

**RICHARD NIXON PRESIDENTIAL LIBRARY
DOCUMENT WITHDRAWAL RECORD**

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
N-1/169	Report/ Itinerary	"I Domestic" Reintegrated from Contested Files 07/10/2006	n.d.	C (Nixon)
N-2/170	Report	"In January of 1971 a plan was set forth..." Reintegrated from Contested Files 07/10/2006	n.d.	C (Nixon)
N-3/171	Memo	Bull to Colson, re: Presidential Scheduling Objectives; attachments: 1) Memo, Chapin to Bull re: attached 12/22/1971 Reintegrated from Contested Files 07/10/2006 2) Memo, Bull to Haldeman, re: Achievement of Presidential Scheduling Objectives-12 Month Cumulative Analysis, 12/16/1971 Reintegrated from Contested Files 07/10/2006	12/22/1971	C (Nixon)
N-4/172	Report/ Itinerary	Scheduling Objectives Reintegrated from Contested Files 07/10/2006	n.d.	C (Nixon)
N-5/173	Memo	Howard to Chapin, re: Organizations the Pres should see in 1972 Reintegrated from Contested Files 07/10/2006	01/21/1972	C (Nixon)
N-6/174	Memo	Copy of N-3 with attachment Reintegrated from Contested Files 07/10/2006	12/22/1971	C (Nixon)

COLLECTION TITLE

WHSF: SMOF: Stephen B. Bull

BOX NUMBER

5

FOLDER TITLE

Presidential Scheduling Objectives - 1972

PRMPA RESTRICTION CODES:

A. Release would violate a Federal statute or Agency Policy.
B. National security classified information.
C. Pending or approved claim that release would violate an individual's
rights. (CONTESTED MATERIALS)
D. Release would constitute a clearly unwarranted invasion of privacy
or a libel of a living person.

E. Release would disclose trade secrets or confidential commercial or
financial information.
F. Release would disclose investigatory information compiled for law
enforcement purposes.
G. Withdrawn and return private and personal material.
H. Withdrawn and returned non-historical material.

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DOCUMENT WITHDRAWAL RECORD**

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
N-7/175	Memo	Howard to Bull, re: Presidential Participation in Events Reintegrated from Contested Files 07/10/2006	01/27/1972	C (Nixon)

COLLECTION TITLE

WHSF: SMOF: Stephen B. Bull

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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12065, Section 6-102

CONFIDENTIAL

Date 1/14/80

January 28, 1972
6:00 p.m.

MEMORANDUM FOR: H. R. HALDEMAN

VIA: DWIGHT L. CHAPIN

FROM: STEPHEN BULL

RE: Presidential Scheduling Objectives

Attached is the revised plan for 1972 scheduling objectives. This has been prepared in conjunction, and in consultation, with David Parker and those staff members with cognizance over the categories of activities discussed in the plan.

cc: D. Parker

CONFIDENTIAL DETERMINED TO BE AN
ADMINISTRATIVE MARKING

January 1972

PLANNING CALENDAR JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 8 pm-Farewell for PN
2 9:30-pm-CBS One on One	3 FYI-Hartke Announcement Gerard Smith Henry Ford II To California	4 CALIFORNIA FYI-Muskie Announcement San Diego Shipyard	5 CALIFORNIA Fletcher-Space Shuttle Dinner-Connally	6 CALIFORNIA Prime Min. Sato Sato Dinner	7 CALIFORNIA FYI-Powell/ Rehnquist Swearing In Prime Min. Sato Sato Lunch	8 CALIFORNIA Foy Meeting Return to D.C.
9 The President's Birthday PN Returns - 2 p.m.	10 FYI-Humphrey Announcement COLC-Health Ser- vices Comm.	11 Swear-In - Arthur Flemming	12 PERSONAL	13 VN Announcement	14 C.D.	15 C.D.
16 FYI-Super Bowl-New Orleans C.D.	17 PERSONAL	18 92nd Cong. Reconvenes PERSONAL	19 PERSONAL	20 Inaugural Anniversary State of Union- 12:30 Cabinet Cabinet Dinner TO FLORIDA	21 FLORIDA	22 FLORIDA
23 FLORIDA	24 Budget Message UNSecy. Gen.	25 PERSONAL	26 GOP Leaders P.M. Biesheuvel Quadriad	27 Econ. Report	28 Dr. Barzel Ambrose/Drugs DeWitt Wallace Dinner	29 C.D.
30 C.D.	31 NATO Secy. Luns					

CONFIDENTIAL

February 1972

PLANNING CALENDAR

JAN 25 1972

6PM

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 FYI-Rural Sp. Rev. Sharing Nat'l. Prayer Break- fast Rep. Govs. Dinner	2 FYI-Crippling Strikes & West Coast Dock Message PERSONAL	3 In Office P.C.? Athletes-Drug Recep.	4 FYI-Bicentennial Message Pearl Bailey C.D.	5 Tet-Vietnamese New Year C.D.
6 FYI-Manpower Statement C.D.	7 FYI-Manpower Message FYI-Winter Olympics to 2/21 U.S. District Attys.? Dinner-Conf. on Amer Business 1990	8 Foreign Policy Review Cabinet/Leadership Breakfast	9 FYI-Environ. Message PERSONAL Cong. Recess	10 PERSONAL PC-TV-7:30 NCVA Dinner	11 FLORIDA	12 LINCOLN'S BIRTHDAY FLORIDA
13 FLORIDA Cong. Recess	14 FYI-Valentine's Day PERSONAL Senate Reconvenes	15 FYI-Gen.Rev. Sharing Message PERSONAL	16 ASH WEDNESDAY House Reconvenes	17 Bipartisan Leaders	18	19
20 PERSONAL	21 WASHINGTON'S BIRTHDAY Tricia's Birthday HOLIDAY CHINA	22	23	24	25	26
27 CHINA	28 Depart China for U.S. 12:00 noon-Arrive D.C.	29 FYI-General Rev. Sharing Message PERSONAL				

CONFIDENTIAL

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12065, Section 1.2, Date 1/14/80

March 1972

TRAINING CALENDAR

JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 FYI-Republican National Leadership Conference-Wash. Hilton PERSONAL	2 FYI-Aging Message PERSONAL	3 FLORIDA	4 FLORIDA
5 FYI-Urban Statement FLORIDA	6 FYI-Urban Sp. Rev. Sharing Message FYI-Conf. of Mayors, D.C. FLORIDA	7 N.Hamp.Primary	8 FYI-Health Message PERSONAL	9 FYI-New Tech. Message	10 Secy. Romney?	11 C.D.
12 FYI-Law Enforcement Statement C.D. Radio Speech?	13 FYI-Law Enforcement Message	14 Florida Primary Stag Dinner?	15 FYI-Education Sp.Rev.Sharing Message FYI-Radio & TV Cor. Dinner PERSONAL	16 Mrs. Nixon's Birthday FYI-Welfare Message	17 ST. PATRICK'S DAY	18 FYI-Secondary School Principals Anaheim to 2/21 Evening at W.H.?
19 FYI-Minority Business Statement Radio Speech? Worship Service?	20 FYI-Minority Business Message	21 Illinois Primary Stag Dinner?	22 FYI-Drug Message PERSONAL	23 Pres. Erim? Erim Dinner?	24	25
26 FYI-Transp. Statement Palm Sunday	27 FYI-Transp. Sp.Rev.Message PRC Table Tennis Team?	28 Anniv. of Gen.Eisenhower's death Stag Dinner?	29 FYI-Reorgan. Message PERSONAL House Recess	30 PASSOVER Senate Recess	31 GOOD FRIDAY FYI-David Eisenhower's Birthday	

April 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
By <u>normal</u> <u>1/17/72</u>						
2 EASTER	3 FYI-Easter Egg Roll	4 FYI-King Assassination Wisconsin Primary Senate Reconvenes	5 PERSONAL	6 FYI-International Narcotics Control Conf.?	7	8 FYI-Gridiron Dinner
9 Natl. Assn. of Elem. School Principals 9-12 Miami Radio Speech?	10 Pan Am Week House Reconvenes	11 R.I. Primary Stag Dinner?	12 PERSONAL	13 Jefferson Birthday FYI-Explorers' Presidents Conf. CANADA?	14 Pan Am Day FYI-National School Boards Assn. San Francisco CANADA?	15 FYI-Nat'l. School Boards Assoc. San Fran. to 4/18 Evening at the White House?
16 FYI-Apollo 16 Launch	17	18	19 Patriots Day PERSONAL	20 W.H. Photographers Dinner?	21 FYI-ASNE Dinner	22
23 Worship Service?	24 FYI-ASSOC. Press Dinner, N.Y.	25 Mass. Primary Pa. Primary FYI-ANPA Dinner-New York Navv Dinner?	26 PERSONAL	27	28	29 FYI-W.H. Cor. Dinner
30 Israel Birthday Radio Speech?						

CONFIDENTIAL

DETERMINED TO BE AN
ADMINISTRATIVE MARKING

May 1972

PLANNING CALENDAR

JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Law Day USA & Loyalty Day by Pres. Proc. May Day	2 D.C., Indiana, Ohio and Ala. Primaries	3 PERSONAL	4 Tenn. Primary	5 Texas?	6 N.C. Primary Texas?
7 Texas?	8 Pres. Truman Birthday World Red Cross Day OAS-San Fran.?	9 Neb. & W. Va. Prim. Primary CALIFORNIA?	10	11	12	13
14 MOTHER'S DAY Return to D.C.	15 FYI-Okinawa Return Peace Officers Memorial Day Police Week PERSONAL	16 Maryland Primary PERSONAL	17 PERSONAL	18 PERSONAL	19 Bipartisan Leaders? PERSONAL	20 ARMED FORCES DAY
21 PERSONAL	22 Maritime Day (by Pres. Proc.) PERSONAL	23 Oregon Primary PERSONAL	24 PERSONAL	25 PERSONAL House Recess	26 PERSONAL Senate Recess	27 PERSONAL
28 PERSONAL	29 MEMORIAL DAY JFK's Birthday PERSONAL	30 Cong. Reconvenes PERSONAL	31 PERSONAL			

CONFIDENTIAL

DETERMINED TO BE A

ADMINISTRATIVE MARKING

PLANNING CALENDAR

JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12065, Section 6-102 By <i>W. H. H. H.</i> NARS, Date <i>1/14/80</i>				1 FLORIDA	2 Italy Natl. Holiday FLORIDA	3 FLORIDA
4 Natl. Govs. Conf. in Houston, June 4-7. FLORIDA	5 Anniv. RFK's Death Governors-Houston?	6 Calif., N.M., S.D. & N.J. Primaries <i>Marking</i> <i>Quick running</i> <i>10:00-11:00 AM</i>	7 Freedom of Press Day PERSONAL	8 Southern Baptist Convention Philadelphia	9	10
11 Rotary International Conv. Houston-June 11-15	12 Tricia's Wedding Anniversary Nat'l. Flag Week	13 Duke Law School Reunion?	14 FLAG DAY PERSONAL	15 Pres. Echeverria? Echeverria Dinner?	16	17 Iceland Natl. Holiday
18 FATHER'S DAY	19	20 N.Y. Primary Natl. Jaycee Convention Atlanta CALIFORNIA	21 Pres. and Mrs. Nixon's Wedding Anniversary	22	23	24
25 CALIFORNIA	26	27 Ark. Primary	28 PERSONAL	29	30	
					Cong. Recess	

CONFIDENTIAL

July 1972

JAN 25 1972

ADMINISTRATIVE MATTER E.O. 12065, Section 6-1.02						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
By <i>McNeill</i>	Date <i>1/17/72</i>					<u>California</u>
2	3	4 INDEPENDENCE DAY	5 Julie's Birthday	6	7	8
<u>CALIFORNIA</u>			Return to D.C.			
9	10 Democratic Natl. Convention Miami begins	11	12 Annual Meeting Natl. Conf. of Lt. Governors (Dem. and Rep- in Des Moines)	13	14	15
16	17 Cong. Reconvenes	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
By <i>match</i>		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
PERSONAL					FVI-American Legion Convention Chicago, Ill.	→
20	21	22	23	24	25	26
To San Clemente	Republican Nat'l. Convention San Diego a.m.-Tribute to Gen. Eisenhower p.m.-Tribute to PN	Nomination	Nomination of V.P. Acceptance Speech	PERSONAL	PERSONAL	FVI Summer Olympics Munich, Germany (8/26-9/10) PERSONAL
27	28	29	30	31		
PERSONAL	PERSONAL Sen. Reconvenes	PERSONAL	PERSONAL	PERSONAL		

DETERMINED TO BE AN ADMINISTRATIVE MATTER
E.O. 12055 Section 6-12
DATE Date

CONFIDENTIAL

DETERMINED TO BE AN
ADMINISTRATIVE MARKING

By 1/14/80 NARS, Date

September 1972

PLANNING CALENDAR

JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 PERSONAL	2 PERSONAL
3	4 LABOR DAY	5	6	7	8	9 ROSH HASHANA
←		TRIP				→
10 PERSONAL	11	12	13	14	15	16
						→
17	18 YOM KIPPUR	19	20 PERSONAL	21	22	23
24	25	26	27 PERSONAL	28	29	30

CONFIDENTIAL

DETERMINED TO BE AN
ADMINISTRATIVE MARKING

October 1972

JAN 25 1972
PLANNING CALENDAR

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 11/10	4 PERSONAL	5	6 ← TRIP →	7
8	9 COLUMBUS DAY PERSONAL	10	11 PERSONAL	12 ← TRIP →	13	14
15 Worship Service	16	17	18 PERSONAL	19 ← TRIP →	20	21 C.D.
22 C.D.	23 VETERANS' DAY ←	24	25 TRIP	26	27	28 →
29 ←	30 TRIP	31 →				

CONFIDENTIAL

November 1972

PLANNING CALENDAR

JAN 25 1972

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 ←	2 TRIP	3 →	4
5 PERSONAL	6 Evening TV	7 Election Day	8 PERSONAL	9	10	11 →
12 PERSONAL	13	14	15	16	17	18 →
19	20	21	22	23 THANKSGIVING DAY	24	25
26	27	28	29	30		

I. Domestic

Domestic - Issues

Environment - 6/yr.

Drugs - 12/yr.

Economy:

 Quadriad - 12/yr.

 Economy Oriented - 12/yr.

Crime - 6/yr.

Aging - 6/yr.

Health - 9/yr.

Welfare Reform - 3/yr.

Agriculture - 4/yr.

Consumerism - 3/yr.

Government to People - 15/yr.

Special Events - 12/yr.

II. Foreign Affairs

Trips - 5/yr.

NSC - 8/yr.

State Visits - 3/yr.

Foreign Policy Meetings - 48/yr.

Head of State/Government - 8/yr.

III. Cabinet

Meetings - 18/yr.

Individual Appointments - 24/yr.

Visit to Departments - 2/yr.

IV. Congress

GOP Leadership - 8/yr.
Bi-Partisan - 5/yr.
Cong. Appointments - 72/yr.
Mansfield Breakfasts - 2/yr.
Albert Breakfasts - 2/yr.
Trips to Hill - 3/yr.
GOP Breakfasts - 3/yr.
Cong. Receptions - 6/yr.

V. Major TV

Head to Head - 1/yr.
3 on 1 - 1/yr.
Report to Nation - 6/yr.

VI. Press Relations

Televised Press Conf. - 6/yr.
In-Office Conf. - 12/yr.
Individual Appointments - 12/yr.
Radio Speeches - 5/yr.

VII. Social

State Dinner - 3/yr.
Evening at WH - 8/yr.
Special Dinners - 12/yr.
Church - 8/yr.
Special Receptions
(not including Cong.) - 18/yr.
Private Dinners - 12/yr.

VIII. General

Youth - 15/yr.

Labor - 25/yr.

Senior Citizens - 12/yr.

Special Interest:

Veterans - 10/yr.

Associations and Organizations - 25/yr.

Others - 10/yr.

Ethnics:

Black - 20/yr.

Spanish - 10/yr.

Others (including Polish, Italian, etc.) - 12/yr.

Women - 27/yr.

IX. Miscellaneous

Color Events - 48/yr.

Medals of Honor - 1/yr.

Governors (Ind. or Group) - 12/yr.

Special Interest Speeches - 12/yr.

Miscellaneous Ceremonies - 24/yr.

X. Political

To be determined.

In January of 1971 a plan was set forth regarding scheduling objectives for the President. Within that plan were various categories of activities with quotas projected for each activity. For the year 1971 it was anticipated that Foreign Affairs would consume approximately 60 per cent of the President's time, and Domestic Affairs the remaining 40 per cent.

Based upon the experience gained in 1971, and taking into account the requirements for 1972, the categories for Presidential activities have been revised, consolidating some types of activities into one category, and breaking out certain politically important domestic issues as separate sub-categories. A listing of the major categories, sub-categories, and the quotas are attached at Tab A. Following is a brief discussion of each category:

I. Domestic

Unlike the 1971 plan where "Goal Issues" was a sub-category, we have specified in the 1972 plan the specific domestic (or goal) issues in which the President should involve himself. The quotas attached to some of the issues may appear to be low, such as three events for "Consumerism". However, the President can involve himself indirectly in many more consumer events through the issuing of statements, etc. that do not really involve his time. The quota of three is just specific events in which he will actively participate.

"Government to the People" appears again as a category and includes Domestic Backgrounders. Obviously, political trips would not count as a "Government to the People" event.

"Special Events" is the miscellaneous category that includes funerals, weddings, etc.

II. Foreign Affairs

Potentially, there are five foreign trips before the end of 1972: China, Moscow, Munich, Canada, and Iran.

State Visits - the three visits of foreign leaders to the United States are Turkey, Mexico, and one other, perhaps Colombo of Italy. This latter one is cited only as a possibility--sort of a "wild card".

Foreign Policy Meetings - in 1971 this category was improperly labelled "Office Appointments". "Foreign Policy Meetings" is just a more inclusive term that would include Credentials Presentations, as well as meetings with Ambassadors, Foreign Ministers, etc.

It is anticipated that there will be a number of follow-up meetings to China and the USSR with Heads of State of allied nations. Consequently, a quota of eight has been assigned.

III. Cabinet

There is no real change from the 1971 plan other than in the reduction of the three sub-categories in the number of each event.

IV. Congress

Because 1972 is a major political year, Congress will be adjourning early. The House is aiming for mid-August and the Senate mid-September. In view of the early adjournment, we will be required to stack our Congressional events within a time frame of 8 or 9 months as opposed to a full 12 months.

The change from 1971 Congressional activity is the deletion of Congressional Half Hours and the addition of "Congressional Receptions". Congressional Half Hour-type events will be included in a category discussed later ("Miscellaneous" - "Color Events").

V. Major TV

The change in this major category is in "Report to Nation" where six have been projected for the year. The six include reports on the China and USSR trips, one or two reports on progress in Vietnam, perhaps an economy report, and the State of the Union which has already taken place. Six is a conservative figure, but as the Convention approaches reports to the nation will be interpreted increasingly as political.

VI. Press Relations

It is anticipated that there will be more in-office Press conferences this year, and 12 have been projected. The projection of 12 individual appointments may be conservative since the President may be more amenable to exclusive interviews leading up to the campaign. This entire sub-category may be expanded during the campaign, dependent upon the situation at that time.

Six televised Press conferences have been projected which is a reduction of two from last year's projections, and two more than were actually achieved in 1971.

VII. Social

The Social category is self-explanatory with the exception of the Special Receptions, where it should be noted that we are not including in this sub-category the projected six Congressional Receptions. Twelve private dinners are projected, these dinners being primarily political. Chuck Colson has emphasized the desirability of holding as many social events as possible during this next year. There is much equity to be earned through any type of social event at the White House.

During 1971, a non-political year, the President had 12 private dinners. You will note that 12 is the figure projected for 1972, the political year. The reason that this number is so low is a result of permission received in a Haldeman to Chapin memo dated January 24 in which he indicated that the President has modified his ideas regarding the dinners for the people from the key States. Instead of doing one State at a time, he would now like to try the approach of a series of three or four black-tie stag dinners to be held on Tuesday nights in the March and April period that would mix a group of leaders from several of the key States. This would result in a great deal of consolidation and, consequently, fewer private dinners.

VIII. General

This category is the "Colson category" which has the greatest significance in 1972. Chuck and his staff are looking very closely at their plan, and have given us these projected figures. I think that what we must keep in mind is the requirement for flexibility, and the recognition that the quotas in this case really are only guidelines. We will approach

certain Special Interest Groups as the political situation dictates. For example, should the President need to generate political support in a certain geographical area of the country, an event or meeting with an agricultural group that is important in that geographical area might be necessary. In short, political expediency and necessity will dictate to a great extent how the President operates within the "General" category. The sub-category "Special Interest Groups" includes veterans, civic groups (e.g., Kiwanis) and trade associations.

IX. Miscellaneous

Since Open Door Hours have been eliminated from the President's schedule, a category was needed for such events as Poster children, the few Congressional Half Hour-type events that we have, etc. Therefore, "Color Events" has been introduced with a projected quota of 48 color events per year. This does not include anything once we get into the campaign where we will be doing numerous color event type things at airports and in crowds.

One Medal of Honor Ceremony is projected for the year, hopefully the last Medal of Honor Ceremony the President does. The remainder of the Miscellaneous category is self-explanatory, with the possible exception of Special Interest Speeches. These speeches almost fall into the category of Special Interest Events, and include events such as speeches to Milk Producers and other groups. We want to distinguish Special Interest Speeches from Campaign Speeches, although this will become increasingly difficult. I hesitate at the present time to assign a specific quota, but were we to interpret "Special Interest Speeches" in its broadest sense and include political, the number would be about 80. We have projected 12 non-political, Special Interest Speeches, to be given for the remainder of the year, recognizing that any speech the President gives after July 1st will be considered political.

X. Political

At the present time there is no written political plan or philosophy that can be submitted. After the China trip, Dwight Chapin will be preparing this plan.

For planning purposes, we are assuming the following periods of time for campaign purposes:

October 6-7

October 12-14

October 19-21

October 23 - November 7

General Discussion

Between now and the Convention (August 21) the President's time will be consumed 65-70% with Foreign Affairs, with the remaining 30-35% with Domestic Affairs. However, we have to make it appear as though his activities are split 50-50 between Domestic and Foreign Affairs. Therefore, the public events that receive Press coverage should be weighted in favor of the domestic events since there will be fewer of them, and more of the Foreign Affairs events should be kept low key.

After the Convention, we should tilt 60% in favor of Domestic Affairs with no more than 40% being taken up by Foreign Affairs. The assumption is that Domestic Affairs will be a Democratic target during the campaign. The President's Foreign Policy accomplishments will be the strong suit. With the proper emphasis on domestic accomplishments, plus the foreign affairs accomplishments, we can campaign on a solid domestic base too. During the campaign, when the President is back in the White House office, we may wish to put 70% of the President's public posture against domestic affairs.

An analysis of the planning calendar between now and election day shows that there really is not all that much time open on the President's calendar. Right off the top, we can delete the following blocks of time since they are already reserved for major events:

February 14 - March 6 - China preparation, trip, China return.

May 15 - June 4 - USSR preparation, trip, and return.

June 20 - July 5 - San Clemente

August 21 - 25 - Convention

September 3 - 9 - Possible Foreign Trip

October 6-7, 12-14, 19-21 - Campaigning

October 23 - November 7 - Heavy Campaign Period

November 8 - 18 - Vacation

Copy of Planning Calendar attached at Tab B.

When laying out the President's calendar for the remainder of the year, we will think in terms of four working days plus a news events or statement to be released Sunday for Monday's news. The Monday news would be for a domestic event. We will continue to keep Wednesdays free for personal time. The domestic events will be scheduled on Tuesdays and Thursdays for Wednesday's and Friday's news. The domestic news for Monday will be in the form of a release, as mentioned before.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12065, Section 6-102
NARS, Date 1/14/80

CONFIDENTIAL

December 22, 1971
4:15 P.M.

FOR: CHARLES COLSON
FROM: STEPHEN BULL *SB*
RE: Presidential Scheduling Objectives

In February of 1971 Dwight Chapin put together a rather lengthy paper outlining scheduling objectives through November of 1972. Various Presidential activities were divided into categories and projected quotas were assigned to each major category and sub-category. On a quarterly basis I have been preparing an analysis of achievement of these scheduling objectives. On December 16 I did a 12-month cumulative analysis on achievement of Presidential scheduling objectives, a copy of which is attached.

I would appreciate it if you would briefly review the 12-month analysis that I did, noting particularly the categories as well as Bob Haldeman's penned comments. You will note that we were directed to take a cut at a '72 plan based on what we have learned.

In a subsequent memorandum, Dwight Chapin asked Dave Parker and me to get together and come up with a tentative plan. It seems to me that we will need your assistance in this matter since "special interest groups" will play a major role in the President's activities this year. In thinking about scheduling various special interest groups, we undoubtedly have to consider what groups need to be cultivated in which geographical regions of the country. For example, should we need to cultivate a certain 4-state area in the northwest, there are undoubtedly some specific agricultural groups that would help us achieve our political goals in that specific area. Dave Parker and I are not qualified to do this by ourselves and we feel that it would be worthwhile for us to sit down with you as soon as possible and begin work on this plan.

It seems to me that this task will be a rather complex one since we have to start thinking now in terms of the total political picture in all 50 states. We would like to meet with you at your earliest convenience after you have reviewed the material provided here.

Thank you.

cc: D. Chapin
D. Parker

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

December 22, 1971

MEMORANDUM FOR: STEPHEN BULL

FROM: DWIGHT L. CHAPIN

Attached you will find a copy of the memorandum which you sent to Haldeman regarding our scheduling objectives for the current year. You will see that he felt a good job was done on the analysis.

His suggestion is that we take a first cut at a 1972 plan. Would you please work closely with Dave and put together a plan which the three of us can review Monday of next week.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12065, Section 6-102
By A. Emmell NAW, Date 1/11/80

CONFIDENTIAL

December 16, 1971
1:30 p.m.

MEMORANDUM FOR: H. R. HALLEMAN

VIA: DWIGHT L. CHAPIN

FROM: STEPHEN BULL *SB*

RE: Achievement of Presidential Scheduling Objectives -
12-Month Cumulative Analysis

*good analysis -
now let's take a
first cut at '72
based on
what we've
learned
H*

Attached is a 12-month cumulative analysis of the President's projected activities versus the number of activities in each category actually achieved. As in previous reports, a (+) or (-) is shown for convenience to indicate where we are ahead or behind. A (+) is awarded to those categories where achievements exactly match projections.

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The figures for 1971, by themselves, are probably pretty good taken in their aggregate, and contrasted with the events of the year. The principal news issues this year are the economy and foreign affairs, and, in this regard, we did well. The China and USSR trips will be dominating the President's schedule one way or another for the next five months, and I would project from here that the figures for the first two quarters of 1972 will look pretty much like any two quarters of 1971. However, since 1972 is a political year, we will have to place a great deal more attention and work against those groups that can benefit us the most politically -- Special Interest groups and Labor groups. I never have seen a plan for Minorities, but one should be developed if we are to cultivate the ethnics properly. I doubt that we want to place a great deal of emphasis against Blacks since that seems to be a losing cause. I might suggest that those who are doing the political planning for 1972 look at the 1971 achievement figures in the General category, and see where and how we can boost the figures up in a way that is most beneficial to the President. I defer in this matter to Chuck Colson and others who will be actively involved in the campaign planning.

Get this done

MONTHLY REPORT

Activity	Projected	Achieved	
<u>Domestic</u>			
Domestic Council	12	1	-
Quadriad	12	7	-
Goal Issues	96	49	-
Domestic Backgrounder	4	5	+
Gov't. to People	4	4	+
One day/Special events	8	36	+
Economy Oriented		38	+
<u>Foreign Affairs</u>			
For. Trips	2	2	+
NSC	24	3	-
State Visits	11	5	-
Office Apmts.	48	97	+
Head of State Meetings		4	+
<u>Cabinet</u>			
Cabinet Meetings	24	21	-
Individual Appointments	48	19	-
Visit to Departments	8	2	-
<u>Congress</u>			
GOP Leadership	24	14	-
Bi-Partisan (Cong. Breakfasts)	4	16	+
Cong. 1/2 Hours	48	13	-
Cong. Appointments	36	60	+
Mansfield Breakfasts	4	4	+
Albert Breakfasts	4	5	+
Trips to Hill	1	5	+
<u>Major TV</u>			
Head to Head	4	3	-
4 Network	2	1	-
Report to Nation	4	8	+
Speeches	2	0	-

Activity	Projected	Achieved
<u>Press Relations</u>		
Televised Press Conf.	8	4 -
In-Office Conf.	12	4 -
Ind. Appointments	12	26 +
Radio speeches		4 +
<u>Social</u>		
State Dinner	9	5 -
Evening at WH	12	2 -
Special Dinners	4	13 +
Church	12	7 -
Special Receptions	12	23 +
Private Dinners	12	12 +
<u>General</u>		
Open Door Hours	96	54 -
Students	12	16 +
Minorities	48	13 -
Labor Groups	48	15 -
Special Interest	48	74 +
<u>Miscellaneous</u>		
Medals of Honor		4
Political		24
Governors		11
Off-The-Record Speeches		2
Special Speeches		22
Misc. Ceremonies		29

SCHEDULING OBJECTIVES

DOMESTIC AFFAIRS

	Week	Month	Quarter	6 Mo.	1971	1972	20 Mo. Total
Domestic Council		1	3	6	12	8	20
Economy (Quadriad/CCEP)		1	3	6	12	8	20
Goal Issues (hours per week)	2	8	24	48	96	64	160
Revenue Sharing							
Govt. Reorganization							
Health							
Welfare							
Environment							
Administrative Accomplishments							
Law and Order							
Reordering Priorities							
Vietnam							

SCHEDULING OBJECTIVES

TRIPS (DOMESTIC)

(NOTE: Foreign under Foreign
Affairs)

Domestic Backrounders (Four or perhaps one Blockbuster)

Blockbuster (2 to 3 day multi-purpose Trips)

- Government Hearings
- Press Conference (Nat'l.)
- Dinner
- Visit Local Govts.
- Speech to City Council
- Meet Local Press
- Tour Parks
- Visit Mfr. Plant
- Tour Minority Enterprise
- Health Center
- Meet Mayors, Governors,
County Officials
- Make Speech
- Cabinet Meeting

Government to People Trips
(Day to day-and-a-half)
(Elements of Blockbuster)

One Day Trips/Special Events

- Speech
- Campus Visit
- Dedication
- Special Dinner
- Crisis Trip
- Medal of Freedom
- Stop on way to Florida and California

Week	Month	Quarter	6 Mo.	1971	1972	20 Mo Total
		2	4	4	1	5
			15	3	1	4
		1	2	4	3	7
		2	4	8	5	13

SCHEDULING OBJECTIVESFOREIGN AFFAIRS

	Week	Month	Quarter	6 Mo.	1971	1972	20 Mo. Total
NSC Meetings		2	6	12	24	16	40
State Visits - Washington		1 av.	3	6	11	4	15
-Out in Country				(1)	(2)	(1)	(3)
Foreign Trips - Options				1	2	1	3
- SALT							
- Vietnam							
- POW-Geneva							
- Summit							
- Africa							
- Midway Revisited							
- Latin or South America							
- Japan							
Office Appointments	1		12	24	48	32	80
- Visiting Dignitaries							
- Special NSC Appointments							
- Diplomatic Credentials							

SCHEDULING OBJECTIVESCABINET

Meetings

Individual Appointments (not Secy.
Def., State, Treas., A.G.)Visit to Departments
(12 Exec. Depts. -Office Visit with
Secy. - Speak)

Week	Month	Quarter	6 Mo.	1971	1972	20 M Total
	2	6	12	24	16	40
1	4	12	24	48	24	72
		2	4	8	4	12

SCHEDULING OBJECTIVES

CONGRESS

	Week	Month	Quarter	6 Mo.	1971	1972	20 Mo Total
GOP Leadership		2	6	12	24	16	40
Bipartisan				2	4	3	7
Congressional Open Door Hour	1	4	12	24	48	32	80
Congressional Appointments (General)		3	9	18	36	24	60
GOP Leadership Breakfasts				1	2	2	4
Mansfield Breakfasts			1	2	4	2	6
Albert Breakfasts			1	2	4	2	6
Trips to Hill (Lunch/meetings)					1	1	2

SCHEDULING OBJECTIVES

MAJOR TELEVISION APPEARANCES (Besides Press Conferences)

Head to Head Interviews
(BBC/ABC/CBS/NBC/PLB?)

Four Network Interview (Including
PLB)

- Domestic Program
- General Subjects
- 3rd Year Wrap-Up

Reports to Nation

- Economy
- War
- Status Legislative Programs

Speeches

- In Country.
- Nebraska Type.
- Bicentennial type

Week	Month	Quarter	6 Mo.	1971	1972	20 Mo. Total
		1	2	4	1	5
			1	2	1	3
		1	2	4	3	7
			1	2	2	4

SCHEDULING OBJECTIVES

PRESS RELATIONS

Televised Press Conferences		2	4	8	8	16
- In East Room						
- In Country						
- ASNE						
In Office Press Conferences	1	3	6	12	8	20
-						
- Group of Reporters						
- Group of Columnists						
- TV Correspondents						
- Wires						
- Drop-by Press Center						
- Subject Briefing-Press Center						
Individual Appointments-Reporters/ Publishers, Editors	1	3	6	12	8	20
Radio Speeches						

SCHEDULING OBJECTIVES

SOCIAL

	Week	Month	Quarter	6 Mo.	1971	1972	20 Mo Total
State Dinners (Wash.)			25	5	9	3	12
Evenings at White House		1	3	6	12	8	20
Special Dinners				2	4	3	7
- Medal of Freedom							
- Law Day							
Church		1	3	6	12	8	20
Special Receptions		1	3	6	12		12
Private Dinners (Conventional)		1	3	6	12	8	20
Miscellaneous							

SCHEDULING OBJECTIVES

GENERAL

(NOTE: Many of the following can be handled in the Open Door Hour format. The idea is to build a frequency and contact while limiting the amount of Presidential time involved.)

	Week	Month	Quarter	6 Mo.	1971	1972	20 Mo Total
OPEN DOOR HOURS (2-30 minute sessions)	2	8	24	48	96	64	160
Student Meetings		1	3	6	12	8	20
Minorities (Colson Plan)	1	4	12	24	48	32	80
Labor Groups	1	4	12	24	48	32	80
Special Interest Groups	1	4	12	24	48	32	80

THE WHITE HOUSE

WASHINGTON

January 21, 1972

MEMORANDUM FOR DWIGHT CHAPIN

FROM: W. Richard Howard



In response to Steve Bull's December 22nd memorandum, the following are organizations which we believe the President should definitely see during the coming year:

1. National Association of Home Builders: Since the initial writing of the letter by the President to Lou Barba over two years ago, the home building industry has continued to prosper at a tremendously strong pace. Accordingly, a meeting with the President and the executive committee of the Association might be appropriate sometime in March, and allow the outgoing president, John A. Stastny, to talk to the press on the very positive things the Administration has done for the housing industry.
2. American Retail Federation: We should be able to devise a meeting either at the Federation's upcoming convention, or an executive committee meeting with the President to discuss their efforts in holding the line against inflation. The Federation has been extremely cooperative, and business among their members is very good. Either an appearance at their convention by the President, or a meeting at the White House would receive a favorable response from their members, who are extremely substantial.

3. Meeting with the Panel on Non-public Education and Selected leaders from the Non-public Sector: A meeting with the President and an organization of this type would be very helpful subsequent to an indication by the President of his intent to support aid to non-public schools.

4. A.S.A.E. Briefing: We should consider another briefing for members of ASAE, but this time on a more selected basis and a different format, geared to those members who would be most disposed to working hard in their various states for re-election of the President. Jim Low has some excellent thoughts in this regard. We will develop a more detailed plan, but we would expect this to take place sometime in the early summer.

5. St. Patrick's Day: As you know, the President has turned down the Friendly Sons of St. Patrick in New York, but we should definitely be planning something press worthy by the President and an Irish group on St. Patrick's Day. This might once again be tied into Mrs. Nixon's birthday on the 16th. As you will recall, last year the President was made an Honorary Member of the Friendly Sons of St. Patrick of Philadelphia on March 17, and he also met with the gentleman who narrates the St. Patrick's Day parade in New York. The honorary membership presentation played very well on the 18th as did the continuing references to the President throughout the St. Patrick's parade in New York. Henry Cashen will come up with something specific for this day depending on the President's disposition of time as the day approaches.

6. Celebrities: As you know, the Citizens Committee has hired a gentleman by the name of Joe Horseck to organize a committee of celebrities for re-election of the President, in California. As soon as he puts together a creditable list to kick off this particular operation, I would recommend that the President have a reception for the group in San Clemente. This would solidify those who have already signed up, and I believe, stimulate interest by other uncommitted celebrities.

7. Chamber of Commerce and the N.A.M.: We think it would probably be useful for the President to meet with the new officers of both the NAM and the Chamber sometime this year, since the NAM will have a new president replacing Gulley, and the Chamber will be replacing Arch Davis. Such a meeting might be helpful in that we will have to be relying on these two organizations for a great deal of support throughout the country in 1972.

8. The National Grange: It seems to us that we have showered a great deal of attention on the Farm Bureau at the expense of the Grange. We realize that the Grange is much smaller but they do have a definite amount of influence, and a meeting with their executive committee would be a good idea especially considering the strong amount of work which they have done for the Administration in the past.

9. VFW Congressional Banquet: We realize that the National Commanders of the American Legion and the VFW have been in to see the President, but it has been indicated that the President promised he would attend the VFW Congressional Banquet, and we think it would be a good idea. The banquet will be held on March 7, 1972.

10. Ethnic Groups: The President should meet with 4-5 key ethnic groups. As soon as we get the ethnic operation going at 1701, we believe one of their major functions should be locating or generating appropriate recognition events.

11. Senior Citizens: The Senior Citizen organization at 1701 along with ourselves should be generating timely events for recognition and participation by the President. Groups that should be considered for recognition are AARP-NTRA, National Council of Senior Citizens, National Council on Aging, and Telephone Pioneers of America. We will continue to try to come up with some more specific suggestions in this area.

12. Veterans Organizations: In addition to the VFW Congressional Banquet (#9), the President should also receive for short courtesy calls, the new Commanders of the Legion, VFW, Jewish War Veterans, Marine Corps League, Retired Officers Association, and Disabled Veterans.

13. Youth Groups: We would expect to want meetings with a half dozen youth oriented groups either at their conventions or in the Oval Office. These groups should include the Future Farmers, etc.

14. Small Business Groups: The President stands very high with these small business organizations. We believe one major meeting, possibly a Cabinet Room Briefing with a Presidential drop-by, would do the job. It should include the National Federation of Independent Business, National Business League, Smaller Business Association of New England, National Small Business Association, National Association of Small Business Investment Companies.

15. Firemen and President's Commission on Fire Prevention and Control: In as much as there are approximately 1 million firefighters in the country, including volunteer departments, we need to get more visibility for the Commission on Fire Prevention. This should include a meeting with the President and a session with a good solid volunteer fire department group.

16. Lions International and Kiwanis International: The President should meet with the new head of Lions and we have been trying to get the head of Kiwanis in for some time. The President has already seen the new heads of Rotary and the Jaycees.

17. General Aviation: This has been a very active group in the past in supporting both Nixon and Goldwater. We are not in very good standing with them at the present time, but some of their problems are being taken care of. Toward spring or early summer we should try to romance them again.

18. State Labor Groups: We will want to bring in for "Open Hours" representatives of certain state labor groups. We would expect to bring in 10 or 12 of these groups.

If we can find a good excuse, and fit the following events into the President's schedule they would be useful events to schedule:

1. National Forest Products Association: We have done a great deal to support this Association, and in return they have been of great assistance to us on the Hill with various related matters. Accordingly, we suggest that the President meet with the Executive Board of the Association for a general exchange of ideas relating to 1972, and further, to accept from the Association " a symbolic gesture reaffirming this industry's and the public in general --- support of the President's efforts to control our nation's crippling inflation."
2. Associated Credit Bureaus, Inc.: According to John Spafford, this organization and its members have taken an extremely positive attitude toward the President and it might be very helpful for John to organize some of the most prominent of his members to meet with the President to discuss the apparently strong economic position which they are realizing as a result of Administration initiatives. Such a meeting would build up support both from a psychological and financial point of view, based on the indicated stature of the members to be present.
3. Scientists and Engineers: Although I have no specific suggestions at this time, this is an area that needs attention in the public relation area. If Bill Magruder comes up with some good schemes, something should be done with the Council of Scientists and Engineers Organizations and others to get mileage.

This is as complete a program as we can put together at this time, however, we are continuing our search for important groups and organizations, and we will forward those as they are developed.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

~~DETERMINED TO BE AN~~
ADMINISTRATIVE MARKING

E.O. 12065, Section 2-102

~~CONFIDENTIAL~~

December 22, 1971
4:15 P.M.

FOR: CHARLES COLSON
FROM: STEPHEN BULL *SB*
RE: Presidential Scheduling Objectives

In February of 1971 Dwight Chapin put together a rather lengthy paper outlining scheduling objectives through November of 1972. Various Presidential activities were divided into categories and projected quotas were assigned to each major category and sub-category. On a quarterly basis I have been preparing an analysis of achievement of these scheduling objectives. On December 16 I did a 12-month cumulative analysis on achievement of Presidential scheduling objectives, a copy of which is attached.

I would appreciate it if you would briefly review the 12-month analysis that I did, noting particularly the categories as well as Bob Haldeman's penned comments. You will note that we were directed to take a cut at a '72 plan based on what we have learned.

In a subsequent memorandum, Dwight Chapin asked Dave Parker and me to get together and come up with a tentative plan. It seems to me that we will need your assistance in this matter since "special interest groups" will play a major role in the President's activities this year. In thinking about scheduling various special interest groups, we undoubtedly have to consider what groups need to be cultivated in which geographical regions of the country. For example, should we need to cultivate a certain 4-state area in the northwest, there are undoubtedly some specific agricultural groups that would help us achieve our political goals in that specific area. Dave Parker and I are not qualified to do this by ourselves and we feel that it would be worthwhile for us to sit down with you as soon as possible and begin work on this plan.

It seems to me that this task will be a rather complex one since we have to start thinking now in terms of the total political picture in all 50 states. We would like to meet with you at your earliest convenience after you have reviewed the material provided here.

Thank you.

cc: D. Chapin
D. Parker

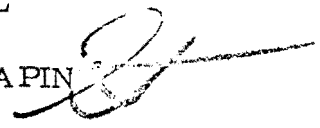
MEMORANDUM

THE WHITE HOUSE

WASHINGTON

December 22, 1971

MEMORANDUM FOR: STEPHEN BULL

FROM: DWIGHT L. CHAPIN 

Attached you will find a copy of the memorandum which you sent to Haldeman regarding our scheduling objectives for the current year. You will see that he felt a good job was done on the analysis.

His suggestion is that we take a first cut at a 1972 plan. Would you please work closely with Dave and put together a plan which the three of us can review Monday of next week.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12065, Section 6-102
NARS, Date 1/14/80
CONFIDENTIAL

December 16, 1971
1:30 p.m.

MEMORANDUM FOR: H. R. HALDEMAN
VIA: DWIGHT L. CHAPIN
FROM: STEPHEN BULL
RE: Achievement of Presidential Scheduling Objectives -
12-Month Cumulative Analysis

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! → In the General category, we are way down with Minorities and Labor Groups. It is unfortunate that the address to the AFL-CIO Convention cannot be counted more than once since that stirred up such activity and interest in the Press that it was worth about ten small labor meetings. One big plus in the General category is Special Interest where we were 74 versus 48 projected. I believe that our projections were way too low in the first place, and that in 1972 we should double or triple our projections. The types of Special Interest groups, however, are political decisions to be made by Messrs. Haldeman, Colson, et. al.

Miscellaneous is pretty much self-explanatory with the exception of Special Speeches. This category of speeches is similar to Special Interest groups and includes 4-H, Milk Producers, and others. During a political year, the President will be making a number of these addresses to such groups, and I am sure that the record of achievement will be a lot higher than the 22 that we realize for 1971.

The figures for 1971, by themselves, are probably pretty good taken in their aggregate, and contrasted with the events of the year. The principal news issues this year are the economy and foreign affairs, and, in this regard, we did well. The China and USSR trips will be dominating the President's schedule one way or another for the next five months, and I would project from here that the figures for the first two quarters of 1972 will look pretty much like any two quarters of 1971. However, since 1972 is a political year, we will have to place a great deal more attention and work against those groups that can benefit us the most politically -- Special Interest groups and Labor groups. I never have seen a plan for Minorities, but one should be developed if we are to cultivate the ethnics properly. I doubt that we want to place a great deal of emphasis against Blacks since that seems to be a losing cause. I might suggest that those who are doing the political planning for 1972 look at the 1971 achievement figures in the General category, and see where and how we can boost the figures up in a way that is most beneficial to the President. I defer in this matter to Chuck Colson and others who will be actively involved in the campaign planning.

Get this done

MONTHLY REPORT

Activity	Projected	Achieved	
<u>Domestic</u>			
Domestic Council	12	1	-
Quadriad	12	7	-
Goal Issues	96	49	-
Domestic Backgrounder	4	5	+
Gov't. to People	4	4	+
One day/Special events	8	36	+
Economy Oriented		38	+
<u>Foreign Affairs</u>			
For. Trips	2	2	+
NSC	24	3	-
State Visits	11	5	-
Office Apmts.	48	97	+
Head of State Meetings		4	+
<u>Cabinet</u>			
Cabinet Meetings	24	21	-
Individual Appointments	48	19	-
Visit to Departments	8	2	-
<u>Congress</u>			
GOP Leadership	24	14	-
Bi-Partisan (Cong. Breakfasts)	4	16	+
Cong. 1/2 Hours	48	13	-
Cong. Appointments	36	60	+
Mansfield Breakfasts	4	4	+
Albert Breakfasts	4	5	+
Trips to Hill	1	5	+
<u>Major TV</u>			
Head to Head	4	3	-
4 Network	2	1	-
Report to Nation	4	8	+
Speeches	2	0	-

Activity	Projected	Achieved	
<u>Press Relations</u>			
Televised Press Conf.	8	4	-
In-Office Conf.	12	4	-
Ind. Appointments	12	26	+
Radio speeches		4	+
<u>Social</u>			
State Dinner	9	5	-
Evening at WH	12	2	-
Special Dinners	4	13	+
Church	12	7	-
Special Receptions	12	23	+
Private Dinners	12	12	+
<u>General</u>			
Open Door Hours	96	54	-
Students	12	16	+
Minorities	48	13	-
Labor Groups	48	15	-
Special Interest	48	74	+
<u>Miscellaneous</u>			
Medals of Honor		4	
Political		24	
Governors		11	
Off-The-Record Speeches		2	
Special Speeches		22	
Misc. Ceremonies		29	

THE WHITE HOUSE

WASHINGTON

January 27, 1972

MEMORANDUM FOR STEVE BULL

Per our conversation, we would hope for Presidential participation in the number of events estimated below by category:

Youth	15
Labor	25
Senior Citizens	12
<u>Special Interest</u>	
Veterans	10
Associations and Organizations	25
Others	10
<u>Ethnics</u>	
Black	20 (per Bob Brown)
Spanish	10
Others	12
(including Polish, Italian, etc.)	
Women	27 (per Barbara Franklin)

I hope the above information is helpful for planning purposes, but obviously this information will vary as the year progresses.



W. Richard Howard