out more. Finding them. Not getting them at home. Maybe we feel this is a certain kind of a sample that recalls should be made. Recalls can be made so much more inexpensively over the telephone. We placed five calls here in Palm Springs among registered voters for every one we completed. That was because there were some disconnects. The list is not perfect. Not at homes. Recording machines, which have come into the picture. There were some refusals. Line busy. All that sort of thing. These were among registered voters. We placed five in order to get one. Of course, on the other hand, you can get more in some ways by the telephone because you can interview until nine o'clock at night on the telephone.

Today, sometimes we interview in the shopping center. We call that intercept interviewing. That has its advantages and its

disadvantages. For one thing, almost everybody goes to the shopping center at some time or another. So if you are talking about that bowl of black and white beans that your entire universe is in and you are drawing from, you can find a very good cross-section in a shopping center. On the other hand, many people are very hurried. The best thing is to have a table and place for them to sit down and have somebody doing the recruiting and have an interviewer at the table and bring the people there. If you can give them some kind of a little gift, that may work better at a shopping center. There are a great many interviews done at a shopping center today.

DOUGLASS: Are those usually fairly short interviews?

COREY: Yes. It is better to do short interviews. If you have a long interview, as I say, you must have a table and a chair and bring them there. Of course, if it is too cold or too hot it should be inside. There are some shopping centers that will rent a room or a space and you pay them. Some of them will give that money to charity. But you will pay for the space and the use of their shopping center. You should go to

more than one shopping center. If it is a true cross-section where the ethnic mix is good. You have to go to the middle class and the upper class income sections of the city. But you can get a pretty good cross-section at a shopping center. Political polls. Usually, the long questionnaire to discuss the issues and how the candidates stand is made fairly early in the campaign. Then there are follow-up interviews made to check the progress of the candidate, and they aren't long.

We have gone so far as to reproduce the ballot and carry a ballot box and give it to the person and ask them to record their vote. Maybe we will put a little factual information that they can record at the bottom of their own, like whether they are a man or a woman or something like that. On the other hand, maybe we will be a little sneaky and have a buff-colored paper for Caucasians, a light blue for Hispanics. Color coding, and so we hand the proper ballot to them.

DOUGLASS: Would I be correct in assuming that you have never been involved in handling petitions for various causes?

COREY: You mean to get their signatures?

DOUGLASS: Yes.

COREY: We have never done that to stay in business or to earn a living. As far as I can recall, we did it once for a very good client.

DOUGLASS: Was this for a state ballot issue?

COREY: No. It was a local ballot issue. We did it in that local area for a very, very good client. Let me tell you one reason. Our interviewers are trained to get information on all sides of a question. What people like, what they don't like. To probe to get the complete picture. When you are trying to get a petition, you are trying to sell. They are really not trained salesmen. They are not trained to try to encourage people. It really needs a different type of person with a different training. A good interviewer can't just sell the leather bound [set], regardless. [Laughter]

DOUGLASS: The reason why I raise the question is that so many people with petitions sit in shopping centers or in front of markets, trying to reach that same audience. You may often find yourself sitting nearby someone doing that.

COREY: Yes. Have you been in California for a long time?

DOUGLASS: All my life.

COREY: Then you may remember Proposition 4 in 1956. It was the unitization of the oil wells, and a great deal of money was spent on that. Posters up and down the highways called some of them pigs. People came out here and thought there was a civil war going on in California.

[Interruption]

People signed the petition for that to get it on the ballot, and it was a rather complicated thing that should have been decided in Sacramento. But there was one member up there who could always keep it from being decided up there. Finally, signed petitions were issued, and it went on as a proposition. We interviewed a list of the people. The people we were working for were the people who had put out the petition and wanted this thing to pass.

DOUGLASS: They wanted unitization.

COREY: They wanted unitization of their oil wells.

DOUGLASS: Could you give one sentence or two about what that meant?

COREY: Not being an engineer and it being a number of years, I have almost forgotten. It had something to do with the fact that they felt that people would not be robbed by the oil being taken out willy-nilly. This way they could get it all to one place and the legal proper owners paid for it. Furthermore, they could get more out at the time. I don't know whether water was put in. Also, there wouldn't be so much of earth falling. They felt, engineeringwise, it was a very, very good thing.

DOUGLASS: It had a financial impact, too, didn't it?

COREY: It was a battle between the big oil companies. Richfield [Oil Co.] was very much for it. Union [Oil Co.] was against it. More money was spent on that proposition than had ever previously been spent on any election in California.

DOUGLASS: I think some fields involved were up in the Bakersfield area.

COREY: In Long Beach, there was a great deal because there had been a lot of land gone down there.

DOUGLASS: Subsidence.

COREY: Subsidence, that's a better word.

DOUGLASS: All right. That is enough. I know it is complicated.

COREY: Baus and Ross handled that campaign. You can ask Baus more about it. What I am going to say was that they finally had an interview, the people who had signed the petition. We found that their vote was not any different from the others. The way it was presented by the petitioners, they thought they had been signing some kind of an environmental control that would make the environment look much better.

I am not going to use a lot of adjectives, but the way the signing of petitions has been handled in California was something we just hadn't wanted to get into. We thought if we did put our interviewers out there, it would just teach them to misrepresent. When I see one of those petitions, unless I really know about it ahead of time, I would no more pay attention to what the person who was asking me to sign it said. Not that they are personally bad people, but they probably have been told, "This is what you say. You don't say anything else." They just know the side they are on and nothing else. We just don't get into that.

DOUGLASS: One follow-up. I did read that Charles [S.] Jones, who was president of Richfield,

apparently made this assumption that if people sign a petition that they would be for it. You proved him wrong. That is the instance.

COREY: That's right. It was Charlie Jones who asked me to make the survey. He said, "Dorothy, if we don't have anyone else, all these people who signed the petition will vote for it." I said, "Will they?" [Laughter] He said, "Let's find out." We found out that wasn't true. They didn't understand the petition.

DOUGLASS: Don't you think some people sign a petition because they think it ought to get a chance? It doesn't necessarily mean they have convictions.

COREY: That may be true.

DOUGLASS: You have made it clear that doing petitions is not something that you relished or wanted to get into.

COREY: We only did that one that I can recall, and we did that for a very, very good client. It was just a local thing.

DOUGLASS: At the last interview, we pretty well concluded your experience with Elmo Roper in New York. What I want to do now is get you moved to Los Angeles in 1938. Could you tell how you happened to come to Los Angeles?

COREY: After my divorce from Hal Corey, I remarried. Howard Hunter was my second husband. We were living in New York, and he worked for Marshall Fields Wholesale. They closed their wholesale department. He had a chance to go to work for a printing firm in Los Angeles. I had been to California before, one time when I was still married to Hal Corey. He wanted me to go to Hawaii.

DOUGLASS: We have that story.

COREY: I had met Anne Nowell when I was out there then, and I had met Mr. Frothingham. I had met both of them. I had the one daughter, Rue, and I just decided that California was a better place to bring up a child than New York City. Howard wanted to come here. I said, "That's fine with me." We came to Los Angeles, and I went to work for Anne Nowell for Facts Consolidated.

DOUGLASS: Was that through your contact you had made in San Francisco?

COREY: Yes. As I told you, I had met her at that time. She had founded Facts Consolidated. It was just in its founding years. And I met Mr. Frothingham, and I worked for him. They both offered me a job. The reason I went with Anne

Nowell was because she was a true researcher. Mr. Frothingham had been a salesman, and he knew promotion. He called himself Roy S. Frothingham, Research and Promotion. I was a purist. Research was pure, and it should not be contaminated with promotion. I went with Anne.

DOUGLASS: You went with her and became their first Los Angeles representative.

COREY: She never had anybody in Los Angeles before.

DOUGLASS: Did you operate this out of your home?

COREY: Yes, I did. I operated it out of my home. She had this radio study. You read about it in the material that I gave you. It started with General Mills Company as the first client. This study she had started for General Mills because they had the "General Mills Radio Hour" at that time, and they wanted to test ideas for the General Mills west of the Rockies [Mountains] before they put them on in the Middle West and East. Facts Consolidated was founded by her and [Edward] Ed Sylvester, who was the head of Westco [Advertising Agency], a house agency for General Mills.

She had started this survey because the General Mills Hour was a radio program. It had

fifteen minutes devoted to Betty Crocker, their home economist, her program with recipes and things of that kind. It had fifteen minutes devoted to a program that was called "Hymns of All Churches." Then it had a soap opera called "Betty and Bob." Then it had this fifteen minutes on which they tried out new ideas all the time. Our research was personal interviews in the home, and they were with housewives only. We asked about radio listening. We asked details about their program. About the recipes that Betty Crocker put on. Also, about the story of "Betty and Bob," the characters they liked. And the "Hymns of all Churches." Then we probed a good deal about these new programs. One question we might have was: "Compare this program with"--and we would name some specific program--something like it. "If the two were on the air at the same time, which one would you listen to? Why and why not?" There was no radio rating service in the West.

Anne Nowell soon found, and Ed Sylvester did, too, in getting around, that as long as we were making these surveys, the radio stations would buy the reports if we did a survey, asking

COREY: about radio listenership every day. Monday, morning, afternoon, and evening. Tuesday morning, afternoon, and evening. Wednesday morning, afternoon, and evening. Thursday morning, afternoon, and evening. Friday morning, afternoon, and evening. Saturday and Sunday were treated separately because the radio programs, and still do today, usually change on Saturday and Sunday.

This was a technique we called very simply the "recall technique." There was no showing them the paper. We didn't do that. At that time, many radio programs had a name. There was the "Jack Benny Program." All of these programs had stars. Most people could remember the names of programs. We would probe as follows: "How early do you turn the radio on in the morning?" Of course, there were a lot of soap operas. "My Gal Sunday," "Ma Perkins," and "Helen Trent," and so forth and so forth. There were news programs with names. "The Richfield Reporter." Soon the survey developed into asking what products they used, to see if there was a correlation between the radio programs they were listening to and the products they were using.

Of course, we had done that all along with the Betty Crocker program.

DOUGLASS: Let me get this clear. You took that idea that you had used in the General Mills survey, and you developed a separate survey you could do for radio?

COREY: No. It was all one survey. But individual clients only received their questions that they paid for. The factual data went to everyone. The study became cooperative, probably the first co-op that was ever made. Many are done that way today.

DOUGLASS: So you expanded it?

COREY: Yes. We expanded this same survey.

DOUGLASS: As long as you were there doing this in the home you got this?

COREY: Yes.

DOUGLASS: Was General Mills trying to target a western audience and figure out what the western taste was?

COREY: They owned Sperry Flour [Co.] out here. Sperry made La Piña, which was bought by the Hispanic people a great deal. They were advertising some out here. Yes. They wanted to bring Betty

Crocker and their General Mills products. Not only their flour but their Cheerios.

DOUGLASS: I didn't mean that. Were they trying to get you to do a survey which would show them what people in the West might want to have on that extra fifteen minutes?

COREY: No. They were using the West as a test market and taking what they liked in the West and airing it in the Middle West and East. The housewife likes and dislikes were not that different. But they tested it out here. Because of that fifteen minutes, they didn't want to run those until they decided what to do. The Middle West and the East was a bigger market for them. A much bigger market.

DOUGLASS: This was a pilot?

COREY: It was a pilot. But the main thing they were testing was that fifteen minutes, where they could try out all kinds of new programs. Anne started it being done in San Francisco and Oakland. Then it expanded to Los Angeles and then to San Diego and then to Seattle and to Portland, Spokane, and Sacramento.

DOUGLASS: Do you know whether that pilot proved to be valid? In other words, did they take the

results of that and use it nationally to good advantage?

COREY: They did indeed. And with many, many things. For example, later on when they changed the image of Betty Crocker. I am getting back to things I can hardly remember. If you look at the picture of Betty Crocker, her actual picture in 1935 and look at it today, it is a very, very different picture. We learned that Betty Crocker herself had to be brought up to date. We learned all kinds of things. They used us very much. We did a great deal of work for them.

We tested out their products, too. I remember testing Cheerios before it was ever put on the market. One of the big secret things that they developed, and we had to be so secretive about who was doing this, was the brown-and-serve rolls. [Laughter] Those were being developed out here.

The radio stations were given their private report on radio listening. Stations would ask special questions, but, naturally, they didn't receive any data private to other sponsors.

DOUGLASS: Was that one of the first things you were doing in Los Angeles?

COREY: Yes. Anne had already started that in 1933. I didn't come until '38, to stay. Anne didn't live very long. I didn't, at first, handle General Mills. There were lots of radio stations, and they were subscribing to this service. We never thought it was a good rating service, but it was all they had. They were subscribing to the service. NBC. CBS [Columbia Broadcasting System]. Mutual [Broadcasting Company]. All of them. Some people went on the survey something like General Mills did but never quite as thoroughly. Carnation was one of our clients who had a lot of things investigated on their products. So was Hills Brothers coffee.

There were others. I began servicing the accounts down here. Sometimes they wanted different questions added for the next month. We did this on a monthly basis. I would deliver the reports to them and go over them with them and see what kind of thing they wanted for the next time. Sometimes they wanted some special tabulation.

DOUGLASS: These were in-person interviews?

COREY: Yes, they were.

DOUGLASS: Did you have to watch about repeats? You were doing this once a month. You were drawing a sample once a month.

COREY: We had this drawn from census tracts. We kept track so we did not repeat.

DOUGLASS: As I understand it, one of the first things you did when you came on duty in Los Angeles for Facts Consolidated was you contacted Lord & Thomas here in Los Angeles.

COREY: Yes. I did contact Lord & Thomas. I did that because I had been with Lord & Thomas. As I wrote down, when I wasn't working for Facts Consolidated, I was usually working for Lord & Thomas. What I was doing I was editing and coding, processing things. We just had the IBM card counter-sorter then to tabulate on. We didn't have a computer. I learned to work the card counter-sorter. They didn't have them in their office. We would go out to IBM. They were on Wilshire [Boulevard]. I didn't do the keypunching. After the cards were punched, I would come out there and run the card counter-sorter. IBM didn't have anyone to run it for

us. They just had it out there as a service.
So I would do that.

DOUGLASS: What was your arrangement with Facts Consolidated when you first came to Los Angeles? Were you on contract and then free to do other things on your own? Like these things for Lord & Thomas?

COREY: Yes. I was paid by the hour for the time I put in for Facts Consolidated. Then I began to sell little jobs for Facts Consolidated. I was given a 15 percent commission on those. I was paid for the hour for any work I did on them. I don't remember how much I was paid. Maybe seventy-five cents.

DOUGLASS: Per hour.

COREY: Yes. When I started at Lord & Thomas, I started at fifty cents.

DOUGLASS: In Los Angeles?

COREY: No. From the very start. I think I had gotten up to about seventy-five. I don't remember what it was.

DOUGLASS: What I really wanted to get us to was your involvement with Ham 'n Eggs.¹ And that was through Lord & Thomas.

¹Proposition 4 (1948), initiative constitutional amendment regarding aged and blind.

COREY: That was through Lord & Thomas.

DOUGLASS: Can you expound how you happened to become involved in that work?

COREY: Ham 'n Eggs, I had nothing to do with the fact that it happened. [James C.] Jim Sheppard was a well-known attorney in Los Angeles. He is no longer living, but the firm he founded is still in existence. Sheppard, Mullen, Richter, & Balthis, I believe. Unless they have added a lawyer or two to the name. His son, Thomas Sheppard is still in the firm.

[End Tape 3, Side A]

[Begin Tape 3, Side B]

COREY: Many California businessmen wanted very badly to defeat Ham and Eggs [Ham 'n Eggs]. If Mr. Sheppard was not in charge of it all, he had a great deal to say about it. The agency knew about me. Mr. Sheppard knew Don Francisco, who headed up Lord & Thomas in Los Angeles.

DOUGLASS: How did you meet Mr. Sheppard?

COREY: I met Mr. Sheppard through Lord & Thomas. How I was brought into it was that Mr. Sheppard thought that a survey should be made, and he talked to Lord & Thomas about making it. And they didn't want to make it because they had clients on both sides. They told him that I was working for them and I had worked in their Chicago office. I don't know what they said. Maybe they said, "She's good enough to make a survey." Maybe they said, "She's wonderful. She can make the survey."

Anyway, Lord & Thomas came to me and asked me if I would do it. They said they would give me a great deal of help that I needed, but they would just do it to help me out on this. But their name would not appear that they had anything to do with the survey. The survey was

to be mine. I didn't work out of their office. I went back to my home and worked. They were willing to help me if I needed a typewriter because I had not done anything in Los Angeles out of my home, and I didn't have office equipment. Through them I met Mr. Sheppard. When he found out that I was making the survey, I did many things for him after that.

DOUGLASS: This was a major contact for you?

COREY: Yes. He introduced me to a great many people. I did a statewide survey in Colorado that Mr. Sheppard brought me into. Over the years until he died, I did all the work that, for any reason, Mr. Sheppard was involved in. He was a leading Democrat, but he was a conservative Democrat. I met [Governor Edmund G.] Pat Brown [Sr.] through him. In some cases, he was more for Republicans than he was for Democrats. I also met [Governor Goodwin J.] Knight, a Republican, through Sheppard.

DOUGLASS: Was his interest in the stimulation of these projects you were involved in due to his personal interest or were they some kind of spin-off of his law firm's interests?

COREY: Certainly the Ham and Eggs was because of his clients. I don't know who all they were. A group of department stores or one of them said, "This must be defeated." He was the one of the leading law firms, or maybe the leading law firm in Los Angeles at that time. His clients brought him into it.

DOUGLASS: In Ham and Eggs.

COREY: Yes. And other things. He was a lawyer. He was a very dynamic man. He had a great deal of energy. He used to say, "In the law you spend most of your time washing other people's dirty linen." And he got tired of it. He was fascinated with politics. However, he was a very positive person. He was elected president of the California Bar Association, but I don't believe Jim would have had an easy time running for office because he was much too positive. He was a prosecuting attorney and the way he worded a question, you could never use it in a survey. [Laughter] He was a very positive person.

We became very good friends. He used to call me up in the morning and say, "Well, what have you read in the paper today?" He would ask me what happened here and what happened there.

If I didn't know, he would say, "Now I am going to tell you how to read a paper." [Laughter]

"This is what you look at first, Dorothy. Then you look at this. Take a pencil, mark that and make sure you know it when I call you."

[Laughter] He had a great many friends, and he had some enemies, too. He was interesting.

Actually, as an idea and a concept, he believed in the law and loved the law. He wanted the justice system to be much more perfect than it was. It is pretty hard for a perfectionist to work in the justice system today. He was an amazingly good lawyer.

He taught me a number of things. One thing he taught me is he said, "Do every job, Dorothy, as if you are going to be sued." I haven't forgotten that, and I never will. It is something I passed on to the Facts Consolidated staff. Another thing he said, "Always try the other fellow's case." Those are everyday maxims but they are a great help to a researcher. It is a great help in developing a questionnaire to try the other fellow's case. It is certainly a big help when you are confronted with all kinds of error and interviewers not getting things in

on time--all these things--that you do the job as if you were going to be sued so you can defend everything that is in it. Those were two bits of advice that I learned from Mr. Sheppard.

He brought me into many things. I met Kyle Palmer through him. He was the Los Angeles Times editorial writer.

DOUGLASS: I think you mentioned Frederick Chase, who was a journalist and writer.

COREY: I met Fred Chase. Fred, incidentally, was very interested in the founding of Los Angeles Beautiful. And Fred brought me into various jobs. I met Howard Ahmanson. I met [Goodwin] Goodie Knight. I met Pat Brown. I met all kinds of people.

DOUGLASS: These were through Sheppard you met these people?

COREY: Really, directly or indirectly. Jim really believed in research and surveys, and they had been very helpful to him. That Ham and Eggs survey was really very helpful.

DOUGLASS: What did you come up with on that survey?

COREY: You know it was defeated.

DOUGLASS: Yes.

COREY: I can't remember all the things, but I know that very often we came up with surprises. They thought grown children who were old enough to vote would support the thing, and they found out that children would not. Because they were afraid that it would bring old people from all over the United States and that the burden would really be on them. When these many ideas came up to help the older people, the children were more against it than the older people because of their fear that every older person would move to California. We often found out many things like that. I imagine we found out that they thought it was too costly and couldn't be afforded. I just don't remember all the things.

Herb Baus was not in on that campaign. I didn't work with Herb. I worked with [Theodore W.] Ted Braun on Ham and Eggs. Ted Braun was there in the same building with Lord & Thomas. In the Edison Building downtown, right off of Fifth Street. Ted was there, too. Ted had a PR [public relations] firm. Ted had something to do with Ham and Eggs.

I did work for Braun [Braun and Company] and still work for Braun today. Of course, Ted

Braun is no longer living. What year did Herb and Bill start?

DOUGLASS: They started the relationship in the late forties. They didn't officially come together as a firm, Baus and Ross, until 1955.

COREY: Hams 'n Eggs was before that. So they weren't in business.

DOUGLASS: It was '46 before Baus got going. So we are definitely before that.

COREY: I would say very definitely. At that time, they asked lawyers to run many of those campaigns. Lawyers have always resented PR people.

DOUGLASS: The political consulting firm, as such, didn't really exist.

COREY: Yes. And the lawyers really don't care for it, unless it is a lawyer himself who is doing it.

DOUGLASS: [Laughter] The Ham and Eggs experience, it sounds to me, was really pivotal for you.

COREY: It was. In the political thing, it really was. We worked very hard. I did as best as I could. Of course, we were still doing what we called "quota sampling" then. Instead of random sampling, we set up our quotas. So many men, so many women, so many Caucasians, so many Hispanics, so many blacks, so many in this age

group, so many in that age group, so many wealthy and middle class and lower economic. We had all these quotas. That was the way it was done.

I had learned that at Lord & Thomas in Chicago and from Elmo Roper. We had a statistician. It was quota sampling. Then, later, we developed a random technique of sampling, which, of course, doesn't depend on historical data, but it creates its own. It is a much, much better technique of sampling.

Today, we use random sampling almost entirely, except we may have some controls. We may say random, but you must get 50 percent men and 50 percent women, adjust to that, depending on the problem, that always tells you what you are going to do. The definition of the problem. Depending on that, you may have certain controls on your random sampling.

I think I told you on this little study I just finished. I had all these lists of registered voters. There were forty precincts in Palm Springs, of registered voters. I used seven interviewers. I went through the list, and each interviewer had some names from all

COREY: forty precincts. And they had more than one page from most of the precincts. They were told to work until they finished one call on the first page and then take the next page and work the same. Instead of going out and saying that this is the better part of Palm Springs and the poorer, they randomly went through these names. They went through every page of those pages. I think we had almost 400 pages, and every page was gone through.

DOUGLASS: In the earlier days of quota sampling, you must have used the census information a great deal.

COREY: Yes. We did.

DOUGLASS: You must have given some thought to the kinds of questions that were going to go into the census interviews. How do you feel about the upcoming one?

COREY: I don't know too much about it. I would have to ask Nancy Strauss in our firm, who, I think is on one of the committees.

DOUGLASS: Let's go back to the 1980 census.

COREY: We always tried to get as much information on a census questionnaire as we could because we felt that it at least gave us some idea of some base. In the early days, it took them much longer to

tabulate it than it does now. With the growth, those things might be somewhat out of date. But there were many things in the census. It gave you a baseline from which to work. Certainly today, as much as they can get out of the census.

I certainly hope in this next one that they can get some figures on the homeless. There are so many things we need to know nationally that can be broken down by small areas in case there is some national disaster. This does exist there. Marketing research people are strong supporters of a good census and as complete a census as possible. We are not against it, and we trust the census. I don't believe people are betrayed by census figures.

DOUGLASS: You don't consider it an invasion of privacy?

COREY: No. Different government agencies, some of them, do exchange figures, but the census doesn't release anything if it will reveal the identity of any person. I just don't know any good marketing researcher who is not a strong supporter of the census.

DOUGLASS: To go back specifically to this early period, I believe a woman named Grace [Welton] Cotterell

came across to help you get started from Lord & Thomas?

COREY: Yes. She did.

DOUGLASS: How did that happen? When was that, Mrs. Corey? Was that '39 or '40?

COREY: She wasn't with me when I did the Ham and Eggs. She was at Lord & Thomas.

DOUGLASS: She worked for Ford Sammis.

COREY: Yes. She worked for Ford.

DOUGLASS: I think you said that she took a leave.

COREY: Ford left and [Charles] Chuck Melvin came. Maybe for some reason, some personal reason, Grace decided, maybe not wanting to work as hard as she was working for Lord & Thomas, to come out and work for me. We set up our bookkeeping and our accounting. She was just a wonderful person. When World War II came along, Chuck Melvin had to go to war, and Grace went back and headed up the market research department of Lord & Thomas during the war.

DOUGLASS: Apparently, Sammis started a business with Melvin at some time.

COREY: No. He started a business of his own, but Melvin stayed at Lord & Thomas. Ford started a

business of his own. His office was out Pasadena way.

DOUGLASS: Was that a public relations or marketing research business?

COREY: It was marketing research, I believe. I don't know what kind of accounts Ford had.

DOUGLASS: Is this sort of the beginning of more firms being established in the Los Angeles area, around '39, '40? It sounds like things were beginning to happen beyond a big operation like Lord & Thomas.

COREY: Yes. As I worked there, BBD & O opened an office.

DOUGLASS: These are national firms.

COREY: Yes. They hadn't had one. I had worked for them in Chicago. They trusted me.

DOUGLASS: Then they would use you, right?

COREY: Yes. As we go along, Anne Nowell had died and Mr. Frothingham took over Facts Consolidated.

DOUGLASS: That was in 1940. He bought Facts Consolidated.

COREY: I think it was 1940 that Anne died, so he bought Facts Consolidated then. Roy had a lot of contacts. Safeway [Stores] was the big account he had in his own office. J. Walter Thompson was Safeway's agency. He had done research for

various agencies in San Francisco. He knew my work, and there were a lot of things he would bring to my attention.

DOUGLASS: Did he essentially merge his business into Facts Consolidated when he bought it?

COREY: He didn't for quite some time. He had, in the San Francisco office, a man by the name of A. B. Mueller who was running it. I was still down here.

When Hooper and Crossley and the radio ratings services came to the West Coast, the radio stations dropped the work that we were doing. So Roy brought his accounts to Facts Consolidated and just operated under the name of Facts Consolidated and moved in there. Mr. Mueller, who was a fairly young man, he passed away, too. Roy went to Facts and we were working together. I sold jobs, and he had things he had me do. Sometimes I have forgotten where they originated.

I married him. He wanted me to have an office. He didn't want me working out of my home. Roy and I bought a little house after we were married. I really liked working out of my home. He thought it was better that I have an

office. You know, men think that way. So we opened an office for me at Vine Street and Yucca.

DOUGLASS: That's in Hollywood. I don't place Yucca.

COREY: As you walk up Vine Street, you pass Hollywood Boulevard and you keeping going north. Now the freeway comes in there. Yucca is just below the freeway as the freeway goes through Hollywood. It is just north of Hollywood Boulevard. It is a fairly short street. I had the office there.

We did a lot of work for advertising agencies. We did work for radio stations. We didn't have a rating service, but we used to do what we called "coincidentals." A coincidental technique consists of making telephone calls while the program is on and asking, "What are you listening to now?" At that time, you could say, "How many people are listening?" "What are the men, women, and age?" That was the coincidental. Many just wanted the rating, they wanted a program. So we did many of those for various radio stations.

We did lots of work for advertising agencies. After Ham and Eggs I continued to do political work. Along came the Times home

audit. When I got that started, that was when I had to move from Vine and Yucca to Melrose Place. I needed more space and more people.

DOUGLASS: This was a substantial, ongoing account for you?

COREY: I developed the technique and the study. They had never done it before. It wasn't anything that they brought me in to do that was already developed.

DOUGLASS: We don't have this whole story on tape. We started on it several times. Why don't you explain what they wanted done.

COREY: This was during World War II, and the Times had to make a decision. They had a limited amount of newsprint paper. All the newspapers did. They had to make a decision: Should they continue to go after circulation and cut down their advertising or could they go after advertising and cut down their circulation? The advertisers were hungry for space. The Times made the decision to go after circulation and use their newsprint that way.

They wanted to do something for their advertisers to make up for the fact that they were controlling the amount of space. The advertisers were very cut down in space. The

Times decided to make some kind of advertising survey for them.

I have forgotten how I met [Robert] Bob Baxter. He was the first marketing research manager for the Times. I probably met him through the AMA, the American Marketing Association. We had founded a local chapter. There was a chapter in Chicago. Someone from the Chicago office, a man by the name of [] Ed Scriven, came out here and founded a local chapter. I had known Ed Scriven at BBD & O, so he looked me up. And we founded this local chapter of the AMA. I am sure that Bob Baxter from the Times joined, and that is where I met Bob.

The first study I had done for Bob Baxter was before I moved into my office. It was called the "Census of Circulation." Now World War II had started, and the Times had to do something for their advertisers. Bob and I began to experiment. We decided on a study of brand popularity in the home.

When you make studies of what is being used, you can make a study in the store and audit the sales. However, our distribution is

COREY: so varied. Nielsen [A. C. Nielsen Co.] still has a store audit and a drugstore audit, but it is limited to what is sold in the store. For example, to a cosmetic company, it is almost useless, because Avon's [Products Inc.] products are not sold directly in there. So the ultimate place where you know what is being used is the home.

Bob and I came up with the idea that we would have a home audit and audit what was in the home. We could find out where consumers got it. It could be any kind of place. It didn't have to be the store or drugstore. Second hand. All kinds of things. Of course, we could audit any product we wanted. We were not limited to products that the stores carried and products which the drugstores carried, which Nielsen was auditing.

We started what was called the "Los Angeles Times Continuing Home Audit." Bob Baxter and I got it going. For some reason or other--maybe he never told me the complete truth, maybe he did--Bob decided to leave the Times and go with McKenzie and Company, a management consulting firm. Ed Scriven had left BBD & O and gone with

McKenzie and Company. That was a very prestige job, being with a management consulting firm. Bob and I stayed close friends.

A man came in named [] Bill Bowden. I think Bill had been with one of the other papers here. Bill came in as manager of the market research department. He was a very different type of person than Bob Baxter. He was an Annapolis [United State Naval Academy] graduate, and he was a three-martini man at lunch.

[Laughter] I can say so. The Times will back me up on that. [Laughter] He was one of the few men who could make me cry after lunch because he was so difficult. But he had his likable points. I really liked Bill Bowden.

He was a great one to get things done. He knew how to push them through management to get it going and get the money and get the approval. So we finally got this home audit going, a test questionnaire. We worked on it for six months before results were released.

I speak particularly of Avon. We were auditing the cosmetics in the home. Bill Bowden was a department store man. He was a consultant to many of the department [stores], telling them

COREY: when to advertise and when to do this or that. Although he worked for the Times, he was the one man that they sent out to the departments, not to sell the advertising but to help them out on different things. Well, when Bill saw that Avon was leading in cosmetics, he just screamed to high heaven. He had never heard of Avon!

[Laughter] We worked six months, and we had to prove a lot of things before anything was put out.

DOUGLASS: Let me ask something about how you did this. Did you go into a home on one particular time to look at what kind of cosmetics were in the home?

COREY: No.

DOUGLASS: Did you do the whole thing?

COREY: We did the whole thing.

DOUGLASS: Did you literally open cupboard doors and look at the boxes on the shelves?

COREY: Yes. If an interviewer did five a day, she was doing well, depending upon the items we were checking and the homes. In those days, we certainly had good interviewers. Did you ever hear of [Valerie] Valley Knudsen? Of the Knudsen Creamery family?

DOUGLASS: Yes. The Knudsen family.

COREY: She was the first lady of the Knudsen Creamery. I will never forget. One time I was in a meeting. We were talking about doing a survey, an entirely different survey. She spoke up and said, "I know they can really ask those questions. I had a lady come to my home and before I knew it I was going through everything in my home. I was going through the wine cellar! She even saw the brand of the slip I was wearing." [Laughter] She went on talking, and she said, "You know, I spent hours with her." Naturally, in a home like Valley Knudsen's it would take hours. She said, "But, you know, I cleaned out some of my things as we went along, and she helped me." [Laughter]

I could have blessed Valley for saying that at the time because it was the right thing to say at the right time with that particular group of people. They were almost thinking that we couldn't do a fifteen-minute survey, and she came in with that comment. Of course, it was one of our people from the home audit. The respondents received a gift. We gave them a [copy of] Elena's Cookbook. Elena Zelayeta. I don't know if you ever heard of her or not. She

is no longer living. She was totally blind. She was the most wonderful woman I ever knew. She founded Elena's Frozen Foods, and they are still in existence. Her son, Larry, runs it. She was the most wonderful cook.

DOUGLASS: So her cookbook was the prize.

COREY: Yes. I think I have a copy of one down here. Elena wrote a number of cookbooks. We gave this particular one. Among the people who helped her develop her cookbooks and tests were the home economics people at Sunset magazine. She was an outstanding speaker and just a wonderful, wonderful woman. She gave cooking lessons for the Times. At that time, they had their cooking school. Marian Manners was the head of their home economics department. They had cooking schools once a week. Elena, who lived in San Francisco, would come down and conduct some of those cooking schools.

The first time I met her was in San Francisco. I met her through the home economist at Sperry Flour Company. She took me to her home. Elena was having a dinner, and she was boning pheasants or something like that. Such precision and everything, I never saw. It was a

wonderful meal. There were a bunch of home economists there. At that time, there were county fairs, and they had been judging foods and things and cakes. They brought some to Elena. There was a whole row of cakes in the shape of little lambs. Do you remember when they baked cakes with the shape of lambs? [Laughter] They must have had eight or ten lamb cakes.

We pushed the cookbook, and it was a great help to her financially because we did 6,000 interviews a year. We ordered 6,200 cookbooks; we needed some extra ones. That was a great help to her. She had several. I have all of her cookbooks. This was her original one. It was very popular. It wasn't too heavy. It was a popular gift. Of course, it was only a token of appreciation. We couldn't expect to pay for the time.

DOUGLASS: I still can't quite picture how you did this without limiting it in some fashion. It is inconceivable to me that someone could walk into a home today and cover everything. You feel you could then?

COREY: We did do it.

DOUGLASS: How much time did you take?

COREY: I said five was a very good day. Mostly, they didn't average over four a day. Usually, the interviewers would not stop for an hour lunch. They would just have a sandwich in the car. If they could work in some areas, they would start as early as 8:30 [A.M.] and work to 5:30 [P.M.]. It was often a three-hour interview. I imagine Valley Knudsen's was four or five hours.

DOUGLASS: These were not by appointment. They just knocked on the door.

COREY: They just knocked on the door. We had a good sample set up. I had a consulting statistician set up the sample because I wanted a very good sample. Dr. Ray Jessen helped us in drawing the sample. We kept a record of who we called on. If we didn't reach them the first month, we would go back. So there would be recalls.

We didn't try to get into the slums. If you want to put the socio-economic [levels at] A, B, C, D, we might say the As have everything they want and could get all of them at the same time. They can get a new car and take a trip to Europe the same year. The Bs have most of everything they want, but they may not get

everything at the same time. The Cs are certainly not living hand to mouth. The Ds have all of the necessities but none of the luxuries. We went that low in the socio-income scale.

We didn't have so many homeless then. The people living six or seven to a room, we didn't get to. For one thing, generally speaking, those people were not important to the advertisers at the time. We had some men who were very good interviewers, and we sent them into the more dangerous areas.

Also, it was very difficult sometimes to get into the guarded gates of the very wealthy areas with a housekeeper. Sometimes we had more refusals there. There were a few times when we could take an interview from a housekeeper. Mainly, we explained the purpose and what we were trying to do and how important this was to the businessmen of Los Angeles County. The interviewer had her card and a letter explaining who we were. You would be amazed at the number of very well-to-do people who called us back and said they would like to be interviewed. Big estates in Brentwood and Bel Air. Valerie

Knudsen just let somebody in who rang at her doorbell. It was just amazing.

DOUGLASS: How do you account for that?

COREY: I account for that that we had very good interviewers. They were well dressed and pleasant. They didn't smoke in respondents' homes. They carried a letter of identification. A card. They had a gift. The respondents liked the gift we had chosen. People liked to be interviewed, of course. [Laughter]

[End Tape 3, Side B]

[Begin Tape 4, Side A]

COREY: You were asking about getting in and doing all of this. Some people would say, "Why do you have to see that?" The interviewers would say how important it was to the manufacturer. "It means so much more if we say that we actually saw the product in the home." Sometimes we would say, "We just want to check to see if you have the new packaging or the old packaging." [Laughter] The same thing with labels on clothes. "We would like to see if you have the new thing they are putting on there. Items we covered included: food products; clothing for men, women, and children; household items such as furniture, linens; as well as cars and liquor.

DOUGLASS: This must have been quite an expansion of your staff?

COREY: Oh, it meant a big expansion. It was not a cheap survey in those days for the Times. They were spending a great deal of money, but they were keeping their advertisers happy. The Times went after circulation, and the Daily News, which was a paper in Los Angeles at that time, went after advertising. When the war was over,

the Times could get its advertising back, and the Daily News didn't have the circulation. They folded.

DOUGLASS: How long did you have the contract for that, Mrs. Corey?

COREY: I had it for over twenty-five years. I had it until after I made the merger with CEIR [Corporation of Economic and Industrial Research]. And then I stayed with them for five years. When I left, they lost it. I never lost it.

DOUGLASS: How long were you at that Melrose Place address?

COREY: I was at Melrose Place for at least twenty years. While I was at Melrose Place, at first I just had the one building. I expanded to the one across the street. We had space in another little place. At one time, I had as many as fifty-five regular people on the staff in addition to the part-time people we called in. I stayed there until I merged with what became CEIR. It may have been twenty-five years.

DOUGLASS: In 1961, you merged with CEIR, which later merged with Control Data.

COREY: Then it was about twenty years at Melrose Place.

DOUGLASS: Then you moved to Wilshire Boulevard?

COREY: Then we moved to Wilshire.

DOUGLASS: When did you move to Victoria Avenue?

COREY: I moved to Victoria Avenue after my five years with CEIR. They wanted me to sign another contract for three years. I thought I was going to retire. Victoria was my home. I was living there. The first day I wasn't at CEIR after my contract was over and I decided not to go on, I had a call from a client who wanted to know if I could personally handle something for him. The next day I had a call from two more clients wanting to know if I would handle something. So I started Dorothy D. Corey Research.

DOUGLASS: That was in '65 you established that.

COREY: I didn't intend to. It just happened that way. After we went along some time with Dorothy D. Corey Research, CEIR was not able to keep many of the accounts I had. They didn't pay the state corporation taxes on the name Facts Consolidated.

DOUGLASS: So you found out from the secretary of state's office that the name Facts Consolidated was available again?

COREY: Yes. I got it back again.

- DOUGLASS: That was in 1976. By then you had formed an association with Jewel Alderton.
- COREY: Yes. We incorporated Facts. She was brought in as a junior partner.
- DOUGLASS: Had she been working for Dorothy D. Corey Research?
- COREY: Yes. She had been working for me. I was always looking for someone who could take over if something happened to me. Entrepreneurs in the market research business are not easy to find. I am very lucky now. I have two. [Edward] Ed Canapary in San Francisco and Jewel Alderton in Los Angeles.
- DOUGLASS: I wanted to pick up the San Francisco story. You set up a San Francisco operation in 1967, called Corey, Canapary and Galanis. How did that happen? Why did you do that? Who are these people?
- COREY: Ed Canapary had worked for me in Los Angeles. While we still had the Facts Consolidated office in San Francisco, I sent Ed up there to work. He was working at the San Francisco office of Facts Consolidated. When I left Facts Consolidated as I did, being part of CEIR, we called it the Facts Consolidated Division. When

I left it, that's when I founded Dorothy D. Corey Research. Ed had a very good friend and very good researcher named [Louis] Lou Galanis. Instead of forming Dorothy D. Corey Research there, he thought maybe they could have their firm, but I would be in it. I was the senior partner with him and Lou Galanis. That was a corporation, too.

DOUGLASS: Called Corey, Canapary and Galanis. You were the president of that?

COREY: I was the chairman of the board. Maybe I was the president at first. Ed is the president now.

DOUGLASS: You are now chairman of the board, from '76 on. You were president from '67 to '75 according to the data I have. That was strictly the San Francisco end of the business.

COREY: Yes. While I didn't have Facts Consolidated then, they got it going that way. It has never come back under Facts Consolidated. It is its own organization. I wish we were one. We operate as one at times, but it is two organizations.

DOUGLASS: They have some of their separate accounts?

COREY: Oh, yes. They would have separate accounts probably even if they were Facts Consolidated, too. There would be separate accounts in San Francisco that we wouldn't do anything on down here. Just like an advertising agency does. But we work together or not together, depending on the job. Ed started with me down here when I had the large office of Facts Consolidated. He was with me down here for quite some time, and I sent him up there.

DOUGLASS: Let me jump from that to a question I want to pursue. You mentioned a contact with Ronald Reagan early on.

COREY: You mean my story about how I got him into politics?

DOUGLASS: Yes.

COREY: Actually, among the jobs that we often worked for, one agency was McCann-Erickson. Neil Reagan was vice president of McCann. Ronnie was working in "Death Valley Days." That was a Borax account. We did work on that while he was making "Death Valley Days." I knew Neil Reagan better than I knew Ronnie. I knew him through politics slightly.

I was never one to go to many of the fund-raising dinners because I worked for both Republicans and Democrats. I didn't register my politics. But very often, at the last moment, I was given a ticket and told, "We need a body. Just a live body. We won't embarrass you in any way. You won't be introduced. Can you bring somebody with you? We need two bodies. Or three bodies." [Laughter] I would be given the ticket. Consequently, I went to several Republican things, and I went to several Democratic things.

I always said the Democrats had more fun than the Republicans did. Republicans were much more sober and not so inclined to having fun. But it always seemed if Ronald Reagan came in, the whole thing took another tone. I just had the idea that he was a peacemaker and a person who could get along with a great many people. He brought along a lot of good feeling and laughter. Things seemed to go better after he had come in.

At this campaign we were working on, it was the [U.S. Senator Barry M.] Goldwater campaign, so many things had gone wrong. Ronald Reagan

COREY: had been at the Republican convention. Mostly, what I understood, they would ask him to bring some stars, some names, and provide some entertainment. This was before he was governor. It just seems to me that one time when [Vice President Richard M.] Nixon was running he gave the speech of Nixon's. He took that speech and gave it. It created a very favorable impression. Very favorable, the way he handled it.

Anyway, we were sitting at that meeting with [Henry] Salvatori and Mr. Ed Davis and [Bernard] Bernie Brennan. I had made a survey for Goldwater, and it didn't look very good for him. There was lots of grouching. They were saying what they would do. They finally asked me what I would do, and I said, "Well, I would run a candidate like Ronnie Reagan." Everybody looked at me. I said, "I mean it. I think he would make a wonderful candidate." They questioned me, "Dorothy, you are kidding. You are talking through your hat." I said, "No. I don't care what you think. That he is just an actor. He has a good impression on people. He is what I would call a candidate."

At that time, it seemed to me that TV was at the height of its importance. Campaigning was newer and people got their impressions of candidates. He handled himself so much better than most candidates did on TV. I probably made some flip remark like "All your candidates will have to become actors."

I just simply felt that Ronald Reagan knew how to sell himself as a candidate. I still think he does. I often wonder if what I said had any impression on these men. I remember saying that, and I remember Mr. Salvatori saying, "What?" And Bernie questioned me about it. These were men who were leaders of the Republican party, [in] back of raising the money. I just kid myself by saying, "I helped get Ronnie Reagan into politics." They all knew him.

DOUGLASS: But maybe they never thought of him in that light?

COREY: They never thought of him as a candidate.

DOUGLASS: Well, we will hold you responsible one way or another. [Laughter]

COREY: You can tell President Reagan that I am willing to accept it.

- DOUGLASS: That is a great story. What percentage of your work has been in the political arena?
- COREY: I would say about a third. I would not say more than that. In the early years, it used to vary quite a bit because they didn't do political surveys all the time. They would wait until election year. So some years there would be very little. In election years it would be a lot. But I think, over the years, it may not have been a third, but certainly 25 percent.
- DOUGLASS: Of that, was the vast majority of that on issues rather than candidates?
- COREY: It was on both issues and candidates. I have done surveys on candidates in Tennessee and in Nevada and in California and Washington and Oregon and North Dakota and other states. We have never handled, nationally, a presidency, but we have done the work in California for presidential campaigns. We have done a lot of propositions, a great many propositions.
- DOUGLASS: You mentioned Mr. Sheppard. How did you become involved outside of the state to the degree you are mentioning?
- COREY: Just by reference. Mr. Sheppard brought me into the Colorado one that I mentioned before. Then,

of course, I began to work for Baus and Ross. People would say, "We want to do this. Who would you recommend?" These campaign managers would say, "Facts Consolidated does good work." It was all by recommendation. One way or another, they would hear about us.

DOUGLASS: What firms used you in California? Of course, Baus and Ross. And the Braun firm used you, I gather.

COREY: I worked some for Whitaker and Baxter. I worked often directly for the committee that was set up to elect someone. For example, I did a lot of work for [Governor Edmund G.] Jerry Brown [Jr.] and worked directly for Jerry.

DOUGLASS: Let's talk about that. What did you do for Jerry Brown?

COREY: Jerry was secretary of state, wasn't he?

DOUGLASS: Yes.

COREY: He had some friends around him. Gray Davis being one. Richard Maullin being one. They wanted to promote Jerry and believed that he could go beyond that. While he was secretary of state, they began making surveys to see what issues were important and what candidates were connected with them. They kept publicizing

Jerry. They made long surveys. They believed in a lot of research. Richard Maullin is a pretty good analyst. He is in the research business today. When Jerry was governor, Maullin was the head of the environmental agency.

They just wanted to keep abreast with all the issues and candidates. So I kept doing the surveys for him. They used to laughingly say, "We know Dorothy's work is OK because we know she is not a Democrat." People started giving me elephants, and they would see all the elephants all around. I would say, "I am not a registered Republican." And I'm not. The first thing Jim Sheppard's law firm did was always to check how someone was registered. Whether to serve on a jury or whatever, that is the first thing they checked. So I decided that I wasn't going to register.

DOUGLASS: You declined to state?

COREY: Yes. I decided that I wasn't going to register my party. Nobody could come down and decide, "Well, we don't want her to do this or that because she is a Republican or a Democrat."

DOUGLASS: If we talk about candidates, did you do more for Republicans?

COREY: I probably have done more for Republicans than Democrats, but I have done a lot for Democrats. Martin Pollard was another person I met that I would have to say was very important for bringing me in for a lot of work. And he was a Democrat. Jim Sheppard was a Democrat. The man I was trying to think of earlier was Robert Fenton Craig. Dr. Craig. He was an expert at USC [University of Southern California]. He was another one who brought me into a lot of Republican things. Martin Pollard many times was supporting a Republican. Not many but occasionally. And so was Jim. Because some of the Democratic candidates, they just couldn't go for.

DOUGLASS: Now who was Martin Pollard?

COREY: Martin Pollard was an automobile dealer in the San Fernando Valley. He had Chevrolet, Oldsmobile, and Cadillac agencies. General Motors [Co.] said that he was probably the best dealer they ever had. He made a great deal of money out of his agencies, and he made it before income tax was such a problem. I think his

agency sells Oldsmobile, maybe the Chevrolet, and I know Cadillac is still going. He is no longer living.

DOUGLASS: I picked up that you were involved in the campaign of Kay Parker, who was a judge.

COREY: Oh, yes. That was with Jim. Kay Parker was Jim Sheppard's secretary when I first met her. And she was ambitious to do other things. She eventually became a municipal court judge. Then she decided to run for superior court judge. Jim called me one day and said he was going to be her campaign manager, but he wanted a co-campaign manager. Would I be the comanager with him for Kay Parker? This was nonpartisan for a superior court judge. And it was a woman. I was never a chairman before. I thought that would be fun. So I said, "Yes. I would."

We won the election. She remained a superior court judge for years and years. In fact, after she retired after age seventy-five, they kept her busy a good deal of the time. It has just been in the last year or two, when Kay has not been well, that she has not been working.

DOUGLASS: So that was one time when you were more of a participator.

COREY: I learned quite a bit about campaign management. The Times didn't back her in the primary. They said they didn't think that men would back Kay. I made a survey and found out that there were more men for Kay than women. Women don't have the sense to back a good woman. I took that down to Kyle Palmer, personally. Norman Chandler was still alive, and I took it to Norman. I said, "You don't want to be on the losing side. You'd better back a winner."
[Laughter]

DOUGLASS: Did the Times back her?

COREY: Yes, in the final, but they didn't back her in the primary. I learned how difficult a candidate was to handle, too. Kay was practically not speaking to either Jim or me when the election was over and she was elected to the superior court. Of course, in a few months she forgave us. [Laughter] She was used to running her own life pretty well.

DOUGLASS: And you had been telling her what to do?

COREY: Not only telling her what to do but when to do it. "Seven o'clock breakfast meeting tomorrow

morning, Kay." I wanted you to know I am successful campaign manager.

DOUGLASS: I understand. You had a winner and you made her win. What I am trying to get at is you are either being a subcontractor or what I call the "lead agent" or the sole agent. In the political arena, was most of your work as a subcontractor and not as the lead agent? You would do the polling for Baus and Ross.

COREY: I worked for them completely, but, nevertheless, we set up the sample and developed the questionnaire. Of course, we developed it with their help, defining the problem, which I told you is the main thing.

DOUGLASS: I didn't mean in the sense of control.

COREY: Sometimes in our business they think of the contractor. . . . For example, we would handle the interviewing and not have anything to do with the entire thing. We acted as an independent organization.

DOUGLASS: And then sometimes you did a straight-out contract for the candidate. You would work directly?

COREY: Yes. We were the supplier in any case. Sometimes we were hired by the political

campaign managers and sometimes directly with a candidate. There was usually a "Committee to Elect" formed. Usually, the billing went to this committee. But in the case of campaign firms like Baus and Ross the billing went directly to them.

DOUGLASS: This was probably true across-the-board, when you did marketing research or other things. Is this true in general?

COREY: In the early days with General Mills we worked directly. If we worked with any of their agencies, they told the agency they wanted the agency to work with us. Sometimes, if the agency decided to do anything on their own, they would hire us because they knew we were very acceptable to General Mills. That was one of our clients.

Today we work more and more with the manufacturer or the advertiser direct rather than with the agency. We never refused to work with advertising agencies. My early training was with Elmo Roper. Elmo didn't like to work with agencies in any marketing thing because he did marketing research. In addition to the Fortune poll, he did marketing. He liked to

work not with the agency because he thought that the agency was always protecting its own decisions and opinions and, indeed, some of them sometimes are and some of them aren't.

You know, when you are in the research business you don't know what answers you are going to find. You are out there trying to find all the good points you can find and the bad points. If the agency has made the decision to say something. . . .

I think I told you about one big oil company. The agency had a new marketing researcher who would come out from New York. He made a big decision about what to do with the oil company's--not the gasoline but the oil--and how to promote and market it. Our survey showed that it was a very bad decision, and they had lost a lot of ground. The things they were saying were not believable and so on. I guess it was the first time I ever had a man come to me and ask me to delete all of that from the report. My right-hand man at the time was Charles Lowell Bigelow of the [John] Lowells of Massachusetts and the [Frederick Southgate] Bigelows of The Saturday Evening Post, and

COREY: Charles was so indignant that I thought he would die on the spot.

As I say, we were always purists. I was not going to do it anymore than Charles, but I thought maybe we could be a little tactful with our clients and not just shoot them down and tell them to go to hell. Maybe there is a tactful way to do that, but it is very hard. There is not a tactful way. I have never discovered it. We had to say we couldn't do that because his boss had paid for all that work. The oil part of the survey was at least a third of it. They expected a complete report. We would have had to revise the questionnaires. Even if we had been willing to do it, it wouldn't have worked. When you begin to make changes and cheat, almost everything has to be altered. But we lost the account. To this day we haven't worked for that oil company again. We were talking the other day about cheating. How you can cheat in the editing and coding or you can slant things or bias things.

[Interruption]

DOUGLASS: We were talking about what percentage of the business you were subcontracting. And I asked if across-the-board you did some directly.

COREY: As I say, we felt we were contractors or subcontractors when we were doing just part of the job. If we were doing all the job, we were doing it regardless of who was paying for it. We were hired by the agency. In other words, if the agency hired us, they usually paid for it. But, of course, for all their work they got money from their client. We really have not been a subcontractor many times.

I do believe, however, that we have worked with big engineering firms on things like transportation, highways, and so on. They wanted some public opinion for the RTD [Rapid Transit District]. They were really doing an engineering job. They subcontracted to us out of their money on that job, and we called it a contract. We never took control on that because we considered ourselves a contractor if we just were hired to do the interviewing. Usually, on these types of jobs that I am talking to you about are jobs that we took the responsibility for developing the questionnaire, for developing

the sample, doing the job, and then presenting the findings. Making recommendations as findings.

I don't think you are interested in jobs in which we just handled somebody interviewing for them and handed it back. We would have our field supervisor handle it. I didn't get into it. We did that maybe to keep our field staff busy a hundred percent of the time. We did a good job. The field director had to do a good job. But all we did was the interviewing or the tabulating or something like that. That is when we would consider ourselves contractors or subcontractors.

DOUGLASS: So your staff would expand and contract according to whether it was an election year or according to the need you had?

COREY: We have a tendency to use more part-time people today than we did. I, at one time, had a staff of about fifty-five that was full time. One of the reasons we had that many, we were doing a great deal of work for savings and loans. That was the time when they were expanding and growth was so great. They had to make surveys to get a license to operate. They had to make a survey

around the spot that they were going to locate the new savings and loan. Maybe a three-mile area around that spot for the business people to determine the need for a savings and loan there. Then we had to make a consumer survey in the three-mile radius concerning the spot. There was always two surveys necessary.

At that time, Howard Ahmanson, whom I knew politically, from Home Savings [of America], wanted me to work for him exclusively. I decided that that would not be the best thing to do. I didn't, and I worked for many savings and loans.

DOUGLASS: Was this the seventies?

COREY: No. I think that was the sixties.

DOUGLASS: So that was a lot of business for you. Even the determination of branches.

COREY: Yes. God knows what has happened today, something bad. But before this deregulation, or whatever came into the picture, they went from that determining need and began to depend more on the amount of capital. And they didn't care where they put it. They let them put a savings and loan anywhere, if there was enough capital in back of it. So we didn't make so many

surveys. But there was a time when we just had a full staff going on savings and loans.

I had several people on our staff, a Dr. [Joseph] Clausen, who later went with Glendale Federal Savings and Loan [Association], as the head of research. And a man by the name of [Benjamin] Ben Fernandez, who was very good at presenting the case with the research and being successful in getting the savings and loan. In the last two presidential campaigns, Ben has run for president in the primary. He has run on the saying that he is the only Republican that can get the Hispanic to vote Republican. But he didn't get anywhere. He was very knowledgeable. He learned it at Facts Consolidated. In fact, when he came with me, he didn't know the difference between a savings and loan and a bank.

Of course, today the whole thing has changed. I think I mentioned to you how Lincoln [Savings and Loan Association] was founded by these very fine people. Martin Pollard had a savings and loan, and he combined it with Lincoln. Martin, of course, was a Democrat. Roy Crocker, who founded Lincoln, was a

Republican. Finest people, conservative company. I don't even want to know the story or want to know of what happened at Lincoln. It just makes me sick.

DOUGLASS: Let me ask a few general questions. I think you partly covered this, and that is during this fascinating period you have been in the business, what has been the nature of the technical changes? We made the obvious point that you went from card punching to computers.

COREY: [Laughter] We started with a pen and pencil, but we did have a slide rule. I have been through everything. It is really good to know how to make a hand tab. Some of us old-timers know how to make a hand tab and make it fast and accurately. Some people today don't have the slightest idea. Some of them can't even multiply six by ten.

DOUGLASS: By hand tab you mean actually doing it by hand.

COREY: Yes. For example, if you want the results by men and women, you can sort the men and sort the women and count. Know how to make the count.

Let me say that big survey that I made in Denver, statewide, and set up and did it there, I hand-tabbed it and put all percentages on with

a slide rule myself. I hired people to hand tab. I think we made that survey in about five sections of the state so we would have a special report for each section. The interviews had to be divided geographically. We had several breakdowns that had to be tabulated. I know one was men and women. Another was income. One was political party. We didn't have race. We hand-tabulated that. And that mile-high atmosphere, I never worked so hard in all my life.

DOUGLASS: When was that?

COREY: Jim Sheppard had brought me into that.

DOUGLASS: About what year? Do you know?

COREY: It was in the forties.

DOUGLASS: It was a statewide survey, but I don't think we caught what the subject was.

COREY: It was a proposition. The passage would have benefited the older people. It tied in the sales of liquor with the income of the older people.

DOUGLASS: Was it a tax on liquor?

COREY: It was a tax on liquor and a tax on bars and a tax on everything connected with it. Of course, my clients were against it. Whether it was the

conservative Mr. Sheppard or a Republican, they were the ones who were against it.

DOUGLASS: Your survey was to determine how to go about a campaign?

COREY: Help them to find out how to defeat the proposition. The surveys were on how to win the election or help a candidate to win the election, how to defeat a proposition or to pass a proposition, that's the bottom line. That is what you are doing. You have to think about all the things that may help them.

For example, you want to think about the issues in Palm Springs. The issue is either going to be rent control or revitalization of Palm Canyon. All of these issues. What stand should the candidate take? They may want to take their own stand, regardless, but they ought to know what effect it is going to have on their campaign. Those are why you get into all the issues.

[End Tape 4, Side A]

[Begin Tape 4, Side B]

DOUGLASS: What was the utilization of your surveys in the campaign?

COREY: In a proposition we used to use this technique. We would give them a card and say, "Here are what people who are for this proposition are saying." Maybe there would be ten things on this card. We would ask them how they felt about each one of the issues. We would also give them a card and say, "Here is what the people who are against the proposition are saying." So they would look at the for and the against. And each for would have an against, and answer. Or each against would have a for. And with which of the ones do you agree the most? We didn't ask them to be absolute, but which one represents your thinking.

Then we would ask, at the end, which of these would be the best one FOR or which one do you think is the best argument AGAINST? Very often we found things that the campaign manager had not thought of. Sometimes they found the issues they thought were the best were not an issue at all or even a bad idea.

- DOUGLASS: So this altered their plans. How to pinpoint issues.
- COREY: I think Herb will tell you about one time they even took down the posters they had already gotten up and redid the posters.
- DOUGLASS: I will have to get that from him. We were talking about technical changes. Maybe I have overlooked some other ones. We were talking about hand-tapping.
- COREY: Of course, the biggest change has come with the computer and the various programs that have been worked out with the computer. The other changes come with the marketing researchers having more and better statisticians.
- DOUGLASS: That deals with the analysis of what you are coming up with?
- COREY: And also ideas for setting up samples and all that sort of thing. And the use of sampling as the government is using it in many ways. Rather than making a census, they are using a sample. Of course, a sample is made on the cost of living. That isn't a complete census. It is sampling. The statisticians have given of their knowledge and have been very helpful. The sociologists have given us knowledge on how to

use rating scales. The psychologists have given us ideas about motivation and how to get at what is motivating people and what they really think about it.

We have used in our development the skills of the statistician and the sociologist and the psychologist, and certainly of the person who is sensitive to the art of asking questions. All of those things have contributed. I don't know what we would do without a computer.

DOUGLASS: But you did, didn't you? [Laughter]

COREY: The computer is our right hand today.

DOUGLASS: Is it really the key because you can massage your information so much better and accept more information?

COREY: Yes. You can make numerous correlations and all kinds of correlations very quickly and inexpensively. You can use various tests to determine the validity and the accuracy of your work, as one question relates to the other. It just makes the material so much more flexible and usable. When time is of the essence, it is such a help. I really don't know of a survey of any size--maybe if you have a very small survey of one page, a sample of 300 or so, or you don't

have time to put this on the computer and you do it by hand--we simply could not do the work for the Register today, for example. By the time we got it done by hand, it would be too late for them to do any good. That, of course, has been the great thing with the political surveys.

There are other techniques. They are interviewing directly on a computer. The interviewer sets up the computer. She puts the answers right on the computer.

DOUGLASS: As they are coming right across the phone?

COREY: She puts it on the computer. That is speeding everything up. Then, of course, there are some things where you get these calls by computer. They are not very usable because people don't like to be interviewed by a computer voice which is easily detected. They can get the voice. For example, there is something in marketing. This Lundberg Survey on the price of oil and gas. Those people know what they are doing. They give their answers across the country to a computer with service stations that are set up to take part in that survey. But they know what they are doing. They know in advance if they are part of the sample or part of the control.

The focus group interview is used a great deal. I have talked some about that.

DOUGLASS: You have not much on tape.

COREY: It is used in political work a great deal. It is something like brainstorming. You get a small group. It is recorded, but instead of one to one, you would have fifteen people. Let's say your candidate is going to come out for something very new and startling. Before you make a big survey or quantify anything, you may want to help formulate the concept or how it could be used. You use a focus group. That is an in-depth survey. Mainly, you want to get the people talking to each other. The person who is the leader guides it, but they try to bring out the other people.

DOUGLASS: In other words, you throw on to the table a new concept or a change. And there is a leader to facilitate these people reacting to this.

COREY: Yes. Maybe one of the first times it was used was when [U.S. Senator] John [F.] Kennedy was running for president. He had many focus groups made on the subject of how they would accept an Irish Catholic. In great depth, to try to get the real biases and motivation. I believe as a

result of that the decision was made among his advisers that it would not be soft-pedaled. It would be brought right out and be very open about it.

For example, he had a campaign to win in the coal-mining districts, and it was not a Catholic area. They were hard hats down there. They were very doubtful that they could carry that state or carry people like that. Well, they talked very honestly and talked about the meaning of religion and that they should never be afraid of religious belief. They were Americans first. That was met, and they used a technique they called simulation technique (simulmatics). Various groups would be simulated, such as Jewish, Protestant, black, housewives, and so forth, and interviewed using the focus group technique.

The focus group is used a great deal. A focus group usually lasts about two hours. It is put on tape. Sometimes it is on video, too. Some people want to see the expressions. It is used a lot for copywriters. I think it is going to be used more and more because of the difficulty today of reaching enough people. On

COREY: the other hand, usually something comes out of the focus that you want to have quantified. It may help you develop the questionnaire.

DOUGLASS: How would you select the people to be in a focus group?

COREY: There, again, it depends on the problem. We are going from politics to the ridiculous. The first focus group I ever listened to was on mayonnaise. It was conducted by a professor from Rutgers [Rutgers-The State University]. I have never forgotten it. I think about it every time I open a jar of mayonnaise. I never learned so much in all my life. He was an absolutely wonderful interviewer. He acted so ignorant. They were housewives who used mayonnaise. That's how they were selected. He found out more about mayonnaise than I ever knew existed. The client was Hellman's Mayonnaise, and they decided not to use the name Hellman's in the West. They never have to this day.

On a political survey, you will usually have more than one focus group. You may have blacks. You may have Hispanics. You may have whites. Depending on the problem, you may have young voters, middle-aged voters, and older

voters. Usually, they do more than one. In fact, some good focus-group interviewers don't want to do less than three, because they think they can't make a report using one group.

DOUGLASS: Is the theory behind this that you gain more in having an interchange among people than, say, the face-to-face interview?

COREY: Yes. And sometimes even new things can come out. The idea of using lemon as a rinse on your hair came out in a focus group. Some woman said it.

DOUGLASS: You get new ideas.

COREY: You get new ideas that are absolutely different. For example, if you don't know what you are going to price a new product for, a discussion in a focus group can give you a great deal of very useful information. Sometimes you may even want to know where you want it displayed in the market. Should it be over in the frozen goods or in the deli section? There are all types of things you can explore.

A big motion picture company will use focus groups. They are inclined to think that anything you do with research is something they are paid to do themselves and can do better. A

director or a writer. They think they set the pace rather than ask the public what to do. I remember doing a focus group for a director-- this was done years ago--who wanted to call his film "Christ in Concrete." People were absolutely shocked that anyone would want to call a picture "Christ in Concrete." So he dropped the idea. He got a new name for his film. The old one would not have sold. He got a different name entirely before we really did any quantification.

With many ideas we say, "Let's put that on a larger survey and see what the numbers say." A focus group is used a great deal today.

DOUGLASS: Right. You see this as something that will be used increasingly?

COREY: Yes. I think so. Panels are used, too.

DOUGLASS: How do you distinguish a panel from a focus group?

COREY: A focus group is usually set up for one time. Panels are not used as much in political things because a political campaign only lasts a certain length of time. J. Walter Thompson, the advertising agency, had a panel for years. They had it ready. They could send out any kind of

questionnaire they wanted to their panel. They didn't have the cost of drawing a sample each time they made a survey. They knew what the panel contained. So many housewives who bake chocolate cakes and use tuna. They knew all the characteristics of their panel. It was used as a test for ideas. They would send something to the panel every month. The people who participated usually got points and at the end they could get certain things, gifts, for participating in the panel.

DOUGLASS: Would this panel be the same people or simply slots for similar kinds of people?

COREY: Yes, the panel was the same people. You tried to keep it, but you have a turnover because people move or die or decide to go out of your panel. As you see, a focus group and a panel are not alike at all.

DOUGLASS: So the panel periodically receives information.

COREY: It is done by mail. They want to set up something whereby they can quickly get some reaction to something. They have the mailing list. All they have to do is send it out. They know the cross section they have in their panel. Their panel is earning points and is going to

cooperate. They take people out if they don't think they are telling the truth. In the beginning they tell them, "The only value you have to us and what we are doing is that you tell us what you really think. We do not want you to praise our product." American people are very good about that. Actually, the Hispanics are so polite that they don't want to condemn anything. They don't want to say, "That stinks."

DOUGLASS: They don't articulate any negative feelings they have?

COREY: Yes. It is hard to get them to. Maybe if people are on a panel too long. . . . I remember one woman and a friend. I came to her place and I brought some things for her that I thought she needed. I guess I bought the wrong brand of toilet paper. She said, "Oh, you should have bought so-and-so." I said, "Why?" She said, "I will have to tell J. Walter Thompson why I changed brands." [Laughter] You see, that is one thing an advertising agency might have this panel set up for, to measure brand switching.

There is nothing we can't do for you if you want to find out. We will just find out everything about Claremont College. How many people would go there? How many people would give money? How many people would send their children? How many people would give to a building? Would they prefer to give it to scholarships? Or would they give it at all? Do they think private schools such as Claremont should exist? You can just go on and on. What you want to know or anybody wants to know, I promise you we can find it out. I have worked with one of the schools of that group.

DOUGLASS: Did you work for Harvey Mudd College?

COREY: Yes.

DOUGLASS: Was that in conjunction with fund raising?

COREY: Fund raising. I worked with Ted Braun on it.

DOUGLASS: He was on the board. That's interesting. I was going to ask that particular question. Were you doing a survey to see what kinds of people might be apt to donate to the college?

COREY: Our sample was the people who had the funds to give. How they felt about giving. The kind of things they would give to. So that Harvey Mudd College would not scatter its shots but would

aim better in fund raising. Fund raising is a very interesting thing. I remember one lady who had a lot of money and has given millions to colleges. I interviewed her in person. She said that as a child she had been taught the art of giving as well as the art of living because she came from a very wealthy family. I learned that she didn't give anything to Harvey Mudd because she didn't think they had done right by her son. They didn't cater to her. I guess one of the colleges came to her and promised all kinds of things if she would send her son there. She was one that didn't give to Harvey Mudd.

But we learned that it is good to find out what kind of things people would give to. Some people want to give in a big way to a building that is named after them. Norton Simon told me that he would never give for buildings. But then he bought that building for his art museum in Pasadena. [Laughter] But Norton wanted to give to people who had talent. A great guy, in many ways, as a giver.

DOUGLASS: I want to get back to political polling because this has been a question every time there is a major election. What is the effect polling has

on the outcome of elections? Also, the fact, as you mentioned, that political polling is more of a challenge because you have a defined time period in which you must accomplish certain things and it is an ever-changing world.

COREY: Of course, if we are predicting the election, which is something that is really not necessary, that is the least useful thing we do. Actually, we should find out things that will help our client. We wouldn't work for any client if we thought it would be harmful to the state or the country for him to win. While we are not promoting him in anything, we should find out anything that might hurt his chances, anything that should help his chances, and we should do a thorough job. Of course, those are not polls that are published. It is the published polls that would effect the results of the election.

Even then, the least useful thing we can do is try to predict the election because people go and vote and then you know the outcome. I am much against networks coming on at five o'clock [in the afternoon] with the results from their exit polling. We did it once for a network, and we decided never to do it again. We have turned

down requests from the networks for exit polling. I don't think there is any social usefulness or business usefulness or anything else that makes it necessary that one network must scoop the others. The way the time schedule is, if it does have any effect, it is an immediate one. They say, "My candidate has already won or lost, so there is no need for me to go to the polls." I really am not an expert on them.

But George Gallup did a lot of research into the effect of polling on voting behavior. He did not think that the polls that were published a month or two months before the election [had an effect]. I do think those that are published on the day of the election [do]. And particularly if one candidate is way ahead, they say, "There is no use for me to vote." Or either way. "Well, my candidate is winning, I don't need to vote." Or, "My candidate is losing, and my vote will not do any good."

So I think it gives people an excuse. I don't think anything should be published until the polls are closed. Nothing should be put on the air. As far as I am concerned, that is just

COREY: a rating game with the networks. That is not my purpose in doing research. I really believe in research and think it can help us even more than [we think]. We are not strong enough in our voices. The distribution of goods and services is one of the most important things in the world today. We should not be doing silly things. I remember Jim Sheppard saying to me, "Dorothy, how can you be interested in finding out whether Scott Paper [Co.] should have their toilet paper pink or yellow?" I'll say that is more important than finding out so that NBC can tell the world fifteen minutes before CBS who is going to be elected.

I think that is the silliest thing. I don't want to be connected with it, and I don't have to be. There is plenty of research, and we can do good research for candidates and issues. I don't want to be doing work for just Republicans or Democrats or any one party. I wouldn't work for anybody that I thought would be a bad person to have in office. I have turned down a few.

DOUGLASS: I was going to ask if you have ever turned down a candidate.

- COREY: Yes. I have. In California, it was [Assemblyman Tom] Hayden. I just didn't think we needed him. And I don't think we need him today. Even Jane Fonda doesn't need him anymore. [Laughter]
- DOUGLASS: Let's keep it political. Have you ever refused to work on a ballot or a local issue? I am thinking more about when the approach you were told you had to take was a problem in that you felt it was not ethical.
- COREY: No. I don't think so. I told you about the one that Herb Baus worked on with the golf courses.
- DOUGLASS: "Keep California Green"?
- COREY: That is the closest we ever came to fooling the public. Most of these propositions have pretty good reasons for and pretty good reasons against.
- DOUGLASS: I was thinking more about the manner in which you were approached. You are obviously asked to do a survey by one side or the other. Did you ever have problems with the way in which these people were functioning?
- COREY: The answer is no. Our integrity is all we have and there is no way we could put a price on it. While no one has ever offered us ten billion

[dollars], the answer has always been no and always will be.

DOUGLASS: Anything recently?

COREY: Just recently. I thought, "Gee, I wouldn't work on that one."

DOUGLASS: There are some new ones.

COREY: Screwballs. We just don't have to work on those.

DOUGLASS: Maybe you are not even approached by those people.

COREY: Basically, we are not the type of firm who would be approached on that. We do have the reputation of being a very conservative firm and a quality firm and not the cheapest. We are not out to get business like that. We have gone pretty far to the esoteric. As I say, I did a lot of work for Jerry Brown. If you spend a whole afternoon with Jerry, having him question you. . . . And, you know, when he gets anything, he will ask you a thousand questions. So that's proof that I have gone from A to Z, the whole scale of things. [Laughter]

DOUGLASS: Maybe this brings us back to something at the end that I wanted to ask you. That is, the whole idea of professionalization of the kind of

work you do. You did speak, early on in the first interview, about your thinking that there was a need for certification. Am I correct in that, to begin with?

COREY: I do think so. There are several reasons I could give. Maybe making surveys is not the most difficult thing in the world to learn, but, nevertheless, it takes some skills and knowledge which everybody doesn't possess. As I say, people would not think of saying, "I can build the Golden Gate Bridge." But they think they can make a survey. They have no idea about how a sample is drawn. They have no idea about wording the questions. It is evident. Most of the surveys that are mailed out by our congressmen, the questions are worded so that they guide the answers. There is an art of asking questions.

Actually, the only good a candidate can have in having a biased survey that shows him ahead is maybe if he is going out to raise money. It is not going to help him win, but it may help him raise money. Well, I am not interested in that. In all of the things that go into a survey--and there are many things--the

survey is only as good, speaking in a corny way, as the weakest link.

You simply have to know something about the wording of questions you ask. You have to know, first, something about the defining of the problem so you really know what you are doing and what it is about. In that way, selecting the techniques, selecting the right kind of sample, developing the questionnaire, pretesting the questions and the words so that the people understand the wording of it--there is error just because people don't understand the words that are used, not just in the bias that might be put in the question--and the whole thing of the analysis. People come into it just because they are interested in it. The kind of person who might be a president of a company or a college professor and say, "I can do that." Well, I am sorry. He can't do that.

It is a thing that sometimes people don't realize they don't know how to do it. I say it is something like the art of interior decoration. Every woman thinks she is an interior decorator, and she doesn't know that she isn't. And, of course, the client wastes

- COREY: his money. I don't know how much money is wasted around election time by surveys that are made. As I say, maybe they help the client raise money.
- DOUGLASS: How would you go about a certification program? Do you have any ideas on that?
- COREY: We can do about the same way lawyers have done it and accountants have done it and even beauty operators. We have the American Marketing Association, and we have the American Association of Public Opinion Research. We have an organization which is an organization of people who are suppliers and own marketing research firms. It watches legislation that might hurt surveying, like not allowing certain things. I am sure we could introduce some kind of legislation that research organizations would have to be certified in order to practice. Lawyers decided that they had to pass the state bar.
- DOUGLASS: So you would have a state board and a certification process?
- COREY: Yes, certification. A beauty operator has to pass. A masseuse has to pass. We are doing something, and any person can print up a name

and address and say they are a research organization and decide they are going to make a survey. I have known five or six, over the course of all these years, who have done just that. I have had surveys brought to me that were absolutely false and were a complete waste of money.

DOUGLASS: Are you referring specifically to the political realm or are you talking about all market research here? In terms of your feeling there should be certification.

COREY: Yes. I remember one political survey. The candidate sued the firm that made the research. They didn't pay them, and they sued them. That was a political survey, and that was in Los Angeles. I don't know what the man did who did the survey, but it was totally wrong.

DOUGLASS: They sued him for incompetence, I gather.

COREY: It was misleading. I think he thought, again, that if he brought up something that made his client look very good that that is what he should do. I think I have known of five or six political surveys that were done by incompetents. It has even happened here in Palm Springs.

DOUGLASS: But you think they were irresponsibly done?

COREY: Yes. They were incompetently done. They didn't know how to do it. They didn't even know how to make any tests. One thing you can do if you are not surveying Democrats or Republicans--if you are surveying a whole cross-section--you can at least ask people how they are registered. I told you once that a survey that a college professor made was brought to me. It was for a statewide election, and he never asked about the registration. You couldn't analyze it because you didn't know how much his vote was from the Democratic party and how much was from the Republican party. He had absolutely no factual data.

Usually, you can find the registration of Republican and Democrats and see whether your sample is pretty much on target. You can check it out. That is one thing I did "find" on this one that I just did in Palm Springs. We came out very close.

DOUGLASS: I am still asking, though, if you had a state board of certification, would you feel that it would apply to just marketing surveys? Any kind

of surveying? Or would you limit it to political surveying?

COREY: I would not limit it to political surveys for one reason. Most of the full-time marketing people who do political surveys do other things too. Mervin Field does a great deal besides political research, and most everybody does. There is no reason why we shouldn't be professional people and have to know certain basic skills.

We don't have to be a consulting statistician, but we certainly need to know enough about statistics to know how to use them and how to find out if we are completely off. Unless you know what you are doing, you should not be using samples and interviewing people and presenting statistical reports, because, as I said, even today you can make a mistake in the computer. And one thing would get off line and everything would be wrong, and your client wouldn't know it. The client only sees the finished report. They have no way to detect errors. You are the one who must check the figures and say, "This looks wrong," and go back to your questionnaire.

Don't you think it would make us more responsible if we were certified? You could complain. There would be someplace you could go to to complain just like you can for a lawyer or a CPA. You can be stopped. You can be debarred. I think they should base a certain thing on certain competency.

Now dishonesty is something else again. That will only come out if complaints come up. People who are doing that. But what I am talking about is competency.

DOUGLASS: In addition, though, if there is a forum like a board, dishonesty could be brought to that forum also instead of having to go to court right away?

COREY: Lawyers can't keep a dishonest person from becoming a lawyer, but you can complain about him if he can pass the bar. There is no way they can know that. I have known some people that had absolutely no knowledge of making a survey, but then they would do a survey. Very many of them, for example, I have seen forms printed in a newspaper that were very, very bad. When they got them back, they did no checking as to whether they represented even their readers.

One group might buy twenty-five papers or copy the forms and send them in. There is no way of knowing.

Being in this business as long as I have been, I could write a book on the ways you can use research to harm people. Mostly, that has to be detected in another way. But just to keep someone who suddenly decides "I am going into the research business," and without any training or competency in the field, I just think it should be put on a par with accountants and lawyers and beauty operators and barbers. And who else?

DOUGLASS: Well, there is even one for people practicing psychology who have patients.

COREY: Of course, engineers are licensed. Contractors are licensed.

[End Session 2]

[End Tape 4, Side B]

APPENDIX

Addendum Written by Dorothy D. Corey

I do not remember who first called me regarding a survey for a new entrant to the political field, who had consented to run against Jerry Voorhis (the representative to Congress from the Whittier area). The new candidate was Richard Nixon.

There was a rumor that some Republican had run a classified ad, seeking a potential candidate, but I am almost certain Richard never answered such an ad. As I recall, a Mr. Parry from a well-known Whittier banking family knew and convinced Nixon to run. He thought that Nixon's navy and scholastic backgrounds (including lots of debating) qualified Nixon to run against Voorhis. Mr. Parry considered Voorhis too "liberal" for the business community in the Whittier area.

The people I recall who worked for Nixon on the Voorhis campaign and on the subsequent one against Helen Gahagan Douglas were: Bernie or Bernard Brennan, a Glendale lawyer who was county chairman of the Republican Party; Murray Chotiner, a political analyst and counselor; Roy Crocker, a financial man; Jack Drown, a newspaper distributor; and Hazel Junkins, who did lots of the actual production and promotion work.

I must have been recommended by either Lord & Thomas, Ted Braun or James Sheppard, who (although a Democrat) was so conservative that he often allied himself in Republican causes. My only interest was to make a reliable, valid and useful survey that would have been equally valuable to Voorhis. Our purpose was to measure how well known the candidates were, what was liked and disliked about them, what the issues were, which one might be called the gut issue, how the voters perceived the candidates in relations to the gut issue, and, of course, the voting records and intentions of the candidates and other factual data such as age, income, education, occupation, sources of information, etc.--useful data in a voter's analysis of the issues.

Remember that the campaign involving Helen Gahagan Douglas was perceived by Nixon as having to be a tough one, because it is a tough position for a man to be running against a woman even today--and certainly was not a comfortable position for a male candidate in the mid-forties--furthermore, H.G.D. was a very attractive woman.

I remember that an air photo had been taken of the beautiful, expensive house and grounds of the Douglas estate and distributed under the caption: "IS THERE A HOME LIKE THIS IN YOUR DISTRICT?" And I remember testing voter reaction to Douglas' voting records as compared with Nixon's.

All of the following surveys for Nixon that we did were statewide, and many times it was rough to deliver the results because those results were not always pleasing to the candidate. When Nixon ran for California governor and was defeated--that was a particularly rough time. The time pressure was tremendous in making those surveys. Usually, a candidate will "put-down" polls if the news is bad for him, but at the same time ask anxiously about other results of polls. The whole process forced me to do my very best. Sometimes, a portion of our surveys would be released to the press (at the client's option)--often not. In the later surveys I worked with Bob Haldeman, Bob Finch, Kay Jorgenson and Herb Klein. I often had contact with Rosemary Woods because she was the one who would keep everything together.

Looking back over the years, I interviewed for Elmo Roper in a 1932 FORTUNE MAGAZINE survey. I recall that, in those days, we had to convince the respondent that we were not selling anything--that a "don't know" response was a good one as long as it was an honest one--and that he or she was picked by some random method, which explained why we might not go next door after leaving him or her. We also had to explain why we asked for personal, factual data such as occupation, education, etc. As time went on and I dealt

directly with clients, I rarely gave advice except in the interpretation of the findings of our surveys.

Incidents that remain in my memory are these: I was in Washington when the Nixon headquarters for his first presidential campaign was being opened. He and Mrs. Nixon were to appear and greet everyone in person. Knowing the long hours these volunteers and paid staff had put in, I suggested to the chairman that everyone have a name tag so that the Nixons could greet and thank everyone by name. The suggestion, so I was told, was Nixed (pun intended) as too time consuming.

It may have been in that same campaign that I suggested a more active part for Pat Nixon. I believed that she had it in her to be a great asset to Nixon--specifically, she could have softened the tough line which Nixon was taking (he always had to be so tough, if you know what I mean). Later, Julie Nixon softened his image a little. All of the Nixon campaigns were hard-hitting.

But I want to make it clear that never was there a suggestion that we try to find anything in our research but the facts--good or bad.

The last campaign run by CREEP (Committee to Re-Elect the President) to re-elect President Nixon was not like any other one. In my small niche, it worried me.

I had already learned how difficult it was for anyone to say "no" to Nixon, and here all these important people (mostly men) from all over the country were sort of competing with each other, trying to out-do each other in pleasing President Nixon by bringing in more votes, when he was already far ahead in the polls.

I guess [John] Mitchell was the top man, but I was never really sure. I am convinced that the trouble started (the trouble which led to the Watergate catastrophe for Nixon) in the way CREEP was set up and run.

I attended the Republican Convention in Chicago the first time Nixon was nominated for president through the courtesy of Robert Finch. I'll never forget it. It was my first jet ride, the first time I ever was met at the airport by a limousine, and the first time I ever saw a political convention from the inside. I stayed at the same hotel with the Eisenhowers and Nixons and most of the other VIPs. Republican VIPs came from everywhere (publisher James Copley, for example); and just seeing me there prompted them to give me several good research jobs during subsequent years--many not political, mostly media and product research. It made me realize how much women miss out because they don't have the opportunity to meet informally with the top decision makers.

Two other things I'll never forget: the long hours and hard work, stress and strain which was put on people like Bob Finch, Herb Klein, etc.; and the cost of moving a president and his entourage about. It seemed to me that incredible expense was involved in just moving Mrs. Eisenhower across the street to the Stevens Hotel. It cost a fortune! Every second was timed; floor to elevator, elevator trip, trip to exit hotel, hotel to traffic light, etc.

This was at the time Nixon flew back to New York to have dinner with Nelson Rockefeller; and President Eisenhower was so upset that he was about not to attend at all--all plans for his arrival had to be changed; everybody stayed up all night. The convention proceedings (speeches, introductions, etc.) seemed anti-climatic.

The cruelty of politics is really too much for me to tolerate. Bob Finch wanted and expected to be the GOP candidate for U.S. senator after George Murphy's first term. So many rumors had been spread about Murphy's illness that he became stubborn and decided to run again, even though he had promised to be a one-term senator. Whatever happened, Bob Finch would not run against George Murphy. So Norton Simon stepped in to give the Republicans an option. Norton lost to George Murphy and Murphy lost to John Tunney. I

always felt that Republicans had a death wish for their candidates, and this was a good example of it.

In my opinion, Bob Finch deserved and had earned the right to run as senator. His chance of winning was overwhelming. A word from Nixon to Murphy and an attractive job for Murphy in Washington was all which would have been needed to clear the way for Finch. Why Nixon did not do this for Bob--how he could have been so ungrateful, so cruel, I could never understand. Another example of the "death wish," as I saw it, occurred when they tried to substitute Max Rafferty, the former California school superintendent, for Thomas Kuchel. Speaking of Kuchel, the first time he ran, Elwood Robinson managed his campaign. Elwood said to me, "Dorothy, in Orange County they call him Kushell, but I'm going to change it to Keekle--it rhymes with people."

I didn't mention that it wasn't a very good rhyme, but we tested it out and sure enough, more people would vote for Keekle than Kushell. We always have done a lot of work in work or copy testing.

Herb Baus' "Keep California Green" tested tops for favorable voter reaction, understanding and clarity.

When Rex Gunn, then a college dean, ran for state assembly in California in 1968, he ran his own, weekend campaign. So, he used as identification on the ballot

"college dean." Of course, he refused the donation of billboards by a benefactor because he didn't want to mess up the landscape with them. So, as Rex later put it when he became more knowledgeable, "I snatched defeat from the jaws of victory." He lost by a tiny margin after the San Bernardino Sun-Telegram had proclaimed him the winner, and it was obvious that a favorable ID on the ballot or a few favorable billboards might have made the difference between victory and defeat.

But the man with the greatest political savvy of them all, Murray Chotiner, also decided to run his own campaign, and he lost, too.

I wanted to mention that I did surveys and polls on many elections in which Martin Pollard was the guiding hand. Other people with whom I worked included Sanford (Sandy) Wiener and Dr. Robert Fenton Craig. Sandy Weiner was the hope of the GOP who tried to win more Jewish people into the Republican fold. Dr. Craig, a USC professor, had has a hobby, political statistics.

Dr. Craig developed what he called "Craig's Law." This law decreed, "If an incumbent candidate could not win 45% of the vote on a Corey poll concluded in March before the June primary--he would lose." That nearly always turned out to be true, with few exceptions.

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