

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

DETERMINED TO BE AN
ADMINISTRATIVE MARKING

E.O. 12065, Section 6-102
MARS, Date 12/17/79

CONFIDENTIAL

November 2, 1971

FOR: RONALD ZIEGLER
FROM: STEPHEN BULL
RE: Presidential Activities

*Steve
excellent
job,
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C*

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For a background talking paper, the following information may be of some value to you.

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The above listed statistics are meaningful only in showing the quantity of a variety of activities. By themselves they are sterile and rather meaningless.

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Concerning these "conduits", they may be identified as Kissinger for Foreign Affairs, Ehrlichman and Shultz for Domestic Affairs, Haldeman for the general functioning of the White House and other miscellaneous items, Ziegler for Press affairs, and Rose Woods for the personal affairs.

Obviously, the President meets with many other people, but it should be emphasized that the President presents ideas to many people, and receives many ideas from a multitude of people through the aforementioned individuals. Those accusations of isolation of the President may be inspired because it appears that the President is meeting with only a small group of people. However, those principal conduits know very well their responsibilities, and certainly meet their responsibilities in presenting to the President a variety of opinions and recommendations. I call to mind the day that the President spoke out rather vehemently against being given a "stacked" option paper by a staff member. The President will not tolerate

this and is astute enough to recognize those few occasions when he may be receiving only limited opinion.

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The President's use of the telephone enables him to accomplish quite a lot in a short period of time. The President uses the telephone for a variety of contacts. Leafing through recent telephone sheets during a typical 7-day period reveals the variety and nature of the telephone calls the President makes and receives.

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	Pat Buchanan
	Alex Butterfield
	Chuck Colson
	Bebe Rebozo
October 26:	Cong. Wylie
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	Rose Woods
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	Sec. Rogers (3 calls)
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October 27: George Meany
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Dr. Kissinger (4 calls)

October 30: Chuck Colson (2 calls)
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Bob Haldeman
Lloyd Christy (telephonic response to a citizen who
had written a letter)

Meetings with Outside Groups

The President meets with a multitude of outside groups, some examples as follows, taken from the last 30-day period:

Milk Producers
President of Rotary International
World International Bowling Winners
American Legion Commander
White House Fellows
Jaycee's President
Miss America
Seminar on Illicit Drug Traffic
National Education Organization
VFW Commanders
Sons of Italy
Masons

Retired Federal Employees
Group of Vietnam Veterans
Boy Scouts

The above list is not total or exclusive, but again shows the variety of contacts. So many of these meetings are ones which give the President the opportunity to hear what people from various walks of life and various political persuasions have to say, and the President listens.

Trips

You are reminded that, although a specific trip may publicly feature only one or two events, the President actually is involved in quite a number of other activities. For example, the President engaged in the following events during the September 25th through 27th period when he headed west to Alaska:

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Portland, Oregon Airport Speech
Meeting with Parties Involved in West Coast Dock Strike
Western Media Briefing
Telephone Call to Parents of Football Player who had been
killed in practice (call never publicized)
Meeting with State GOP Leaders
Walla Walla, Washington Airport Remarks
Remarks at Hanford Atomic Energy Commission Reservation
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Reception and Meeting at Home of Former Secretary Hickel
Arrival Ceremony for Emperor Hirohito
Substantive Meeting with Emperor Hirohito
Departure Ceremony for Emperor Hirohito
Meeting with Staff Members on Trip back to Washington
Meeting with Herb Stein re Phase II - Trip back to Washington
Mamie Eisenhower Silver Jubilee Dinner

As you can see, in a 3-day period the President packed in a variety of activities involving a great deal of substance. Yet you will recall that, on the same trip, the President took the time in Walla Walla, Wash., when he saw the State Muscular Dystrophy Poster Child, to arrange for a special tour of the Helicopter for this child.

Breakfasts

The President uses the breakfast meetings as an informal and relaxed way of doing business with Congressional and Departmental leaders. He has met with George Meany, the Congressional leaders separately and together, economic advisors, and others over the breakfast table to conduct business. Again, this is something that does not appear on the schedule, but is a working session that is just as productive, if not more than an in-office meeting.

Presidential News Summary

The President's News Summary is perhaps one of the most comprehensive and balanced documents available to provide information about what is happening in the Nation and in the world. The President reads his summary carefully but, more important, he uses the summary not only to keep informed but to initiate action. Through the use of marginal notations, directed to individual staff members, he will request a report on a certain matter or direct that a certain action be taken. Mechanically, Alex Butterfield and the Staff Secretary review the News Summary after the President has annotated it, glean out the notations the President has made, and take the appropriate action that has been directed by the President. Since the President reads the news summary the first thing in the morning, this provides part of the basis for his early morning staff meetings with Haldeman, Kissinger, Ehrlichman, Ziegler and Rose Woods. The follow-up system that is provided by the Staff Secretariat insures that the appropriate action is taken. Additionally, during Bob Haldeman's many meetings with the President, he receives specific instructions, frequently inspired by something from the News Summary, and will follow through on it at the President's direction.

Flow of Paper to and from the President

The Staff Secretariat which was mentioned before is the repository for incoming and outgoing documents. The Staff Secretariat staffs out a proposal to insure that all opinions, pro and con, are properly reflected. This relates back to the conduits that were previously discussed and the President's insistence that all opinions be reflected and that he never be given a stacked option paper. The President receives folders on a daily basis that are categorized as follows:

Action
Signature
FYI

Additionally, he receives a weekly sampling of incoming mail, receives a daily NSC report, and conducts personal correspondence through Rose Woods.

Open Hour Type Events

Some of the meetings that the President has are short sessions that have little substance to them but are done as a considerate gesture. You are reminded of some of the more recent sessions he has had as follows:

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Greeting of Miss America
Photographs with Poster Children
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Going back away, there are some meetings that the President had that never came to public attention. Alex Butterfield's daughter was involved in a serious automobile accident about a year and a half ago and, shortly after she was released from the hospital, the President had her come in and spoke with her just to lend encouragement. This is typical of the type of thing that he will do. Just like the telephone call to the parents of the football player who was killed, he will receive no public credit for it but has taken time from the burdens of his job to commit an act of compassion.

Another practice which the President initiated was to encourage staff members who have families visiting to stop by the office so that he can meet them, be photographed with them by the White House photographer, and give them gifts. I would estimate that, over the last year, he has met the families of 40 or 50 staff members, and the only obstacle to him having not met more has been the reluctance of the staff member to impose himself upon the President, rather than the President's reluctance to meet the people.

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cc: D. Chapin

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E.O. 12958, Section 1.4
By MSH DATE 12/17/79
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cc: D. Chapin

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ADMINISTRATIVE RECORD
B. G. [illegible]
By *McNeill* 12/17/79
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American Legion Commander
White House Fellows
Jaycee's President
Miss America
Seminar on Illicit Drug Traffic
National Education Organization
VFW Commanders
Sons of Italy
Masons

Retired Federal Employees
Group of Vietnam Veterans
Boy Scouts

The above list is not total or exclusive, but again shows the variety of contacts. So many of these meetings are ones which give the President the opportunity to hear what people from various walks of life and various political persuasions have to say, and the President listens.

Trips

You are reminded that, although a specific trip may publicly feature only one or two events, the President actually is involved in quite a number of other activities. For example, the President engaged in the following events during the September 25th through 27th period when he headed west to Alaska:

Kalispell, Montana Airport Speech
Tour of Libby Dam
Portland, Oregon Airport Speech
Meeting with Parties Involved in West Coast Dock Strike
Western Media Briefing
Telephone Call to Parents of Football Player who had been
killed in practice (call never publicized)
Meeting with State GOP Leaders
Walla Walla, Washington Airport Remarks
Remarks at Hanford Atomic Energy Commission Reservation
Meeting with State GOP Leaders
Reception and Meeting at Home of Former Secretary Hickel
Arrival Ceremony for Emperor Hirohito
Substantive Meeting with Emperor Hirohito
Departure Ceremony for Emperor Hirohito
Meeting with Staff Members on Trip back to Washington
Meeting with Herb Stein re Phase II - Trip back to Washington
Mamie Eisenhower Silver Jubilee Dinner

As you can see, in a 3-day period the President packed in a variety of activities involving a great deal of substance. Yet you will recall that, on the same trip, the President took the time in Walla Walla, Wash., when he saw the State Muscular Dystrophy Poster Child, to arrange for a special tour of the Helicopter for this child.

Breakfasts

The President uses the breakfast meetings as an informal and relaxed way of doing business with Congressional and Departmental leaders. He has met with George Meany, the Congressional leaders separately and together, economic advisors, and others over the breakfast table to conduct business. Again, this is something that does not appear on the schedule, but is a working session that is just as productive, if not more than an in-office meeting.

Presidential News Summary

The President's News Summary is perhaps one of the most comprehensive and balanced documents available to provide information about what is happening in the Nation and in the world. The President reads his summary carefully but, more important, he uses the summary not only to keep informed but to initiate action. Through the use of marginal notations, directed to individual staff members, he will request a report on a certain matter or direct that a certain action be taken. Mechanically, Alex Butterfield and the Staff Secretary review the News Summary after the President has annotated it, glean out the notations the President has made, and take the appropriate action that has been directed by the President. Since the President reads the news summary the first thing in the morning, this provides part of the basis for his early morning staff meetings with Haldeman, Kissinger, Ehrlichman, Ziegler and Rose Woods. The follow-up system that is provided by the Staff Secretariat insures that the appropriate action is taken. Additionally, during Bob Haldeman's many meetings with the President, he receives specific instructions, frequently inspired by something from the News Summary, and will follow through on it at the President's direction.

Flow of Paper to and from the President

The Staff Secretariat which was mentioned before is the repository for incoming and outgoing documents. The Staff Secretariat staffs out a proposal to insure that all opinions, pro and con, are properly reflected. This relates back to the conduits that were previously discussed and the President's insistence that all opinions be reflected and that he never be given a stacked option paper. The President receives folders on a daily basis that are categorized as follows:

Action
Signature
FYI

Additionally, he receives a weekly sampling of incoming mail, receives a daily NSC report, and conducts personal correspondence through Rose Woods.

Open Hour Type Events

Some of the meetings that the President has are short sessions that have little substance to them but are done as a considerate gesture. You are reminded of some of the more recent sessions he has had as follows:

Greeting of Miss Wool
Greeting of Miss America
Photographs with Poster Children
Photograph with Mrs. Marriott (to be used for Kennedy Center Book)
Promotion Ceremony for General Redman

Going back away, there are some meetings that the President had that never came to public attention. Alex Butterfield's daughter was involved in a serious automobile accident about a year and a half ago and, shortly after she was released from the hospital, the President had her come in and spoke with her just to lend encouragement. This is typical of the type of thing that he will do. Just like the telephone call to the parents of the football player who was killed, he will receive no public credit for it but has taken time from the burdens of his job to commit an act of compassion.

Another practice which the President initiated was to encourage staff members who have families visiting to stop by the office so that he can meet them, be photographed with them by the White House photographer, and give them gifts. I would estimate that, over the last year, he has met the families of 40 or 50 staff members, and the only obstacle to him having not met more has been the reluctance of the staff member to impose himself upon the President, rather than the President's reluctance to meet the people.

Personal

The President meets with leaders of the Nation and of the world, and yet he is frequently most moved by just an everyday citizen whom he happens to meet. Maybe it is the citizens, the non-leaders in the official sense, who have the greatest impact upon the President.

About two years ago, right during the times of the Fall demonstrations, a woman came in with a Congressman to present an American Flag that she had knitted herself. The President commented that it must have taken a great deal of time and she readily agreed that it had, noting that it contained 78,000 stitches. But she went on to say "Mr. President, each stitch represents something that is right with America". This impressed the President immensely, coming at a time when people were being irrationally critical of America, its direction and its policies, and perhaps this single event has had such an influence on the President. Perhaps for this reason the President continues to encourage those who prepare his schedule to be on the lookout for opportunities to meet with people. Anyone who has seen the President at an airport or in any crowd situation knows how he genuinely enjoys meeting with people. Not only does he talk but he listens. When he is confronted with demonstrators he takes it with good humor and with dignity and doesn't respond or react as a lesser man might. He knows people, enjoys them, and is able to achieve a one-to-one relationship with a stranger within a matter of moments. It is well known how he makes every effort to make office guests feel at home and at ease, and he will take the time to point out interesting aspects of his office so that an office visit will be more memorable to the individual. This is but a minor aspect of the way the President deals with people with whom he meets, but points out the importance he attaches to each individual, whether he be an everyday citizen or a Congressional leader.

Summary

This memo has just touched upon the manner in which the President communicates with the world outside himself. We needn't belabor quantity, quality or poignancy, at least in this memo. He is informed and he makes every effort to inform those around him. His effectiveness has been achieved through the establishment of a well-oiled, well-functioning, well-managed machinery that allows him to budget his time and get the most out of everything that he does. There is very little wasted effort on the part of the President, and his principal staff members attempt to emulate his example. Consequently, the efficiencies are realized all the way down the line to the lower staff levels, and this results in keeping the President even better informed and better equipped to perform the responsibilities of the Presidency.

cc: D. Chapin