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FOLDER TITLE

Nixon (Misc.)

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THE WHITE HOUSE  
WASHINGTON

INFORMATION

MEMORANDUM FOR: THE PRESIDENT  
FROM: WILLIAM E. TIMMONS *W.E.T.*  
SUBJECT: 92nd Congress, 1st Session

*✓ good job*

Attached is a summary of Congressional activity and statistics for the first session. You may wish to review the score at half time.

THE 92nd CONGRESS  
1st SESSION

The elections of 1970 produced little change in the party line ups facing the President in his third year of office. The Senate ratio was 45-55 (listing Conservative Buckley as a GOP and Independent Byrd as a Democrat). Karl Mundt's continued illness reduced the Republican minority by an additional vote. In the House the session started with an opposition ratio of 254 to 179 with two vacancies (Mendel Rivers and Rogers Morton). Deaths and resignations further eroded Republican strength so that at year's end the party split was 255-177 with three Republican vacancies (Charlotte Reid, Bob Stafford and Jim Fulton).

Significant was Edward Kennedy's defeat for re-election as Senate Majority Whip. His successor Bob Byrd has been more cooperative with the Administration. Perhaps the biggest disappointment for vote counters was the failure of the Senate's "philosophical majority" to materialize from among newly elected Democratic southerners in the Senate.

In the House, younger members expanded their role through being given subcommittee chairmanships as a result of caucus decision permitting a Member to serve as chairman of only one committee. The new record teller vote system in the House probably worked against the Administration since every meaningful vote was open to public scrutiny.

The 1st session was dominated by foreign policy debates with little movement on the President's "New American Revolution."

The isolationist mood of Congress, evident in 1970, was accentuated in 1971 by U.S. balance of payment problems, the domestic economic situation and the expulsion of Nationalist China from the United Nations. Partisan Democrats repeatedly attempted to pass legislation, or amendments, designed to restrict and embarrass the Republican President. Funds for defense programs and foreign operations were reduced in favor of increased appropriations for domestic social activities.

President Nixon's first two legislative years were built around "reform" of old proposals; the third year he submitted to Congress "revolutionary" measures designed to restructure federal institutions and redirect policy toward new concepts of government in order to achieve a true partnership with state and local authorities.

Fortunately, the President's bold initiatives in establishing a Sino-U.S. dialogue; his scheduling of Summit meetings associated with it; and his swift development of measures to restore the dynamism of the domestic economy captured public attention and seized the key issues of peace and prosperity. These measures, coupled with Democratic leadership failures in Congress, frustrated the opposition. Also the President adroitly split House and Senate Democrats on a number of important issues denying his partisan opponents a unified position. The Senate was a staging area for some ten Democratic aspirants for the Presidency -- a fact which undercut a consistent counter strategy and also caused substantial absenteeism.

Unfortunately, there was little positive action on the President's great goals of revenue sharing, reorganization, welfare reform, health and environment. Nevertheless, while no wars were won, a number of significant defensive battles ended in victory for the President. The Administration won virtually all the critical and narrow votes that came to the Senate and House floors. Great difficulty, however, was encountered in getting the President's proposals through the committee system to the chambers for up-or-down votes.



ACCOMPLISHMENTS OF 92nd CONGRESS

The following list of major legislative actions were responsive in whole or part to the President's recommendations:

1. Tax Relief - Phase I
2. Economic Stabilization Act - Phase II
3. Alaskan Native Claims
4. Conquest of Cancer
5. Draft Extension - Volunteer Army
6. Military Procurement (ABM, B-1, etc)
7. Lockheed loans
8. Emergency Public Service Employment
9. Export-Import transactions removed from federal budget
10. Butz confirmed
11. Rehnquist confirmed
12. Powell confirmed
13. Debt ceiling increased
14. Reorganization creating "Action" agency
15. D.C. subways
16. Rural telephone banks
17. Health Manpower & Nurse training act
18. Extension of Sugar Act
19. Repeal of Detention camps
20. Youth Vote Constitutional Amendment
21. Reorganization Authority extended
22. Okinawa Treaty ratified
23. Interest Equalization Tax extended
24. 24 Stockpile disposals authorized

NEGATIVE SUCCESSES OF 92nd CONGRESS

No compilation of legislative victories is complete without mention of the President's efforts to defeat pernicious and restricting measures from being enacted by the opposition Congress.

Among the more prominent negative successes were:

1. Forced change in campaign dollar "check-off" provision
2. Sustained OEO veto
3. Cleaned-up and delayed Campaign Spending Reform bill
4. Twice defeated NATO troop reduction amendments
5. Defeated Hughes' Military Pay increases
6. Defeated Hatfield-McGovern End-the-War Amendment
7. Defeated Proxmire's Defense ceiling Amendment
8. Sustained Accelerated Public Works veto
9. Won cloture on Draft bill
10. Beat back congressional vetoes of federal pay deferral
11. Defeated Cooper-Church type amendments
12. EEOC cease and desist orders
13. Passage of continuing resolutions
14. Thrice watered down and once eliminated from conference reports Mansfield Vietnam withdrawal amendments

KEY LEGISLATION NOT ENACTED  
BY THE 92ND CONGRESS

1. Welfare Reform (passed House)
2. General Revenue Sharing
3. Special Revenue Sharing - Education
4. Special Revenue Sharing - Manpower
5. Special Revenue Sharing - Transportation
6. Special Revenue Sharing - Law Enforcement
7. Special Revenue Sharing - Urban Community Development
8. Special Revenue Sharing - Rural Community Development
9. Government Reorganization - Human Resources
10. Government Reorganization - Community Development
11. Government Reorganization - Natural Resources
12. Government Reorganization - Economic Affairs
13. Health - National Insurance Partnership
14. Health - Manpower Assistance
15. Health - Maintenance Organization Assistance.
16. Environment - Water Quality (Senate passed excessive measure)
17. Environment - Pesticides Regulation (House passed)
18. Environment - Ocean Dumping (in conference)
19. Environment - Toxic Substances
20. Environment - National Land Use Policy
21. Emergency School Aid - Higher Education (in conference)
22. Special Drug Abuse Office (Senate passed)
23. Foreign Aid Authorization (Senate passed conference report)
24. Emergency transportation strikes
25. Consumer Product Safety Act
26. Campaign spending reform (Senate passed conference report)
27. Pensions-Employee Benefits Protection Act
28. Minimum Wage Increase
29. Equal Rights for Women Constitutional Amendment (House Passed)
30. Foreign Aid Reorganization
31. Transportation Regulations
32. Consumer Agency (House passed compromise bill)
33. EEOC court jurisdiction (House passed)
34. Amtrak additional funds
35. D. C. Home Rule (Senate passed)
36. Federal Executive Service Amendments
37. D. C. Stadium
38. National Land Use Policy
39. Land & Water Conservation
40. GSA Lease financing



41. National Foundation for Higher Education
42. National Institute of Education
43. Federal City Bicentennial
44. Wilderness Bills
45. Wagering tax amendments
46. Salacious advertising
47. Consumer fraud
48. Pretrial Detention
49. Bail Reform
50. Narcotic Rehabilitation
51. Coffee Agreement extension
52. Highway User Act
53. Ports & Waterway Safety
54. Power Plant Siting
55. Council on International Economic Policy
56. FPC Chairman clarification
57. Joint Funding Simplification
58. Grant Consolidation
59. Transportation Assistance
60. D.C. Development Bank
61. Small Business Taxation
62. Environmental Financing Authority
62. Lost Currency Write-Off
63. Vietnam Veterans Education allowance
64. Noise Control
65. SBA amendments and Minority Business



MAJOR DEFEATS IN 92nd CONGRESS

Only seven measures reached the President's desk that represented defeats for the Administration. Several were insignificant and two were vetoed and sustained.

1. Rejection of SST funds
2. Passage of OEO bill with child care provision
3. 10% Social Security increase
4. Expansion of school lunch program
5. Airport & Airways Trust Fund clarification
6. Passage of Accelerated Public Works bill
7. Inclusion of federal pay, retroactivity and other malamendments to Economic Stabilization Act.

However, a number of other bills or amendments were passed by the Senate but "cleaned-up" by the House or Conference Committee. Among the more prominent one-house defeats were:

1. Mansfield's three Vietnam withdrawal amendments
2. Pastore's dollar "check-off" amendment
3. Allott's military pay increases
4. Muskie's excessive water pollution bill

## APPROPRIATIONS

At year's end all FY '72 appropriations had been enacted except Foreign Assistance, which is being maintained by a continuing resolution until February 22, 1972.

Overall, Congress reduced the Administration's appropriation requests by about \$2 billion. For FY 1970, Congress cut appropriations by \$5.4 billion, and for FY 1971 reduced requests by \$2.6 billion.

In FY 1972 six money bills were increased: Agriculture, Independent Offices - HUD, Interior, Labor - HEW, Public Works - AEC, and Transportation.

Eight appropriation requests were cut by Congress; the most significant were Defense (-\$3) and the Foreign Assistance Continuing Resolution (-\$1.6).

## SUPPORT

According to the research publication Congressional Quarterly, the Democratic 1st Session of the 92nd Congress supported the President 75% of the time on key votes.

This figure compares favorably with the President's support index of 76% during the 91st Congress. Eisenhower received only a 68% average support score from Democratic Congresses (1955-61). It is interesting to note that Lyndon Johnson won a 75% support record from the legislature in his last year of office.

## HOUSE

This office listed 23 key, tough Floor votes to measure support in the House of Representatives. The President won 20 -- for a success index of 87%.

In the House, 54 Republicans had support scores of 90% or better and 26 Democrats batted 80.0% or better. Representatives with the highest support percentages on key votes were:

| <u>Republicans</u> | <u>%</u> | <u>Democrats</u>      | <u>%</u> |
|--------------------|----------|-----------------------|----------|
| 1. Gubser          | 100      | 1. Hebert (La)        | 94.4     |
| 2. Mailliard       | 100      | 2. Waggonner (La)     | 90.9     |
| 3. Teague          | 100      | 3. Abernethy (SC)     | 90.5     |
| 4. Wiggins         | 100      | 4. Roberts (Tex)      | 89.5     |
| 5. Erlenborn       | 100      | 5. Abbitt (Va)        | 89.5     |
| 6. Keith           | 100      | 6. Lennon (NC)        | 87.0     |
| 7. Betts           | 100      | 7. Fisher (Tex)       | 87.0     |
| 8. Pelly           | 100      | 8. Daniel (Va)        | 87.0     |
| 9. Cederberg       | 95.7     | 9. Satterfield (Va)   | 87.0     |
| 10. Chamberlain    | 95.7     | 10. Passman (La)      | 86.4     |
| 11. Ford           | 95.7     | 11. Burleson (Tex)    | 86.4     |
| 12. Buchanan       | 95.5     | 12. Flowers (Ala)     | 85.7     |
| 13. Edwards        | 95.5     | 13. Colmer (Miss)     | 85.7     |
| 14. Pettis         | 95.5     | 14. Montgomery (Miss) | 85.0     |
| 15. Anderson       | 95.5     | 15. Davis (Ga)        | 83.3     |



SUPPORT (continued)

| <u>Republicans</u> |               | <u>%</u> | <u>Democrats</u> |                | <u>%</u> |
|--------------------|---------------|----------|------------------|----------------|----------|
| 16.                | Arends        | 95.5     | 16.              | Jarman (Okla)  | 83.3     |
| 17.                | Hillis        | 95.5     | 17.              | Nichols (Ala)  | 82.6     |
| 18.                | Bow           | 95.5     | 18.              | Purcell (Tex)  | 82.4     |
| 19.                | Brown, Bud    | 95.5     | 19.              | Hagan (Ga)     | 81.8     |
| 20.                | Ware          | 95.5     | 20.              | Griffin (Miss) | 81.8     |
| 21.                | Veysey        | 95.2     | 21.              | Fountain (NC)  | 81.8     |
| 22.                | Lloyd         | 95.2     | 22.              | Dorn (SC)      | 81.8     |
| 23.                | Pirnie        | 95.2     | 23.              | Cabell (Tex)   | 81.8     |
| 24.                | Wilson        | 94.7     | 24.              | Downing (Va)   | 81.0     |
| 25.                | Kuykendall    | 94.7     | 25.              | McMillan (SC)  | 80.0     |
| 26.                | Belcher       | 94.4     | 26.              | Teague (Tex)   | 80.0     |
| 27.                | Whalley       | 94.4     |                  |                |          |
| 28.                | Rhodes        | 91.3     |                  |                |          |
| 29.                | Conable       | 91.3     |                  |                |          |
| 30.                | Kemp          | 91.3     |                  |                |          |
| 31.                | Mizell        | 91.3     |                  |                |          |
| 32.                | Williams      | 91.3     |                  |                |          |
| 33.                | Robinson      | 91.3     |                  |                |          |
| 34.                | Collier       | 90.9     |                  |                |          |
| 35.                | Bray          | 90.9     |                  |                |          |
| 36.                | Jonas         | 90.9     |                  |                |          |
| 37.                | Quillen       | 90.9     |                  |                |          |
| 38.                | Price         | 90.9     |                  |                |          |
| 39.                | Poff          | 90.9     |                  |                |          |
| 40.                | Bell          | 90.5     |                  |                |          |
| 41.                | Hosmer        | 90.5     |                  |                |          |
| 42.                | Zion          | 90.5     |                  |                |          |
| 43.                | Mayne         | 90.5     |                  |                |          |
| 44.                | Winn          | 90.5     |                  |                |          |
| 45.                | Nelsen        | 90.5     |                  |                |          |
| 46.                | Frelinghuysen | 90.5     |                  |                |          |
| 47.                | Smith, H.     | 90.5     |                  |                |          |
| 48.                | Frey          | 90.0     |                  |                |          |
| 49.                | Hansen        | 90.0     |                  |                |          |
| 50.                | McClory       | 90.0     |                  |                |          |
| 51.                | Springer      | 90.0     |                  |                |          |
| 52.                | Wyman         | 90.0     |                  |                |          |
| 53.                | Johnson, A.   | 90.0     |                  |                |          |
| 54.                | Baker         | 90.0     |                  |                |          |

SUPPORT (continued)

Only seven House Republicans voted with the President less than 50% of the time. They were:

|    |             |       |
|----|-------------|-------|
| 1. | McCloskey   | 40.0% |
| 2. | Gude        | 40.9% |
| 3. | Heckler     | 42.8% |
| 4. | Riegle      | 31.6% |
| 5. | Halpern     | 36.8% |
| 6. | Reid, Ogden | 36.3% |
| 7. | Biester     | 47.8% |

SENATE

We analyzed 21 high visibility, tight issues in the Senate to weigh individual performance. The President won 15 -- for a success index of 71%.

In the Senate, 18 Republicans had support scores of 90% or better and 5 Democrats rated 80.0% or better. Senators with the highest support percentages on key votes were:

| <u>Republicans</u> | <u>%</u> | <u>Democrats</u>   | <u>%</u> |
|--------------------|----------|--------------------|----------|
| 1. Bennett         | 100      | 1. Byrd (Va)       | 85.7     |
| 2. Dole            | 100      | 2. Eastland (Miss) | 85.7     |
| 3. Fannin          | 100      | 3. Stennis (Miss)  | 85.7     |
| 4. Hruska          | 100      | 4. Ervin (NC)      | 81.0     |
| 5. Scott           | 100      | 5. Long (La)       | 81.0     |
| 6. Thurmond        | 100      |                    |          |
| 7. Allott          | 95.2     |                    |          |
| 8. Boggs           | 95.2     |                    |          |
| 9. Cotton          | 95.2     |                    |          |
| 10. Curtis         | 95.2     |                    |          |
| 11. Hansen         | 95.2     |                    |          |
| 12. Roth           | 95.2     |                    |          |
| 13. Tower          | 95.2     |                    |          |
| 14. Baker          | 90.5     |                    |          |
| 15. Dominick       | 90.5     |                    |          |
| 16. Fong           | 90.5     |                    |          |
| 17. Griffin        | 90.5     |                    |          |
| 18. Gurney         | 90.5     |                    |          |

SUPPORT (continued)

There were six GOP Senators who voted with the President less than 50% of the time. They were:

|    |            |       |
|----|------------|-------|
| 1. | Brooke     | 38.1% |
| 2. | Case       | 14.3  |
| 3. | Hatfield   | 28.6  |
| 4. | Javits     | 47.6  |
| 5. | Mathias    | 42.8  |
| 6. | Schweicker | 38.1  |



TOTALS FOR CONGRESSIONAL ACTIVITY

Statistics for the 1st Session are compared with the President's first two years. Virtually every record was set in 1970. The most significant exception is in the category for yea and nay votes (including record tellers in the House). It appears the 1971 recorded votes represent a new high for both congressional bodies.

|                                                             | 1969          |              | 1970          |              | 1971          |              |
|-------------------------------------------------------------|---------------|--------------|---------------|--------------|---------------|--------------|
|                                                             | <u>Senate</u> | <u>House</u> | <u>Senate</u> | <u>House</u> | <u>Senate</u> | <u>House</u> |
| Days in Session                                             | 176           | 186          | 208           | 164          | 186           | 163          |
| Public bills enacted                                        | 74            | 116          | 160           | 345          | 75            | 123          |
| Measures passed                                             | 684           | 720          | 991           | 922          | 604           | 716          |
| Measures reported                                           | 745           | 706          | 963           | 836          | 585           | 686          |
| Measures introduced                                         | 3826          | 17728        | 1640          | 5847         | 3493          | 14653        |
| Yea-and-Nay Votes                                           | 245           | 177          | 422           | 266          | 423           | 212          |
| Record Teller Votes                                         | --            | --           | --            | --           | --            | 108          |
| Bills vetoed                                                | --            | --           | 5             | 6            | 2             | 1            |
| Veto Overridden                                             | --            | --           | --            | 2            | --            | --           |
| Civilian nominations<br>other than postmasters<br>confirmed | 3961          | --           | 3292          | --           | 3250          | --           |

PRESIDENTIAL CONTACTS WITH CONGRESSMEN  
DURING 92nd CONGRESS, 1st SESSION

The President had 25% fewer personal contacts with Members of Congress through less frequent events in 1971 than in either 1969 or 1970. For the 1st session of the 92nd the Chief Executive made contact with 1,825 Representatives and Senators compared to an average of 2,484 for each of the previous two years of his Administration.

| <u>Type of Event</u>    | <u>Number of Events</u> |             |             |
|-------------------------|-------------------------|-------------|-------------|
|                         | <u>1969</u>             | <u>1970</u> | <u>1971</u> |
| GOP Leadership          | 24                      | 16          | 13          |
| Bipartisan Leadership   | 10                      | 4           | 9           |
| Cong. 1/2 Hours         | 15                      | 39          | 9           |
| Bill Signings           | 8                       | 14          | 6           |
| Other meetings*         | 87/125                  | 115/121     | 69/94       |
| Telephone conversations | 204                     | 140         | 180         |
| Meals                   | 26                      | 20          | 22          |
| State Dinners           | 11                      | 8           | 9           |
| Receptions              | 8                       | 6           | 10          |
| Worship Services        | 12                      | 7           | 8           |
| Evenings at White House | 0                       | 3           | 1           |
| Flights                 | 26                      | 20          | 27          |

\*This first figure represents meetings with House Members; the second Senate. Since many Presidential sessions were with Members of both bodies it would be inaccurate to add both figures for a yearly total.

PRESS ANALYSES

The press corps gave mixed marks to the President for progress on his legislative program and relations with Congress.

There follows some pro and con excerpts from news stories summing up the 1st. session:

PRO

"Congress has made no headway in reasserting its power; Nixon has finessed the Hill at every turn."

Peter Lisagor, Press Symposium

"This has been a very productive session and will be even more fruitful in '72."

Sam Shaffer, Press Symposium

"...a new 'eptness' by the White House in dealing with the Hill."

David Secrest, Press Symposium

"The array of victories President Nixon scored in the session's closing days is staggering."

Norman Miller, Wall Street Journal

"The victories of President Nixon over the Democratic majorities in the first session of the 92nd Congress."

J. W. Roberts

"They (White House Congressional staff) are skilled in the ways of Congress and, judged on the total Nixon record, more effective than the harassment and opposition to be expected from the majority Democrats may indicate."

John Osborne, New Republic

"Its (Democratic Congress) running and passing game had been thwarted and its opponent, that Republican squad down at the White House, was tearing gaping holes in its line."

John Finney, New York Times



PRO (continued)

"The White House has thwarted or outsmarted its opposition at almost every turn .... Congress goes home for Christmas with its tail between its legs."

John Jessup, CBS Radio

"Some observers have compared the Democratic-controlled Congress at this juncture with a dis-spirited football team at half time."

Dallas Townsend, WTOP

"The first half of the two-part match between President Nixon and the Democratic controlled 92nd Congress is over, with Nixon the clear victor."

Robert Hauvel, Cleveland Plain Dealer

CON

"His six great goals, except for the economy, are all stalled .... Indeed, one of the continuing surprises of Nixon's presidency is that Nixon, regarded as a master politician, is not very good at dealing with the politicians in Congress, even those of his own party."

TIME, 1/3/72

"Much of the ballyhooed domestic program made virtually no progress."

Spencer Rich, Washington Post

"President Nixon's successes were mainly negative in preventing the Democratic majorities from doing things he disliked. Until this month's economic legislation, he failed to get any major bills passed except for the draft extension."

Adam Clymer, Baltimore Sun

"The impression that the Administration seeks to give, that these accomplishments constitute a great personal achievement, emphasizing the President's ability to outmaneuver his partisan political enemies, is a lot of poppycock."

Ted Lewis, NY Daily News

"By the end of the year, none of the first five Nixon goals had been enacted... Mr. Nixon had difficulties with Congress on other issues as well...."

Congressional Quarterly

CON (continued)

"The 92nd Congress wound up its first session December 17th with most of President Nixon's programs left hanging...."

U.S. News & World Report

"Adjournment pressures last week only heightened the ill feeling between Hill and White House that has hampered the legislative machinery all year. Between them, the Administration and the 92nd Congress have made no significant progress in increasing public confidence in Government, limiting runaway budget deficits, or cutting down the unemployment rate .... all Nixon goals announced in his State of the Union address remain in varying stages of partisan limbo."

Time, 12/20/71

RN - THE MAN

Decisive leader

Build on the substance of leadership  
courage & strength - wisdom & vision - goals  
decisiveness - conviction - takes charge  
willing to risk popularity - accepts controversy  
stands firm for proposals & program v. opposition  
Unchallenged leader of the free world  
towers above all in field of foreign policy  
astonishing breakthroughs - historical significance

Professional President

Demonstrated capacity for the job  
experienced, hardworking, strong  
respected world statesman  
Sense of purpose - direction - leadership  
steady hand on the tiller  
Activist - does homework - not isolated  
Believable - honest  
Understands peoples hopes - idealist - concerned  
P. of all the people - respect for their needs  
national welfare above personal or political  
toughminded -  
exciting

High Goals

vision - sense of direction - Patriot - hopes - faith

Family Man

## ISSUES

### Peace

emphasize World leadership for peace  
strength, hardwork, common sense, mystique  
towers as world leader -  
VN plus global basis  
Asia, ME, SALT, Russia detente, open China  
new era of cooperation -  
allies carry their share, open markets

### Economy

jobs - 100 mill by 1980 - concern re unemployment  
export more goods, stop exporting jobs - Yankee trader  
credibility - we can be trusted with economy  
avoid old GOP insensitivity - deep concern  
confidence in leadership  
esp. Vets and Aerospace  
property tax, inflation, welfare cheaters

### Law & Order

drugs - help addicts but push the pushers  
street crime, demonstrators, FBI support  
show strong acts - P. leadership - count on P  
build up a new crime fighter to replace Mitchell



## BACKUP ISSUES

### Progressive Government

responsive to peoples' needs of the 70's  
concern w/serious issues & malaise  
poor, oppressed, tax payers dollars, education  
moving country forward - progress - solutions  
style is critical - positive, not frightening  
P. personally take charge - get things done  
language of leader - control of bureaucracy

### American Spirit

lift up their eyes - spark pride & purpose  
vs. those who belittle & run down  
drive apart, despair, disillusion  
give the "antis" the credibility problem  
leadership with flag flying - Patriot

### Miscellaneous

consumers - have some strength - Nader, Knauer  
desegregation - reasonable leadership  
avoided disruption and bayonets  
cancer, health, elderly

### NOT mentioned

reorganization, revenue sharing, tax reform  
environment, culture,  
science - desalinization, space



## DANGER AREAS

### General dissatisfaction

level of contentment overrides all else  
if bad, people will want change  
if fairly satisfied will stay with P.

### Bussing

with both blacks & whites  
we're enforcing too vigorously - max. clout

### political backlash

people are fed up with politics & politicians

credibility - can you trust P. - and any govt.)

unity - won't tolerate apparent divisiveness

housing - same problem as bussing

responsiveness of bureaucracy

esp. HEW, HUD, Justice

we don't appear to be in command

PJB

FOR THE PRESIDENT

This legislation contains a wholesale retreat from  
responsibility on school bussing. ~~Congress has failed to~~  
~~provide a single standard for the nation.~~ Congress has  
refused to put a limit to court orders bussing small children  
under eleven out of their neighborhoods. Congress has granted

no relief whatsoever to school districts ~~operating under extreme~~  
~~massive bussing programs.~~ *the courts to institute* *which have been ordered to by*  
*massive bussing programs.* Well, this is not good enough.

Cross-city and cross-county bussing is wrong; it is  
harmful to education; it does not unite races and communities;  
it divides them. ~~And~~ *if* Congress continues to refuse to act on the  
proposal I have made to solve this problem ~~this Administration~~  
~~will seek a Constitutional solution.~~ *a monster on all*

*we will have no choice but*  
*to seek a Constitutional Amendment*  
*which will put the only goal*  
*a monster on all*  
*bussing order*

*of ~~separate~~ better education*  
*for all our children above*  
*the objective of massive bussing for*  
*some children.*



Kramer - 5:23 - 5:30 PM

Let us talk frankly: (We have had a failure. policy)

We are great powers -

We are rivals -

We have different goals - philosophy

Naturally this means war -

We have never fought a war -

① Neither will ruin a war -

our interests will not be served -

our people don't want war -

What can we do - why are we here?

1. Our economic interests will be served -

2. Our prestige, reputation will be served -

3. Our national interests will be served

① arms - Neither we had an

advantage - you have one in some arms -

② Neither will or can the  
let the other get one -

③ It's a race no one wins -

except those who have good  
sense to stay out of it -

2. Let us protect our security.

3. Let us reduce chance of

being dragged into war - when  
our direct interests are not in danger

4. Neither can push the other around -

I stayed out  
of small  
pots  
I did not  
lose big one



V. Nam:

1. We shall now end it.  
with least involvement to you -

2. Put yourself in our place:

50,000 dead - 250,000 wounded -  
1500 M.I.A. -

Get out - ? - when we could finish  
in an of time - ? -

You may say so - but it will  
not happen -

We seek no bases, - but  
we seek honor - : Clean fire (B of W)  
return of P.O.W. - + we stop  
rehabilitate

We will not go further at  
Carpenter - ~~and shoot off your mouth at them -~~  
~~They shoot off your mouth at us~~  
We will go further on battlefield.

You should help -

ⓐ If they can win the people ok -

ⓑ We aren't going to  
improve Communist just for them -

3. Open up cooperation on all  
the issues - faster - big play

1. We u

(History - great  
power dredged into  
way they should  
have stayed out of)

We must think big:

① Reduce Arms -

② Double Trade -

③ Respect - mutuality -

I do - ~~but~~ not sentiment  
but because you are strong, vigorous,  
determined to play great role -

① I don't underestimate you -

② you must not underestimate us -

No drag ~~again~~ debate about  
the past - about philosophy -  
you won't quit & we won't -

④ It's time for a big play -

① Don't try to win a cheap advantage

② Let's win a great victory for  
both -

Sentiment about peace & friendship  
won't settle our differences -

Progressive, ~~but~~ respectful

discussion about our differences is the  
way to a settlement which  
can build a new world

Let's get down to the real cutting -

Let's blow away the froth &

get to the beer -

Time wastes - Goya - is a poor, China,  
Europe can be -



Read Stetson's fish ? -

Election don't bother me -

Report to Notes -

1. agreement in Communist -

Scam -

7 Health -

Limitations of arms -

2. Bo. Cause because mounted intent -  
- & because Peace is in our  
interests.

3. We must be strong & negotiate  
- No unilateral disarmament -

4. We must have faith in  
ourselves - our country &  
our future -

To withdraw means a  
weakness would -

- Not break fear - Not  
destroy freedom -

But we stand for right of  
all to great & small to

be independent and  
outside interference by great  
powers

(Can't have a double standard -)  
years

Time for U.S. - relation with China -  
This is a beginning - Now build an  
foundation

U.M.P

Sans our cooperation

= nothing

With ~~us~~ <sup>it</sup>

~~subject its~~

interest to U.M

what kind of building -  
- Peace between wars? -  
- Peace for future -

---



See L2 Haring

(about HAK)

- ① Too often says that he absolutely must get in to see the President. Frequently not all as urgent as K intimated, or stated.

Like the boy who cried "Wolf"

(Aug 7)  
Presidential statement re M.E. ceasefire ex. of President's current reaction - + attitude.

- ② Enters President's office w/o checking. President may have sent for Henry, but Henry must check with Bull's office before going in. The President could be on the phone - etc.

- ③ Late to meetings in the President's office - mtgs in which he is to participate, etc

- ④ Slow to respond when called at odd time of day - unusually slow. ex.1. 20 min + 3 phone calls  
ex.2. 22 min + 7 phone calls

- ⑤ Imprecise re amount of time he needs. 2 minutes develops into 20 minutes. He should state time needed + try harder to follow that lead. Entire day's schedule is affected.

- ⑥ Briefing papers (2) timely submission, (2) more accurate participants, (3) address news +/a photo plan

50?  
We should add the gallivanting around Hollywood + Beverly Hills on weekends



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# P Notes - Nov 27<sup>th</sup>

Mag

- ① Tell Mag to ✓ w/ de cde of Readers Digest.  
He's a mail list expert & can help. Imp for  
mail lists to be used - kept up to date -  
3 mailgs/yr.

RMW

- ② GOP Cong men want pics. Tell RMW I'll send  
to all who have requested new pic (v/wtters).  
I'll do them bit by bit.

KL

- ③ Tell KL to give K some public pats on back.  
K's done good job - He needs some of this <sup>↑</sup> now.

H or Larry

- ④ Tell H I want to approve Hope guest list on  
Monday. I want this to be an "elite one"  
- Cong & Sen not prevly asked - if they're  
our friends  
- press - only if they're our friends

A "hi-level" gp -

FL

- ⑤ Kingman Brewster - ✓ as him. Don't  
be in some gp coming in. He's no  
good, but I think he was supposed  
to have helped us on something. Tell FL  
if Thayer declines fr - to talk to K about



alternatives - possibly Reuster.

- ⑥ No one to comment on alleged atrocity !!  
bec of viol of accused - Set this word  
to all C's. "It's a mtr to be  
handled by the C's" - A commission  
would not be appropo in this case.  
Defendants must be proven guilty.  
P has stated his position & thats it !!

- ⑦ Set Armstrong to VN - This is not political.  
Our boys there have right to see astro-  
nauts. He's there here too. NASA will  
spunk. We don't care. Wald by 2nd gp.  
(Kis)

- ⑧ Cassidy figs for last ckr [130]

- ⑨ Tell K special 52 studs in certain areas  
are to continue on an intensive basis betw  
now & Xmas.

- ⑩ Woody Hayes ltr - copy RMW



Chungking

Mr S.M. ~~Chung~~<sup>Chen</sup>, Chen Chen & our friends  
from Chen & the U.S.

Tonight marks the end of our <sup>weeks</sup> visit to P.R.R.  
It is a week that has changed the world.

on behalf of all the Chinese I express our  
gratitude for the the incalculable hospitality  
you have ~~extended to us~~<sup>extended to us</sup>

1. We seen the ~~progress~~<sup>beauty</sup> of modern China & the  
~~incalculable~~ timeless wisdom of  
ancient China, the beauty of the countryside  
& the strength of Chinese people

Most important as today - ~~even we have seen with it~~  
Today we have found a joint communion -

1. It will be big news tomorrow.

But more important that what we ~~see~~<sup>see</sup> in  
Commune is what we do <sup>in your words</sup> to build a  
bridge / united & cooperate over a gulf  
of 16,000 miles & 22 years of hostility.  
which has divided us.

We hold the ~~hope~~<sup>9</sup> of million in our  
hands - China, America, people

If China, America ~~cooperation~~<sup>despite differences can find common ground</sup>

~~can be better than peace & progress~~

~~we people who are peace & progress~~

to stand together for cause of Peace, in my future  
to I agree - I ~~will~~ shall build a new world  
all the people in world will benefit



More important than words required to ~~distance~~.  
was spirit - <sup>frankly</sup> honesty good faith - ~~to go to~~  
~~find common ground~~: mutual respect

If that spirit changes our <sup>relation</sup> ~~country~~ in future.  
~~we shall together make a new world~~  
~~and~~ <sup>to cover</sup> ~~quantities~~ <sup>with</sup> ~~look~~ back & that  
us for what we hope this week.

~~I think~~ <sup>succumb in humility</sup> ~~that~~ <sup>you</sup>

We hold the hopes of millions in our hands  
China and, others.

<sup>enough</sup>  
If despite our differences we can find common  
ground to start ~~to~~ <sup>start</sup> ~~depth~~ <sup>depth</sup> for Peace  
justice, progress, all people  
in need will ~~the~~ look back &  
thank us.



↳ People work (no expression ?) of Tamar - Singapore  
Car barn -

Chiem Chong, P.M. our chin & am friend -

we have issued a joint letter  
 saying will not be first if ~~was~~ issued at all is

But <sup>the</sup> ~~maxim~~ <sup>important</sup> ~~is~~ <sup>what</sup> ~~said~~ <sup>he has</sup> in the Currier  
is what we do in the year ahead.

~~It is on the table but the spirit~~

However diligently we work  
to find common ground which will  
serve the cause of peace & progress  
for China & our people -

+ Peace + progress for the world,

and right ~~now~~ marks the end  
of our visit to P. R. R.

It is a week that has changed  
the world

We thank our chin best for  
in possible hospital, you have  
extended to us -

① We have see example of younger  
of modern China; the ~~modern~~ <sup>modern</sup> ~~modern~~  
wonder of ancient China -

*Quadrant*

Q. We have had ~~had~~ talks  
most important are talks with Mao-Chen

Sent of Chats -

But of this -  
as a result we have issued a corrected



~~The fact is that~~

~~what we~~ This campaign will be  
big news in ~~the~~ paper -

But more important than we say is  
what we do in year ahead to build  
a bridge of understanding & cooperation  
across 16,000 miles & 22 years of hostility.

~~We are~~ ~~not~~ ~~quite~~ ~~sure~~

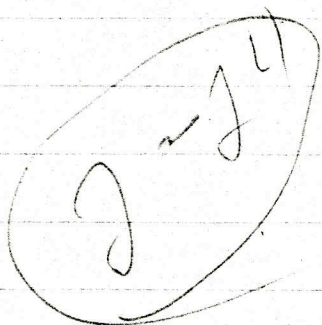
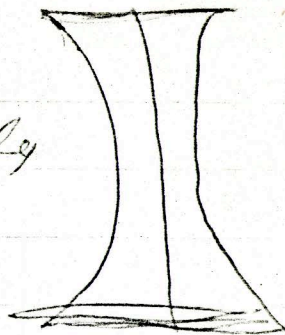
We have found some common ground.  
It is the common ground which bridges  
to all the people & serve all the people -

We have changed the world -  
~~Now it is our common goal~~  
But it is only a beginning -

1.



Based on this premise  
The U.S. will progressively reduce + finally  
withdraw all U.S. troops + military  
installations from Taiwan.



John  
F. Kennedy  
University



[ Long Voyage Home -

She won a yellow Ribbon

~~The Seaboard~~

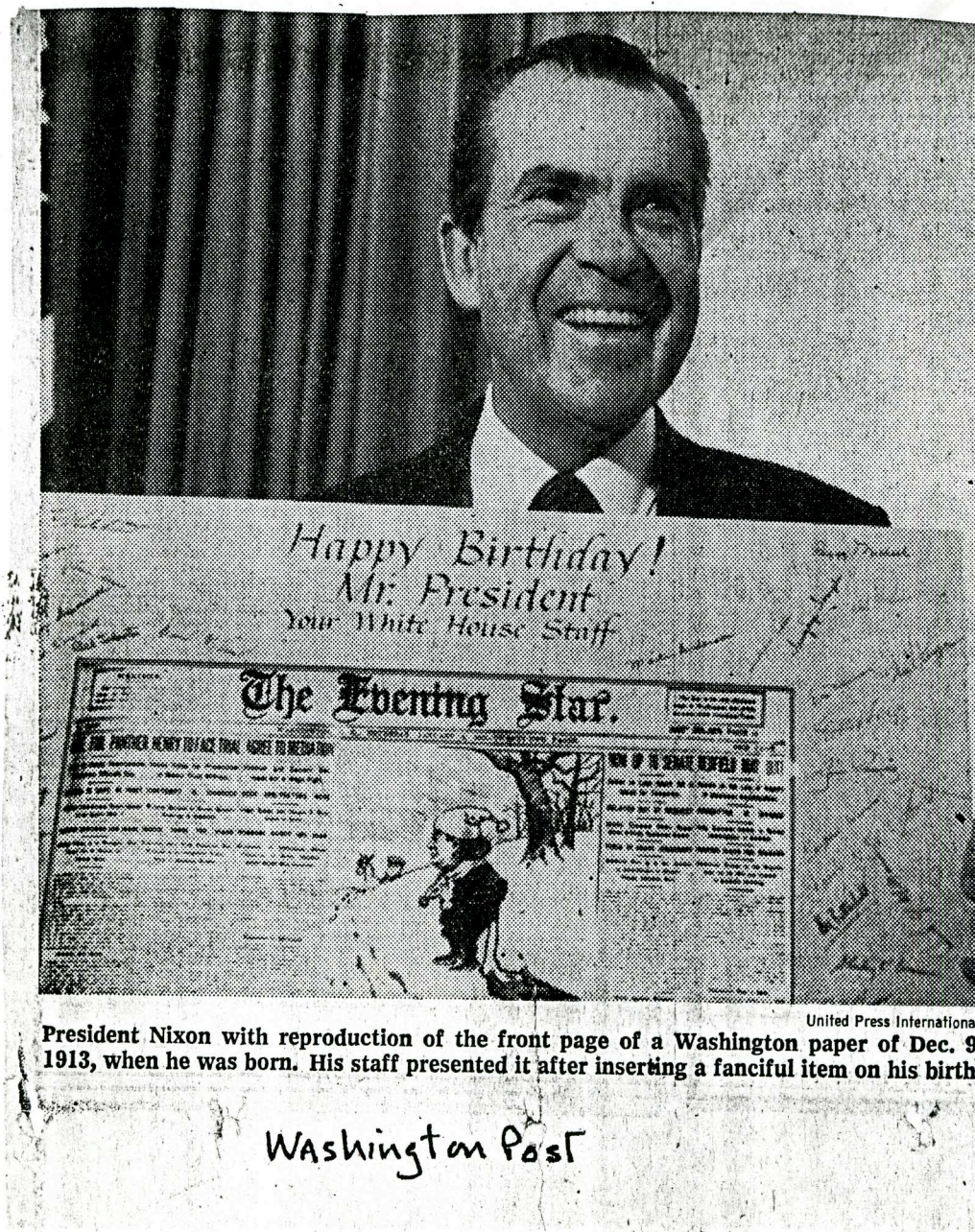
Fort Apache -

( The gang who couldn't  
shoot straight

List of all

John Ford  
Picture





- Somebody didn't check something! Nixon was born in 1913, but on Jan 9<sup>th</sup> ... not Dec 9<sup>th</sup>!



## Domestic:

N.Y.

1. As leader National leadership my Party, I  
enclose all members of the party.
2. as President I shall participate in ~~the~~ <sup>the</sup> ~~only~~ <sup>only</sup> Congressional & State elections  
① I shall not participate in or consent  
in city or local elections.

Significance: one theme runs through all -

1. S. A., Minn., & N. Y. - can't be labelled as  
Racial - or Reactionary <sup>department</sup>

① Most Americans are for fair treatment  
for all people.

② But they are fed up to here  
with violence & lawlessness ~~and~~ <sup>and</sup> ~~are~~ <sup>are</sup> voting for  
candidates ~~who~~ <sup>who</sup> are voting for  
candidates

## Welfare:

1. No decision has been reached -

a. It is so important as to justify deliberate  
consideration

2. our goals are these:

1. In this rich country every American  
should have a minimum ~~also~~ <sup>also</sup> ~~and~~ <sup>and</sup> income.

2. Every American who is able to work  
should have opportunity to get a job.  
<sup>Except for those with defects to the contrary.</sup>

3. No American who is able to work &  
refuses to do so - should be given welfare

## WireTap:

1. In 64 & 65 Hoover testified his taps had  
been approved in writing by the A.G.

a. Justice Dept reports that tapping was accurate

2. As A.G. says - inherent right to privacy for external  
and internal security.

a. Should be used rarely, carefully, effectively.



Demerits:

Demerits:

1. We have been studying this problem & have decided we need a new approach -
2. A.G. + H.F.W. will announce next week -
3. Purpose:
  - ① To enforce the law barring segregation
  - ② To avoid cut off of funds whenever possible - since cut off has been harmful to Negro children & we agreed to help
  - ③ To emphasize ~~per~~ maximum progress toward equality of opportunity & minimum disruption of education.

Voting Rights.

1. H.F. will set forth Admin position in testing next week -
  - ① Make provision apply nationwide - & not directed against only a certain section of country.

Against Admittance.

- ① Should be a warning on all ads -

Charlotte:

- ① Hope it can be settled locally sans Fed <sup>enforcement</sup> interference
- ② We stand ready to mediate if ~~as~~ requested -

Compens. Disorder : (Demerits would like a cut off of the funds)

1. There is unanimous agreement something should be done.
2. Question is what - [Stated views] || <sup>Those engaging in</sup> ~~violence~~ <sup>violence</sup> ~~should be~~ <sup>expelled</sup>
3. I don't want the Fed Gov't running the Colleges & Universities. ~~The People~~
  - ① Responsibility ~~is~~ should be left to College Admins.
4. The best Fed role is to provide a <sup>repressive</sup> legal ~~provision~~ which could be available to College Admins to deal with on

I have asked H.C. to prepare  
Legislation.

## Surveys:

1. understand dilemma of House & Congress & Senate:
  - a. Cyrus say - vote against <sup>all</sup> Tax bill & for all spending bills. (This would be a disaster <sup>we need</sup> <sup>in</sup> <sup>break family</sup> <sup>budget</sup> <sup>managing</sup>)
2. What ~~have~~ <sup>we</sup> do not get surveys
  - a. Stop rise in prices -
  - b. Control wages & price controls -
  - c. Stop rise in (interest).
  - d. Cuts in program vitally needed for cities.
3. Always a responsible majority - Demo & Reps who vote put country above politics:  
Mills, Boggs, John Byrne -

## Dr. Knowles:

1. Dispute President's views appropriate with advice & consent of Senate
2. I find ~~the~~ advice is easier to get than consent.

## Defense Budget:

1. Sec'y of Defense is responsible for what we need.
2. Budget advice on how much - we can offer.
3. President decides:
4. We are working together to cut unnecessary spending -

## E. West Trade:

1. Export Control Act allows peaceful trade
2. We say welcome
3. No trade in items which threaten military equality of Nation funding 85% to O. N.
4. Favorable Nation - appears in our interests we will help it.



## Foreign:

### Mirv:

1. Debate as to whether it is independently target.
2. No debate it is multiple weapons - intent.
  - a. 35 megaton warheads - can be delivered in a footprint which <sup>is comparable with spacing</sup> could cover 80% of our Minuteman silos.
  - b. ~~By 1964~~ By 1974 - could have <sup>deploying multiple warheads while could</sup> capability of ~~have~~ hitting 80% of our Minuteman.
  - c. our H.B.M. - is needed to cover that contingency.

### Commitments:

1. I believe in consultation - {early - + after}
2. When I've moved to fleet to Lebanon - when Johnson - assisted in review of Mission in Congo - Delay would have cost lives -
3. Tie the hands of President -  
- In today's ~~is~~ world -  
must move speedily - Must not  
Telegraph push to carry -

Mayer - 10 Mayer - 1/2 - are getting -

① We need revenue sharing -

② We need better delivery systems -

### N.S.T.

- ① We shall ratify simultaneously with Soviet.  
as in case of Test ban - + as recommended by Senate Foreign Relations

### Salt:

1. The decision limiting weapons  
determine future security of U.S. + of our allies -
  - a. That has been major deterrent to world with
  - a. It would be to act to protect U.S. in '62.
2. We are now completing our appraisal -  
We shall be consulting with allies.  
As soon as consultation completed we will talk.

## Salt: (cont.)

We believe we shall be ready by July 31 - & Secy of State is now working consulting the Soviet on date of deal -  
@ Between July 31 & August 15 - Chely.

## Safeguard Talk:

1. No decision until after Bill reported to floor -
2. We have done well to date -
  - ① Washington Post - Reported - March 2  
20 for - 46 against - rest undecided.  
- 50 for - 46 against - rest undecided.

## Compromise Safeguard? -

- Confident we shall win -  
Russ have it -
1. No significant compromise of our National Security.
    - ① The proposal represented least 2 considerable fault to protect our interests:
      1. It protects 2 international sites.
      2. It protects against Chinese Nuclear blockade.
    - ② It is needed more now than in March -
    - ③ It will be reviewed, carefully in light of threat to development program - our talks on Arms Control -
    - ④ No missiles deployed until late '73 -

## Air Force Academy:

1. I am not referring to an individual but a growing attitude which I understand but disagree with:

- ① Beam of V. Nam -
- ② Excess Military Costs -
- ③ Costs of Moon - High taxes -
- ④ Common problem of France -

Let's turn to our problem of France:

1. We are a great nation
2. Only U.S. can ask peace & freedom -

- ① We should cut waste
- ② We should get help from allies -
- ③ We should negotiate
- ④ But U.S. must meet its obligations ⑤ Should Persuade Soviets



best fed - best clothed best housed

2d in space  
1st defeat - in history -  
2d best defense

if we fail -

① What happens to rest of world - is bad enough.

② What happens to U.S. settling for 2d

in defense, 2d in space

③ American Spirit suffers below from which it will  
Kennedy in 1962 - courage - in foreign  
forcing Soviet to get out: missiles out of Cuba -

1. He was able to become confident of our strength

2. Since then Soviet has cut 4 to 1  
advantage in land based missiles to

even -

3. I want U.S. Pres. to be 2d -  
presiding over 2d best defense -  
if a crisis comes.

Miss Testing:

1. Should be part of discussion -  
but should be done only if our security  
is not ~~imposed~~ endangered -

② Can't separate one out from rest?

Intelligence:

1. For 5 years - projection of Soviet strength = low -  
underestimated Soviet strength.

Europe:

1. Europeans must determine future -

V. Nam:

Our offer:

1. Withdrawal - (we have taken out 10% of our best troops)

2. EEC Election - internally required. (abide by result)

3. Cease Fire - " " "

We will not impose a govt against their will.

Then 10 points:

~~European~~  
grain exchange -  
general accounts -  
Common Development Zone

not an  
undiscriminating  
globalism.

V. Nam:

Cease fire: (in a guerrilla war)

- ① For it - but not for us - if they keep firing -
- ② Must be guaranteed - supervised -

Escalation?

1. We have not escalated -
2. our casualties have gone up because of their actions.
3. There was no plan to deescalate -  
① Checked with officials of previous admin -

Plan to End End War:

1. Negotiation on all fronts including Soviet.
- ② Replacing U.S. with S. V. Namun -

Withdrawals:

1. There will be more - next in August -  
<sup>negotiation</sup>  
depending on criteria: Training of S. V. Namun -  
Peace talks  
Level of fighting -

Political Developments in South:

1. 100,000 killed in S. V. Namun -
2. ~~quantity~~ is less than who  
speak for enemy -
3. N. V. Nam allows no freedom of press -
4. moves toward a peace - he wouldn't  
discuss - 6 months ago -

Program:

1. We talk substance
2. Thieu makes significant political offer
3. We begin removing troops.

Clifford:

1. For 5 years - the war escalated -
- ② When we came in - we had agreed  
on a type of cease -
- ③ We have a solid substance & withdrawal  
④ ~~personnel~~ - those who got us in exist but to cut out



For 5 years -

500,000 men

35, over, about

1988 - highest

1968 - highest Cam  
- new up banying - 5  
after 6 months - developed a large of table

Hamburger Hill:

1. I discussed with ~~Adm~~ Abrams. I was ~~never~~ <sup>never</sup> ~~sent~~ <sup>sent</sup> to Vietnam -
2. He says one of best Military Tactician in World -
3. He said its better to fight there than in Cities -  
    @ He saves lives - not spends them.
4. As Commander in Chief I make Strategic decisions -  
    ① But as ~~Made~~ <sup>Made</sup> when it comes to Military  
    Tactics - I do just don't think I'm  
    as well qualified as he is.  
    ② Other ~~was~~ <sup>was</sup> ~~was~~ <sup>was</sup> way think they  
    are better qualified.

Pat. Arnica:

- ① Been most useful -

① Lheras talks

② New Policies.

③ The demonstration are a way of life (cf. Europe)

③ They show ~~need~~ need for new policy -

④ must not allow - as singularity of denomination  
cut as off two great maps, &

⑤ Don't repeat any more the Black Boxen repeat - 30,000,000

Both Claims to report with of people from

① Only Thins apper - Elections - under  
Int'l supervision.

Israeli: Expected hard going - we have it.

1. We don't ~~use~~ impose -
2. We believe a settlement in long run is in  
the interests of all concerned

Rich :

posit. inserted.

Technical assistance.

sharing aid with other industrialized countries.

Cambridge - New York

Provisional Govt - who would sub. present credentials

no new flesh

## WEEKLY SCHEDULE

### Monday

- 7:30 a.m. ... Breakfast meeting with Haldeman, Cole, Chapin and Higby
- 8:00 a.m. ... Meeting of key staff (Roosevelt Room)
- 8:30-9:30 a.m. ... Mtg notes; mail; personal time
- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.)
- Lunch
- President's "out" basket
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Master Presidential game plan;
  - 6) Book on contingency plans
- Prelim. News Forecast and Adjusted Final News Plan
- President's "out" basket
- Final review



Tuesday

- 7:30 a.m. ... Breakfast meeting with Haldeman, Cole, Chapin and Higby
- 8:00 a.m. ... Meeting of key staff (Roosevelt Room)
- 8:30-9:30 a.m. ... Mtg notes; mail; personal time
- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.)
- Lunch
- President's "out" basket
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Master Presidential game plan;
  - 6) Book on contingency plans
- Weekly Personnel Report
- President's "out" basket
- Final review

Wednesday

- 7:30 a.m. ... Breakfast meeting with Haldeman, Cole, Chapin and Higby
- 8:00 a.m. ... Meeting of key staff (Roosevelt Room)
- 8:30-9:30 a.m. ... Mtg notes; mail; personal time
- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.)
- Lunch
- President's "out" basket
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Master Presidential game plan;
  - 6) Book on contingency plans
- President's "out" basket
- Final review



## Thursday

- 7:30 a.m. ... Breakfast meeting with Haldeman, Cole, Chapin and Higby
- 8:00 a.m. ... Meeting of key staff (Roosevelt Room)
- 8:30-9:30 a.m. ... Mtg notes; mail; personal time
- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.)
- Lunch
- President's "out" basket
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Master Presidential game plan;
  - 6) Book on contingency plans
- Final News Plan
- President's "out" basket
- Final review

Friday

- 7:30 a.m. ... Breakfast meeting with Haldeman, Cole, Chapin and Higby
- 8:00 a.m. ... Meeting of key staff (Roosevelt Room)
- 8:30-9:30 a.m. ... Mtg notes; mail; personal time
- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.)
- Lunch
- President's "out" basket
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Presidential game plan;
  - 6) Book on contingency plans
- President's "out" basket
- Final review



## Saturday

- President's "out" basket
- Cabinet contacts (agenda items, mtg plans, appts, etc.) -- (if necessary)
- Projects: 1) ABM;
  - 2) Overseas reductions;
  - 3) Memos for RN file;
  - 4) T. Braun activities;
  - 5) Presidential game plan;
  - 6) Book on contingency plans
- Lunch
- President's "out" basket (if necessary)
- Final review

-----  
In addition:

- 1) Weekly mtg of ABM campaign planning committee (as scheduled)
- 2) Bimonthly political coordinators mtg (as scheduled)
- 3) Sit in with President during meetings, office calls, etc. (as scheduled)
- 4) Prepare Cabinet Mtg agenda for President (2-3 days prior to scheduled meetings).