

THE WHITE HOUSE

WASHINGTON

March 31, 1971

MEMORANDUM FOR: H. R. HALDEMAN

VIA: DWIGHT L. CHAPIN

FROM: STEPHEN BULL

RE: Scheduling Objectives - Quarterly Report
(January-March, 1971)

Attached is a quarterly report showing the schedule objectives and the figures on the achievement of the individual objectives. Some of the figures and categories require further explanation, and certain Presidential activities can be interpreted in more than one way. However, for purposes of classification, a single Presidential activity was only interpreted in a single way. For example, the Whitney Young funeral was classified as a one-day special trip. It might have been classified as a major TV speech or a minority activity under the General category.

Under the Congress category, Congressional Half-Hours are definitely below projections. However, many Congressional Half-Hour-type events were included in Open Door Hours. The Open Door Hours failed to achieve the level of 24 per quarter, but it must be remembered that most of the Open Door Hours we had were fairly full and, instead of having two 30-minute Open Door Hours a week, we ended up having an average of one full hour Open Door Hour per week.

During the first quarter there was a great deal of Congressional activity, including the Democratic Breakfasts, meetings with individual House and Senate Committee Chairmen, etc. They are carried as Congressional appointments, even though these meetings might have been carried up in the Domestic category as being meetings for goal issues. It is purely a matter of interpretation and we could probably show a greater achievement under goal issues and a lower level of activity in Congressional.

In the categories of Major TV, Press Relations, and Social, we have come the closest to achieving our objectives, and in many of the sub-categories we have actually exceeded the objectives.

During this 3-month period, there were certain activities that did not seem to fall into any particular category. These activities include:

- Woodrow Wilson Dedication
- Remarks to National Governors' Conference
- Medal of Honor Presentations
- Individual Meetings with Govs. Rockefeller and Nunn

Credit was not taken for any of the above events in this report.

QUARTERLY REPORT

Jan.-Mar. 1971

Activity	Projected	Achieved
<u>Domestic</u>		
Domestic Council	3	0
Quadriad	3	1
Goal Issues	24	9
Domestic Backgrounder	2	1
Gov't. to People	1	1
One day/Special events	2	8
<u>Foreign Affairs</u>		
NSC	6	4
State Visits	3	2
Office Apmts.	12	13
<u>Cabinet</u>		
Cabinet Meetings	6	6
Individual Appointments	12	10
Visit to Departments	2	0
<u>Congress</u>		
GOP Leadership	6	3
Bi-Partisan (Cong. Breakfasts)	1	3
Cong. 1/2 Hours	12	1
Cong. Appointments	9	14
Mansfield Breakfasts	1	2
Albert Breakfasts	1	2
Trips to Hill	--	1
<u>Major TV</u>		
Head to Head	1	1
4 Network	1 per 6 months	1
Report to Nation	1	1
Speeches	1 per 6 months	0

Activity	Projected	Achieved
<u>Press Relations</u>		
Televised Press Conf.	2	1
In-Office Conf.	3	2
Ind. Appointments	3	10
<u>Social</u>	2-1/2	
State Dinner	2-1/2	2
Evening at WH	3	2
Special Dinners	1	3
Church	3	3
Special Receptions	3	9
Private Dinners	3	6
<u>General</u>		
Open Door Hours	24	10
Students	3	2
Minorities	12	4
Labor Groups	12	1
Special Interest	12	10

February 9, 1971

MEMORANDUM FOR Dwight L. Chapin
FROM: Hugh W. Glavin, Jr.
SUBJECT: Coordinating daily schedule considerations with long range goals

To bridge the current interval between the "raw" input to the committee and the scheduled operation and the achievement of long range goals, I submit recommendations of the following:

1. **Goal** - Preparation of a final agreed-to list of numerical goals by month/quarter/decade:

January	GOAL Leadership	2
	GOAL Administration	4
	GOAL Science	1

2. **Recommendation** - Submit to the committee a recommendation for a final agreed-to list of numerical goals by month/quarter/decade for the first six months of 1971, for the first six months of 1972, and for the first six months of 1973. The committee should submit a recommendation for a final agreed-to list of numerical goals by month/quarter/decade.

Recommendation - Submit to the committee a recommendation for a final agreed-to list of numerical goals by month/quarter/decade.

DATE - June 1, 1971

PURPOSE - To highlight the President's strong commitment to the arts.

SCIENTIFIC COMMITTEE - This satisfies the objective of the scientific committee for the first six months of 1971. The last day dinner was held on May 1.

3. Controlled limit - Where possible we should strive to put together panels of proposals that relate to our immediate objectives. In the above example, for instance, all ideas for special classes for the six month period in question should be submitted at one time with the best two selected for further development.

I hope these ideas will be helpful.

January 22, 1971

MEMORANDUM FOR: H. R. HALDEMAN
FROM: DWIGHT L. CHAPIN
SUBJECT: The Presidential Schedule

The following memorandum is on schedule philosophy for the next twenty months. It is not a plan. Rather, it is a schedule concept including some techniques which are tied in for illustration.

Basic Philosophy Regarding Presidential Activity

The focal point for the President's scheduling is August of 1972. Primarily we are concerned with the manner in which the President should be perceived by the public by that date. The events in which the President participates are one means of achieving the goals which are reached by that date.

There is an interim stop along this 20-month path -- January 20 of 1972, almost exactly one year away from now. January of 1972 is significant for three reasons:

1. It will represent the third year of President Nixon's Administration. The wrap-up stories for 1971 will set the '72 stage.
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The significance, then, of January 1972 is that the data will provide the opportunity for the media to capitalize the President's three years in the Administration, and four years as a Presidential figure (one full year being taken up being either Presidential candidate or President-elect). To sum, as of January 1st 1972, the last Presidential year of the first term will have ended since the fourth year of the Administration will be interpreted as, and expected to be, purely a political year.

In order to prepare for this period, there should be heavy activity in late 1971 (October, November and December), hopefully with a good deal of substantive results accompanying the activity. The foundation for the late fall wrapup activity should be laid in August and September, perhaps with an international trip during that time and extensive follow-up upon the return. Possible follow-up activities from the foreign trip would include the conduction of a Press Conference, NSC meeting, Cabinet meeting, etc.

The principal events in which the President participates should always be tailored to fulfill not only the substantive goals for which the events were ostensibly scheduled, but contribute to the development of the public perception of the President at the end of the next 12 and 18 months.

Following is a discussion of the principal Presidential events. This summary is intended to set forth the basic approach to each type of event, indicate what the event can and should achieve, and, where appropriate, discuss techniques for achievement of these goals and strengthening the results. The events are not listed in any order of priority.

1. Cabinet Contacts

The main purpose of Cabinet contact is negative insofar as the contacts are maintained in order to eliminate any potential problems. The assumption is that not a great deal is accomplished with individual Cabinet members, but if there is a contact program throughout the year, the Cabinet members will feel they are important and being used by the President.

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giving a speech he would hold a question and answer session for a certain period of time and permit this to be covered on live TV. On trips, we will develop opportunities for the President to meet with regional Press in various areas of the country. It is not necessary to have a full dress Press Conference just for the sake of having one. The President's previous pronouncements on this subject, and his philosophy that he will explore a number of means of communication with the public through the Press, will be encouraged and carried forth. Such forums as meetings with regional Press on a trip, occasionally having White House Press into his office on a Saturday morning, holding a limited briefing on a certain subject in the White House Press Center, and permitting questions -- all should be considered and billed as Press Conferences.

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The Open Door Hour is not merely a potpourri of events that fit nowhere else. Rather, these hours serve to:

- (a) Provide communication and liaison with a variety of special interest groups.
- (b) Provide the setting for the President to show the human, sentimental, or color aspects of himself, and of him as President.
- (c) It provides the opportunity for the President to reach across the entire spectrum of American life and activities. For example, it allows the President to identify with figures or events involving the world of sports, business, labor, the aged, veterans, etc.
- (d) In a fairly short time span, and with a minimum of Presidential effort, it can show a high degree of Presidential activity because of the large and varied number of individuals and groups meeting with the President in his office.

4.

Congressional Half-Hour

The Congressional Half-Hour, which frequently is consolidated into the Open Door Hour discussed above, provides the President with the opportunity for additional Congressional contacts. Congressional Half-Hours, and these types of events, should be decreased during periods of intense Congressional activity such as the beginning of a new session of Congress, the submission of many Messages to Congress, etc. By the same token, during low periods of Presidential Congressional activity of a substantive nature, the Congressional Half-Hour events can be increased. In short, the Congressional Half-Hour is used as a balancing device to maintain a continuing program throughout the year of Congressional contact.

5.

Minority Events

The President was elected with but a small percentage of the black vote and is currently the object of anti-black feeling. The President will never be known as "a friend of the black" regardless of what he does.

Those referred to as "ethnics" are a more realistic target for political support of the President, and an effort to win them to our side would be profitable. Many of the ethnics are of the lower to middle class, are proud of their heritage, and have close ties to those first and second generation Americans. They are appalled by the violent demonstrations and applaud the uprightness of President Nixon. The President should continue to cultivate the support of these ethnic groups such as the Polish Americans, Italian Americans, etc. He can meet with groups such as the Sons of Italy, or on Pulaski Day meet with the Sons of Warsaw. These meetings needn't take very long, but they would have a wide benefit to the President.

On the other hand, the President should not meet with blacks merely for the sake of meeting with blacks. The philosophy regarding blacks would be to include them in regular meetings such as meetings on revenue-sharing, welfare, and anything else which might be of interest to them or in which we could logically include one or more blacks. The emphasis is that the President views blacks, and deals with them, as people, rather than giving them special treatment and concessions de-meaning to their dignity merely because they are hypothesized Americans.

The approach to the President's dealings with blacks must keep in mind the reality that the very most we can do is to approach the neutralization of the anti-Nixon feeling on the part of blacks and the feeling that President Nixon is anti-black. Our goal should be to achieve that neutralization so that we are not hurt by these "anti" labels. We must be careful, however, not to swing so far in our efforts for neutralization that we antagonize ethnic and southern blocks, and in doing so sacrifice one hundred times as many ethnic and southern votes in the quest for a single black vote.

6. Labor Groups

As a result of recent events, including the Cambodian demonstrations last May and the counter demonstrations by the hard hats in New York, the President has been increasingly identified with the rank-and-file groups. Rank-and-file labor people generally tend to be ethnics who most vociferously and vigorously embrace the values of America.

The President's approach to labor is to reach out to the rank-and-file members, not because they are members of labor organizations or a specific craft, but rather individuals. It is a foregone conclusion that, for economic reasons, the leadership of most labor unions will not support the President, at least in his policies. However, the majority of labor leaders have come up through the ranks and at one time fell into the category of current rank-and-file member. For this reason, although officially the labor leaders may be opposed to President Nixon's economic policies, they may support him on international policies, at least privately, and can be neutralized to some extent in their domestic issue public utterances.

The approach to labor is dichotomous.

Labor Leaders - Do enough for them so that we do not antagonize them. Include them in selected activities such as a social event or an Open Door Hour, but don't make a big effort to cultivate their support - only their respect and admiration.

Rank-And-File - Cultivate the support of these individuals through identification with hard hat type activities. For example, participate directly or indirectly in events such as Honor America Day, continue interest in baseball and football, and participate or send messages to patriotic rallies. The President appeals to them as "gutsy, and a hard worker". The most mileage can be obtained from bringing in the "steelworker of the year" and having a picture made that would be published on the front cover of every steel trade magazine in the Nation. Other means of generating this same grassroots relationship can be done on trips. The President would meet in his hotel room with some union worker who has just received some significant recognition, and the previously-mentioned picture situation could be set up. The story that would come out of this would be the President making that special effort to meet with a real American -- an average guy just recognized for his hard work.

7. Business Leaders

The approach to business leaders is almost diametrically opposed to that of labor leaders. Business leaders tend to support the President because they have no other place to go. Meetings with business leaders are essentially issue-oriented and serve one of two basic purposes:

- (a) Give business leaders the benefit of the President's thinking or stimulate them.
- (b) Result in a public story related to the economy and the President's efforts in improving it.

8. Social Events

The approach to social events is that they be done with dignity and that they serve to entertain. The entertainer must be of "acceptable" character and should exhibit a characteristic or quality that is an extension of some aspect of the President. For example, Johnny Cash represented the hard-working, verile image. Pearl Bailey is a warm, human individual. The Fifth Dimensions were an exciting and versatile group.

White House social events should radiate excitement and a festive air. They should suggest a sense of well-being in the world and subtly say that the President is in command and that there is reason for entertainment and enjoyment.

The President's social events have a particular Richard Nixon imprimatur - they have a certain dignity and honor to them that contrast dramatically to the raucous LBJ barbeques and the snobbish JFK Pablo Casals concert.

The two principal social events, the formal dinners and the Evenings at the White House, should have two different types of entertainment. The Evenings at the White House should always have a broad appeal of enjoyment and entertainment. E.G., Johnny Cash, Brailly '64, Rod Stelton. The more classical and cultural material should be reserved for the State Dinners. Occasionally, for variation, and dependent upon the State Visitor, it might be appropriate to have a real "rip snorter" in order to break the pattern and avoid predictability. But, Evenings at the White House should get the excitement and radiate the most color.

9.

Church Services

The Church Service is an all-purpose event, almost an Open Door Hour. It can be used for therapy and a catch-all for political and financial supporters, Congressional people, and personal friends who need Presidential contact, but don't fit in anywhere else. Care should be taken not to overuse in a partisan sense. The principal partisan decision that should be made is in the selection of the Minister and the Choir.

Very few specific benefits are derived from any particular Church Service. Occasionally a Vienna Boys Choir or a Billy Graham will end up as a photograph in the newspaper, but the Sunday morning worship services are not treated either as a social or a substantive event. However, there is an impression that is projected when the President conducts a worship service in his home of the President being a moral and God-fearing man. This doesn't come out as the headline, but as Americans hear of the President supporting a Christian approach in a quiet manner, it reinforces their impression of him as an upright and moral man.

The visits of world leaders to the United States focuses attention upon President Nixon as a world leader. It points up the statesmanship of the President and emphasizes that he is held in high regard by other leaders of the world.

The State Visits, with their arrival ceremonies and State Dinners, provide the opportunity for President Nixon to display his social grace and expertise as well as his command of international affairs and his own personal dignity.

State Visits, and their attendant ceremonies, have fallen too much into a pattern and can be better utilized to emphasize the various positive aspects of Richard Nixon, the President and world leader. The visits must be altered in a variety of ways so that they can be better used on TV to emphasize the characteristics.

There are various techniques that can be employed, including changing the basic format of arrival ceremonies on the south lawn. This will give us a variety and therefore better chance for TV coverage. The same State Ceremony won't get coverage. Also, we should hold a number of State Visits in other cities. When President Tito visits the United States, it should be a two-stop visit with President Nixon just as it was a two-stop visit in Belgrade and Zagreb. When President Yahya makes his State Visit, the arrival ceremony can be held in a city other than the Capitol. When President Nixon visited Pakistan, he went to Lahore, not the capitol of Pakistan.

The purpose of holding a State Visit in another city would serve not only to provide a variation and therefore increased coverage, but also to show the President's pride in other parts of the Nation. The President would be implying that Washington may be a nice place but Chicago (or San Francisco, or Denver, etc.), are representative of America and he is just as proud of those cities as he is of the city in which the White House is located.

The central theme of all Presidential trips is to bring Government to the people, furthering the President's stated philosophy that, rather than having the power flow from localities to Washington, he wants to reverse the flow and bring Washington's "power to the people".

These trips provide exposure for the President and members of the Administration in a background other than that of Washington, D.C. These trips serve to establish direct communication between Washington and local governments, and give the local people the feeling that the President cares about what they think and is going out to listen to their words. All trips, but especially trips to the country, Cabinet members and other Administration officials should be sent out perhaps a day in advance. The purpose of this is to build the base for the event that the President will participate in and generate publicity so that the Presidential activity is more meaningful and significant. (The Cabinet members should also participate in a variety of activities while visiting in the country. Their activities can include speeches, participation in forums, appearances on local TV, and interviews with local Press.)

These trips to the country can be performed in at least two very effective ways:

- (a) The Blockbuster - This would be a multi-faceted trip that might include a Presidential Press Conference, meeting with State and local officials, meeting with local people, and a major speech. An example of this was the Kansas State trip. After delivering his speech at Kansas State University, the President went to Chicago where he met with a Polish group, delivered a speech and received 45 newly-naturalized citizens, held conferences with the editorial boards of two news-papers and was photographed conversing with construction workers in front of a building under construction.

- (b) Trips for Special Events - These trips generally have a primary, single, purpose, and include such activities as a trip to the Philadelphia Symphony Orchestra, attendance at a football dinner, sporting events, funerals, and attendance at a specific social event such as a Law Day Dinner.

- (c) State Visitors - It has been suggested that the President host a visiting Head of State in a city other than Washington. The arrival ceremony, substantive meetings, and State Dinner can all be held in another part of the country and would serve to show the President's pride in the entire Nation and reinforce his concept of bringing Washington to the people.

Trips for Special Events

Although these events are usually designed to serve a single purpose, they can be adjusted to create a variety of impressions. For example, while the President is driving from the airport to the site for a speech, he might stop off "spontaneously" at a factory and visit informally with the workers.

There are such events such as the inspection of the oil slick at Santa Barbara that do not provide as much flexibility as we would want for obtaining the multiple effects. But generally there is an attempt to expand within the format and achieve this "shot gun effect".

General

On any trip, the dignity of the Office of the President is paramount. The political aspects should be kept to a minimum. Of course, when visiting in another city, some opportunity should be made for the President to have some contact, however limited, with the State and local political leaders. The activity can be extremely short and symbolic and perhaps a handshake as the President departs will be sufficient.

While downplaying the political aspects, it is desirable whenever the situation permits it, to have crowds of enthusiastic people out to see the President.

The spontaneous and perhaps unusual facets of the trip should be actively pursued. Such "unplanned" activities such as visits to the Ohio State campus, going out shopping for tea, and stopping by a factory along a motorcade route, all show the personal side of the President and create more of the public impressions necessary to reach out to all people. Scheduling in planning for a trip should provide the flexibility, wherever possible, to pursue these spontaneous activities.

Over the next ten months it is desirable that the President visit those primary election States and areas, as well as the swing States, so that equity can be built by about November, well before the political year begins.

* * * * *

Facets and Characteristics of the President as Perceived by the Public

The public perception of the President in January and August of 1972 will be affected by the whole spectrum of impressions to which the public has been exposed over the years. This composite picture is like a canvass with each Presidential event being a stroke in the composition of the painting. There are a multitude of characteristics, abilities and areas of expertise that will all contribute to the total impression. The weight that is attached to each element will vary with each individual perceiver. However, it is felt that there are certain areas of the President in his conduct of the Presidency that have particular significance in the minds of the public. These areas are ones that can be further developed through a well-planned and balanced program of Presidential attention and participation.

Following is a listing of these principal elements and the types of Presidential participation that will contribute to the development of these elements. Some of these means are merely unrefined ideas which, in themselves, may not be workable, but which may tend to stimulate a workable idea.

In approximately two months a Derge poll will be received and tabulated that will give a better indication of the manner in which the public perceives a multitude of facets of the President. That poll may very likely dictate a revision of our own priorities for stimulating the development of these elements.

January 22, 1971

MEMORANDUM FOR: H. R. HALDEMAN
FROM: DWIGHT L. CHAPIN
SUBJECT: The Presidential Schedule

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The two principal social events, the formal dinners and the Evenings at the White House, should have two different types of entertainment. The Evenings at the White House should always have a broad appeal of enjoyment and entertainment. E.G., Johnny Cash, Brailly '66, Rod Stetten. The more classical and cultural material should be reserved for the State Dinners. Occasionally, for variation, and dependant upon the State Visitor, it might be appropriate to have a real "rip snorter" in order to break the pattern and avoid predictability. But, Evenings at the White House should get the excitement and radiate the most color.

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The Church Service is an all-purpose event, almost an Open Door Hour. It can be used for therapy and a catch-all for political and financial supporters, Congressional people, and personal friends who need Presidential contact, but don't fit in anywhere else. Care should be taken not to oversteer in a partisan sense. The principal partisan decision that should be made is in the selection of the Minister and the Choir.

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State Visits

The visits of world leaders to the United States focuses attention upon President Nixon as a world leader. It points up the statusmanship of the President and emphasizes that he is held in high regard by other leaders of the world.

The State Visits, with their arrival ceremonies and State Dinners, provide the opportunity for President Nixon to display his social grace and expertise as well as his command of international affairs and his own personal dignity.

State Visits, and their attendant ceremonies, have fallen too much into a pattern and can be better utilized to emphasize the various positive aspects of Richard Nixon, the President and world leader. The visits must be altered in a variety of ways so that they can be better used on TV to emphasize the characteristics.

There are various techniques that can be employed, including changing the basic format of arrival ceremonies on the south lawn. This will give us a variety and therefore better chance for TV coverage. The same State Ceremony won't get coverage. Also, we should hold a number of State Visits in other cities. When President Tito visits the United States, it should be a two-stop visit with President Nixon just as it was a two-stop visit in Belgrade and Zagreb. When President Yahya makes his State Visit, the arrival ceremony can be held in a city other than the Capitol. When President Nixon visited Pakistan, he went to Lahore, not the capital of Pakistan.

The purpose of holding a State Visit in another city would serve not only to provide a variation and therefore increased coverage, but also to show the President's pride in other parts of the Nation. The President would be implying that Washington may be a nice place but Chicago (or San Francisco, or Denver, etc.), are representative of America and he is just as proud of those cities as he is of the city in which the White House is located.

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The central theme of all Presidential trips is to bring Government to the people, furthering the President's stated philosophy that, rather than having the power flow from localities to Washington, he wants to reverse the flow and bring Washington's "power to the people".

These trips provide exposure for the President and members of the Administration in a background other than that of Washington, D.C. These trips serve to establish direct communication between Washington and local governments, and give the local people the feeling that the President cares about what they think and is going out to listen to their words. All trips, but especially trips to the country, Cabinet members and other Administration officials should be sent out perhaps a day in advance. The purpose of this is to build the base for the event that the President will participate in and generate publicity so that the Presidential activity is more meaningful and significant. (The Cabinet members should also participate in a variety of activities while visiting in the country. Their activities can include speeches, participation in forums, appearances on local TV, and interviews with local Press.)

These trips to the country can be performed in at least two very effective ways:

- (a) The Blackbustler - This would be a multi-faceted trip that might include a Presidential Press Conference, meeting with State and local officials, meeting with local people, and a major speech. An example of this was the Kansas State trip. After delivering his speech at Kansas State University, the President went to Chicago where he met with a Polish group, delivered a speech and received 45 newly-naturalized citizens, held conferences with the editorial boards of two newspapers and was photographed conversing with construction workers in front of a building under construction.
- (b) Trips for Special Events - These trips generally have a primary, single, purpose, and include such activities as a trip to the Philadelphia Symphony Orchestra, attendance at a football dinner, sporting events, funerals, and attendance at a specific social event such as a Law Day Dinner.

- (c) State Visits - It has been suggested that the President host a visiting Head of State in a city other than Washington. The arrival ceremony, substantive meetings, and State Dinner can all be held in another part of the country and would serve to show the President's pride in the entire Nation and reinforce his concept of bringing Washington to the people.

Trip for Special Events

Although these events are usually designed to serve a single purpose, they can be adjusted to create a variety of impressions. For example, while the President is driving from the airport to the site for a speech, he might stop off "spontaneously" at a factory and visit informally with the workers.

There are such events such as the inspection of the oil slick at Santa Barbara that do not provide as much flexibility as we would want for obtaining the multiple effects. But generally there is an attempt to expand within the format and achieve this "shot gun effect".

General

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While downplaying the political aspects, it is desirable whenever the situation permits it, to have crowds of enthusiastic people out to see the President.

The spontaneous and perhaps unusual facets of the trip should be actively pursued. Such "unplanned" activities such as visits to the Ohio State campus, going out shopping for shoes, and stopping by a factory along a motorcade route, all show the personal side of the President and create more of the public impressions necessary to reach out to all people. Scheduling in planning for a trip should provide the flexibility, wherever possible, to pursue these spontaneous activities.

Over the next ten months it is desirable that the President visit those primary election States and areas, as well as the swing States, so that equity can be built by about November, well before the political year begins.

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Facets and Characteristics of the President as Perceived by the Public

The public perception of the President in January and August of 1972 will be affected by the whole spectrum of impressions to which the public has been exposed over the years. This composite picture is like a canvass with each Presidential event being a stroke in the composition of the painting. There are a multitude of characteristics, abilities and areas of expertise that will all contribute to the total impression. The weight that is attached to each element will vary with each individual perceiver. However, it is felt that there are certain areas of the President in his conduct of the Presidency that have particular significance in the minds of the public. These areas are ones that can be further developed through a well-planned and balanced program of Presidential attention and participation.

Following is a listing of these principal elements and the types of Presidential participation that will contribute to the development of these elements. Some of these means are merely unrefined ideas which, in themselves, may not be workable, but which may tend to stimulate a workable idea.

In approximately two months a Derge poll will be received and tabulated that will give a better indication of the manner in which the public perceives a multitude of facets of the President. That poll may very likely dictate a revision of our own priorities for stimulating the development of these elements.

January 22, 1971

MEMORANDUM FOR: H. R. HALDEMAN
FROM: DWIGHT L. CHAPIN
SUBJECT: The Presidential Schedule

The following memorandum is on schedule philosophy for the next twenty months. It is not a plan. Rather, it is a schedule concept including some techniques which are tied in for illustration.

Basic Philosophy Regarding Presidential Activity

The focal point for the President's scheduling is August of 1972. Primarily we are concerned with the manner in which the President should be perceived by the public by that date. The events in which the President participates are one means of achieving the goals which are reached by that date.

There is an interim step along this 20-month path -- January 20 of 1972, almost exactly one year away from now. January of 1972 is significant for three reasons:

1. It will represent the third year of President Nixon's Administration. The wrap-up stories for 1971 will set the '72 stage.
2. January of 1972 will signal the kickoff of "campaign '72".
3. It will represent the passage of four years since the campaign of '68 began. Therefore, it will be viewed as Richard Nixon's four years. The emphasis will very likely be on what Richard Nixon proposed, advocated and criticized in 1968 versus what he has accomplished four years later as President.

The significance, then, of January 1972 is that the date will provide the opportunity for the media to capsule the President's three years in the Administration, and four years as a Presidential figure (one full year being taken up being either Presidential candidate or President-elect). To sum, as of January 1st 1972, the last Presidential year of the first term will have ended since the fourth year of the Administration will be interpreted as, and expected to be, purely a political year.

In order to prepare for this period, there should be heavy activity in late 1971 (October, November and December), hopefully with a good deal of substantive results accompanying the activity. The foundation for the late fall wrapup activity should be laid in August and September, perhaps with an international trip during that time and extensive follow-up upon the return. Possible follow-up activities from the foreign trip would include the combination of a Press Conference, NSC meeting, Cabinet meeting, etc.

The principal events in which the President participates should always be tailored to fulfill not only the substantive goals for which the events were ostensibly scheduled, but contribute to the development of the public perception of the President at the end of the next 12 and 18 months. Following is a discussion of the principal Presidential events. This summary is intended to set forth the basic approach to each type of event, indicate what the event can and should achieve, and, where appropriate, discuss techniques for achievement of these goals and strengthening the results. The events are not listed in any order of priority.

1. Cabinet Contacts

The main purpose of Cabinet contact is negative insofar as the contacts are maintained in order to eliminate any potential problems. The assumption is that not a great deal is accomplished with individual Cabinet members, but if there is a contact program throughout the year, the Cabinet members will feel they are important and being used by the President.

2. Press Conferences

Our philosophy towards Press events is to do a variety of things with the Press, but do them in such a way as to make them qualify as Press Conferences. For example, if the President should attend a meeting of the American Society of Newspaper Editors, rather than merely

giving a speech he would hold a question and answer session for a certain period of time and permit this to be covered on live TV. On trips, we will develop opportunities for the President to meet with regional Press in various areas of the country. It is not necessary to have a full dress Press Conference just for the sake of having one. The President's previous pronouncements on this subject, and his philosophy that he will explore a number of means of communication with the public through the Press, will be encouraged and carried forth. Such forums as meetings with regional Press on a trip, occasionally inviting White House Press into his office on a Saturday morning, holding a limited briefing on a certain subject in the White House Press Center, and permitting questions -- all should be considered and billed as Press Conferences.

3. Open Door Hours

The Open Door Hour is not merely a potpourri of events that fit nowhere else. Rather, these hours serve to:

- (a) Provide communication and liaison with a variety of special interest groups.
- (b) Provide the setting for the President to show the human, sentimental, or color aspects of himself, and of him as President.
- (c) It provides the opportunity for the President to reach across the entire spectrum of American life and activities. For example, it allows the President to identify with figures or events involving the world of sports, business, labor, the aged, veterans, etc.
- (d) In a fairly short time span, and with a minimum of Presidential effort, it can show a high degree of Presidential activity because of the large and varied number of individuals and groups meeting with the President in his office.

4. Congressional Half-Hours

The Congressional Half-Hour, which frequently is consolidated into the Open Door Hour discussed above, provides the President with the opportunity for additional Congressional contacts. Congressional Half-Hours, and these types of events, should be decreased during periods of intense Congressional activity such as the beginning of a new session of Congress, the submission of many Messages to Congress, etc. By the same token, during low periods of Presidential Congressional activity of a substantive nature, the Congressional Half-Hour events can be increased. In short, the Congressional Half-Hour is used as a balancing device to maintain a continuing program throughout the year of Congressional contact.

5. Minority Events

The President was elected with but a small percentage of the black vote and is currently the object of anti-black feeling. The President will never be known as "a friend of the black" regardless of what he does.

Those referred to as "ethnics" are a more realistic target for political support of the President, and an effort to win them to our side would be profitable. Many of the ethnics are of the lower to middle class, are proud of their heritage, and have close ties to those first and second generation Americans. They are appalled by the violent demonstrations and applaud the uprightness of President Nixon. The President should continue to cultivate the support of these ethnic groups such as the Polish Americans, Italian Americans, etc. He can meet with groups such as the Sons of Italy, or on Pulaski Day meet with the Sons of Warsaw. These meetings needn't take very long, but they would have a wide benefit to the President.

On the other hand, the President should not meet with blacks merely for the sake of meeting with blacks. The philosophy regarding blacks would be to include them in regular meetings such as meetings on revenue-sharing, welfare, and anything else which might be of interest to them or in which we could logically include one or more blacks. The emphasis is that the President views blacks, and deals with them, as people, rather than giving them special treatment and concessions de-meaning to their dignity merely because they are hyphenated Americans.

The approach to the President's dealings with blacks must keep in mind the reality that the very most we can do is to approach the neutralization of the anti-Nixon feeling on the part of blacks and the feeling that President Nixon is anti-black. Our goal should be to achieve that neutralization so that we are not hurt by these "anti" labels. We must be careful, however, not to swing so far in our efforts for neutralization that we antagonize ethnic and southern blocks, and in doing so sacrifice one hundred times as many ethnic and southern votes in the quest for a single black vote.

6. Labor Groups

As a result of recent events, including the Cambodian demonstrations last May and the counter demonstrations by the hard hats in New York, the President has been increasingly identified with the rank-and-file groups. Rank-and-file labor people generally tend to be ethnics who most vociferously and vigorously embrace the values of America.

The President's approach to labor is to reach out to the rank-and-file members, not because they are members of labor organizations or a specific craft, but rather individuals. It is a foregone conclusion that, for economic reasons, the leadership of most labor unions will not support the President, at least in his policies. However, the majority of labor leaders have come up through the ranks and at one time fell into the category of current rank-and-file member. For this reason, although officially the labor leadership may be opposed to President Nixon's economic policies, they may support him on international policies, at least privately, and can be neutralized to some extent in their domestic issue public utterances.

The approach to labor is dichotomous.

Labor Leaders - Do enough for them so that we do not antagonize them. Include them in selected activities such as a social event or an Open Door Hour, but don't make a big effort to cultivate their support - only their respect and admiration.

Rank-And-File - Cultivate the support of these individuals through identification with hard hat type activities. For example, participate directly or indirectly in events such as Honor America Day, continue interest in baseball and football, and participate or send messages to patriotic rallies. The President appeals to them as "gutsy, and a hard worker". The most mileage can be obtained from bringing in the "steelworker of the year" and having a picture made that would be published on the front cover of every steel trade magazine in the Nation. Other means of generating this same grassroots relationship can be done on trips. The President would meet in his hotel room with some union worker who has just received some significant recognition, and the previously-mentioned picture situation could be set up. The story that would come out of this would be the President making that special effort to meet with a real American -- an average guy just recognized for his hard work.

7. **Business Leaders**

The approach to business leaders is almost diametrically opposed to that of labor leaders. Business leaders tend to support the President because they have no other place to go. Meetings with business leaders are essentially issue-oriented and serve one of two basic purposes:

- (a) Give business leaders the benefit of the President's thinking or stimulate them.
- (b) Result in a public story related to the economy and the President's efforts in improving it.

8. **Social Events**

The approach to social events is that they be done with dignity and that they serve to entertain. The entertainer must be of "acceptable" character and should exhibit a characteristic or quality that is an extension of some aspect of the President. For example, Johnny Cash represented the hard-working, verile image. Pearl Bailey is a warm, human individual. The Fifth Dimensions were an exciting and versatile group.

White House social events should radiate excitement and a festive air. They should suggest a sense of well-being in the world and subtly say that the President is in command and that there is reason for entertainment and enjoyment.

The President's social events have a particular Richard Nixon imprimatur - they have a certain dignity and tenor to them that contrast dramatically to the raucous LBJ barbeque and the snobbish JFK Pablo Casals concert.

The two principal social events, the formal dinners and the Evenings at the White House, should have two different types of entertainment. The Evenings at the White House should always have a broad appeal of enjoyment and entertainment. E.G., Johnny Cash, Brazil '66, Red Skelton. The more classical and cultural material should be reserved for the State Dinners. Occasionally, for variation, and dependent upon the State Visitor, it might be appropriate to have a real "rip snorter" in order to break the pattern and avoid predictability. But, Evenings at the White House should get the excitement and radiate the most color.

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The central theme of all Presidential trips is to bring Government to the people, furthering the President's stated philosophy that, rather than having the power flow from localities to Washington, he wants to reverse the flow and bring Washington's "power to the people".

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- (a) The Blockbuster - This would be a multi-faceted trip that might include a Presidential Press Conference, meeting with State and local officials, meeting with local people, and a major speech. An example of this was the Kansas State trip. After delivering his speech at Kansas State University, the President went to Chicago where he met with a Polish group, delivered a speech and received 45 newly-naturalized citizens, held conferences with the editorial boards of two newspapers and was photographed conversing with construction workers in front of a building under construction.
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Date 2/1/71

Referred to:

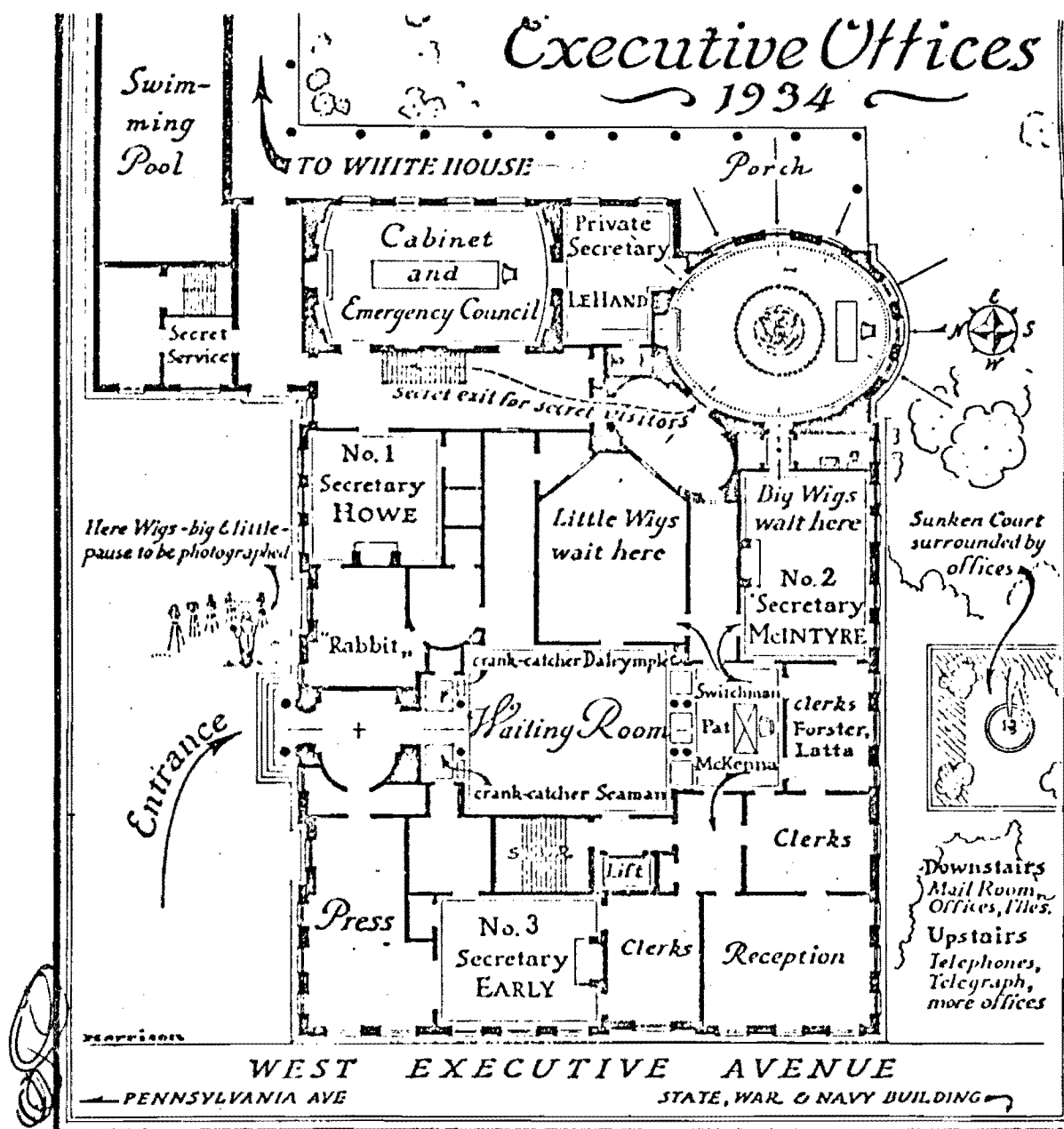
Steve Bull

Many thanks, Steve wjh
By: Mr. Hopkins' Office

HEADQUARTERS OF ROOSEVELT & CO.

(CONTINUED)

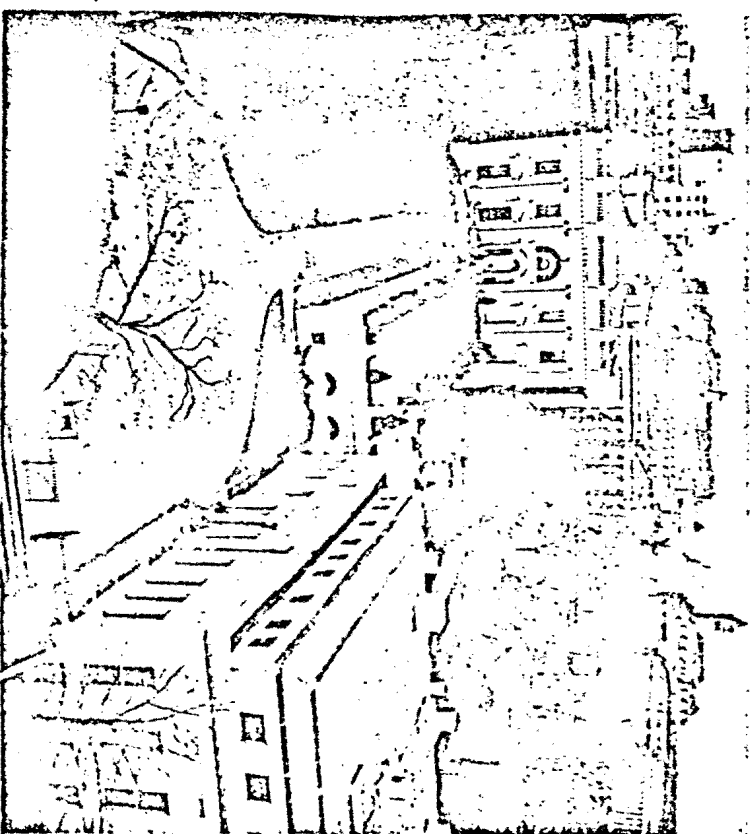
VIBRANT heart and busy brain of the New Deal are the White House offices, pictured on this page. Here Franklin Roosevelt works from 10 to 5, eating a tray lunch at his desk. Just west of the White House and connected with it by a colonnade, this low square building was constructed on the site of the old greenhouse in 1903 by Theodore Roosevelt who decided that the main building was no place in which to do business. It was gutted by fire at Christmas time, 1929 and modestly restored by Herbert Hoover. In 1934 Franklin Roosevelt had it greatly enlarged and remodeled at a cost of \$325,000. A penthouse was added above the main story. The basement was extended underground to a sunken court beyond the south wall of the building. The President gave himself a new circular office closer to the White House and the 10 members of the Cabinet found themselves in quarters large enough for 36. For the benefit of the 120 employees who staff this dynamic headquarters of the New Deal, the entire building was air-conditioned. At right is a floor plan of the Executive offices which appeared in TIME Dec. 17, 1934 when the reconstruction was completed. Where you wait to see the President still depends upon your own importance, as determined by "Switchman" Pat McKenna. Two years have brought only one major change to the White House offices—the death of Louis Howe. His room remains empty until President Roosevelt finds another No. 1 secretary.



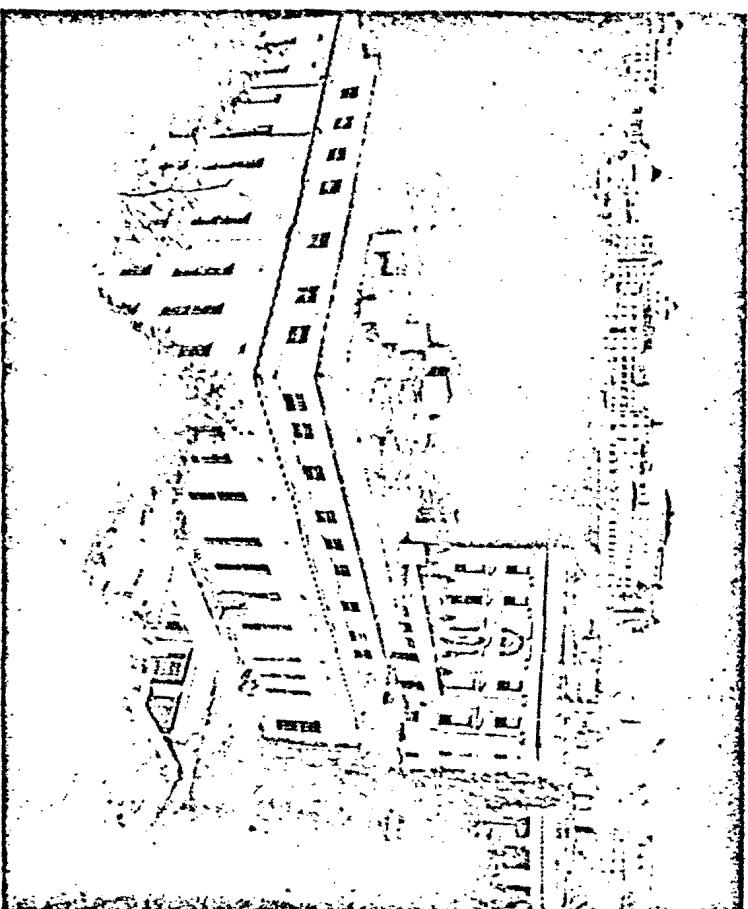
FROM HIS CIRCULAR OFFICE THE PRESIDENT RUNS THE U. S. (NOW VACANT: HOWE'S ROOM)

of another No. 1 secretary.

FROM HIS CIRCULAR OFFICE THE PRESIDENT RUNS THE U. S. NOW INCHES...



WHITE HOUSE, COLONNADE AND WHITE HOUSE OFFICES.



REAR VIEW. NOTE PENTHOUSE AND BASEMENT COURT.

January 22, 1971

Steve
FYI

FOR: ALEX BUTTERFIELD
VIA: LUCY WINCHESTER AND CONSTANCE STUART
FROM: DEBORAH MURRAY
SUBJECT: White House Worship Services - Long Term Planning

It does not seem practical to submit a 20-month plan for worship services for the following reasons:

- (1) If the service is to be planned around a special group, as is often the case, we do not know more than one month in advance that a group will be in Washington, much less that the President would like to give them special attention in the form of a worship service.
- (2) We do not know more than several months in advance what choirs will be touring in the Washington area. Since choirs must pay their own travel expenses, it is important that we invite those scheduled to be in or around the Washington area on the date mentioned for the service.
- (3) The 20-month proposal seemingly would serve no useful purpose even if ministers and choirs were all approved initially in this memo because in the past, worship services have been put on and taken off the President's calendar on very short notice. In fact, seldom have we known more than one week to ten days in advance that a service would definitely take place. Several times when ministers and/or choirs were lined up more than two weeks in advance, I have had to call and cancel their appearances at the White House when the official calendar has changed in that time span.
- (4) By the time 20 months have passed, ministers may have died or changed religions: example, in one year's time, Ezra Ellis had left the First Friends Church in Whittier and had joined the Church of Religious Science in Los Angeles!

For these reasons, I am submitting a six-month plan which I think is reasonable. Taking into consideration that each of these ministers has not been checked out within the last month, I am hopeful that the "concept" rather than the specific minister is approved in each case (i. e. a Lutheran, a Jew, a black, etc.)

FEBRUARY

Lutheran minister

- 1) Rev. Dr. Jacob A. O. Preus, International President of the Lutheran Church - Missouri Synod. Recommended by Chuck Colson.

Son of former GOP Governor of Minnesota; in 1963 was one of the major church leaders to support candidacy of Nixon; is in process of appointing a President's Commission on Pornography within the Lutheran Church

- 2) Dr. Oswald C.J. Hoffmann Recommended by Billy Graham

Best known Lutheran clergyman in America. Preacher on "The Lutheran Hour" every Sunday on 1200 radio stations.

- 3) If the service is on a date between Feb. 1-14, the President may wish to have Billy Graham conduct the service as he will be in Washington for the period of Feb. 1-14.

MARCH

Jewish rabbi

- 1) Dr. Nelson Glueck, President, Hebrew Union College, Cincinnati, Ohio.

Reformed segment. Recommended by Peter Flanigan

- 2) Dr. Samuel Belkin, President, Yeshiva University, New York, New York.

Orthodox segment. Recommended by Peter Flanigan.

- 3) Rabbi Gilbert Klapperman, President of the New York Board of Rabbis, 1969.

Recommended by Dan Hofgren.

- 4) Rabbi Sherman D. Siff, The Young Israel Synagogue of Manhattan, New York.

Orthodox segment. In his 30's. Recommended by Bill Safire, but says we should listen to a sermon first. B'nai B'rith says he is on his way up!

APRIL

a black minister

- 1) Reverend Melvin Floyd, Community Relations Division, Philadelphia Police Department.

A Negro minister who has an outstanding reputation for community service in Philadelphia. He was highly recommended by Secretary Laird last year.

- 2) Dr. J.H. Jackson, President of the National Baptist Convention, USA, Inc. Chicago, Illinois.

Recommended by Harry Dent. Was one of the first black leaders to endorse the candidacy of the President. His group is the largest Negro denomination in the country.

- 3) I will get other recommendations from Bob Brown.

MAY

- 1) This should be a Hawaiian Vesper Service held on the South Lawn of the White House at sunset. It should be conducted by Rev. Abraham Akaka and his choir from the Kawaiahao Church in Honolulu, Hawaii.

We invited and then canceled Rev. Akaka last year. The President would still like to have the vesper service as far as I know. May would be safe as far as weather is concerned.

JUNE

Methodist minister OR a service conducted by the three Armed Service Chaplains, which was recommended by Gen. Hughes and Secretary Laird

- 1) Bishop Gerald Kennedy, California.

Recommended by Rose Woods and Billy Graham.

- 2) Dr. Carl Haley, Arlington Forest Methodist Church, Arlington, Va.

Recommended by Rose Woods and OK'ed by the President. Was a student at Duke and lived in same house with the President one year.

JULY

special youth oriented service

1) The Rhythmic Choir - 25 men and women (high school and college age)

Hymns, scriptures, spirituals, and other works having religious themes are interpreted by the use of symbolic movement. Six singers and a pianist provide musical accompaniment for the dancers. Membership on group is voluntary, and it represents many denominations.

2) "Tell It Like It Is" - young people singing in modern terms and language the problems of today. (we have a tape on file)

3) "The New Children" - another version of "Tell It Like It Is"

AUGUST

service at the Western White House

The service could be held on the beach, on the golf course, or anywhere else on the grounds. The minister could be a well-known Californian, and guests could be close friends of the Nixons with a few of the people or clergy who have invited the President to attend church in California.

The reception afterwards could be held around the pool.

Guest Lists

Beginning in 1971, we are attempting to standardize the church guest lists in order that the categories of people for whom the services were originally designed be invited to each and every service. We will still leave a number of seats not specifically assigned each Sunday in the event that the President would want a specialized interest group invited. Guest lists are designated as follows:

<u>Category</u>	<u>Number of Seats</u>
Cabinet	40
Congress	20
Diplomatic	25
Military	10
White House Staff	20
Sr. Admin. Officials	25 (will be 35 after Chotiner leaves)
Dent/Chotiner	20 (10 will go to Sr. Admin. Officials when Chotiner leaves)
Colson	20
Rose Woods	50
White House Police	25
Secret Service	25
POW wives	6
Undesignated	14

PRESIDENTIAL SCHEDULE

January 1971 - August 1972

The structure of your memo to the President on this subject will serve not only as an informative document for his information, but as the basic document that will dictate the President's activities for the next 20 months.

In preparing this memorandum, you may wish to approach it in the following manner:

I. Basic Philosophy of Public Presidential Activity

- A. It is not what the President does, but what he appears to be doing.
- B. Small symbolic events may be more effective than long, large and frequent substantive meetings.
- C. The substance of administrative programs lose their impact if unrelated to visible Presidential activity.

II. Goals of the Presidential Schedule

- A. Highlight the President's association with Administration activities.
- B. Develop the public's perception of various favorable characteristics and attributes of the President. These elements include the following:
 - 1. The President having favorable relations with
 - (a) The Cabinet.
 - (b) Congress.
 - (c) The Press.

2. The President as an expert in foreign affairs.
3. The President in control of domestic problems:
 - (a) The Economy.
 - (b) Relations with minority groups.
 - (c) Youth.
 - (d) Law and Order.
 - (e) The Social Problem.
4. The President as a cultural leader.
5. The President having a meaningful relationship with State and local governments.
6. The President as an individual receptive to ideas and divergent views.
7. The President as a loyal, patriotic, and moral American.
8. The President as an administrator with a human, open, and efficient staff of people.
9. The President as a straightforward, candid man and President.

III. Methods of Achievement

- A. Specify the various Presidential activities that will contribute to the achievement of the above-mentioned elements.
- B. Improve techniques for deriving maximum effect and benefit from Presidential activities.
 1. Strive to have a single Presidential activity contribute to the achievement of more than one of the single elements to be developed.

2. Improve techniques of exploiting favorable aspects of each event.
 - (a) Early Press announcement of activity to generate additional news stories and Press interest.
 - (b) Include Press pool in more meetings.
 - (c) Give Press access to Presidential guests after their meeting.
 - (d) Adjust White House briefing times to early morning and late afternoon.
 - (e) Vary the rhythm of the day's schedule, e.g., hold a Cabinet meeting in the afternoon rather than the morning - have a late afternoon NSC meeting rather than early morning.

IV. Summary of Presidential Activities for the Next 20 Months that are Designed to Achieve Scheduling Goals (listing of number of Cabinet Meetings, NSC Meetings, Press Conferences, Trips, etc.)

V. How the Public Perceives and Evaluates the President with Respect to Various Personal and Professional Characteristics, Relationships, Abilities, and Other Matters Relating to the President as a Man and as the President of the United States (refer to previous poll and note that Derge has been commissioned to conduct a poll, the results of which will be received in approximately two months)