



Jeffrey Ford

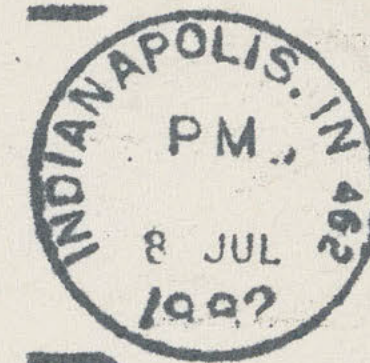
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GRADUATE SCHOOL OF BUSINESS

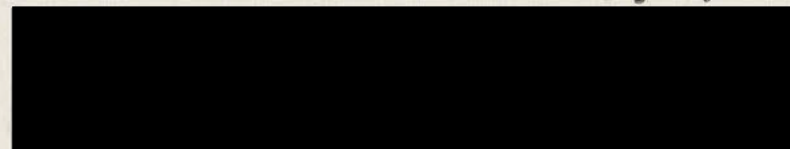
801 West Michigan Street.

P.O. Box 647

Indianapolis, Indiana 46223



Lt. Colonel John Boyd, Ret.





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July 6, 1982

Lt. Colonel John Boyd, Ret.

Dear Colonel Boyd:

Senator Gary Hart provided me with your address (a copy of his letter is enclosed) and suggested I contact you regarding your material on conflict. A colleague and I are interested in its possible use as a framework for better understanding corporate business activity and would like to obtain any material you may have on the subject.

Thank you for your consideration of this request and I look forward to hearing from you.

Sincerely,

A handwritten signature in dark ink, appearing to read "J.D. Ford", written over a faint circular background.

Jeffrey D. Ford
Associate Professor of
Administrative and Behavior Studies

Encl.

JDF/rb

United States Senate

WASHINGTON, D.C. 20510

June 30, 1982

Jeffrey D. Ford
Associate Professor of
Administrative & Behavioral Studies
Indiana University
School of Business
PO Box 647
Indianapolis, Indiana 46223

Dear Professor Ford:

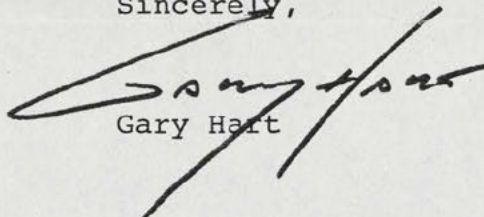
Thank you for your letter of June 15.

I agree that John Boyd's theory of conflict has potential application to business competition. Unfortunately, his work exists only in briefing form. I do think it would be worth your while to get the briefing; you can contact John at:

[REDACTED]

If you should decide to pursue this matter, I would very much appreciate being kept informed of your work. I am most interested in innovations which can improve our ability to compete in the international economic arena.

Sincerely,


Gary Hart



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Indianapolis, Indiana 46223
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June 15, 1982

Senator Gary Hart
254 Russel
Senate Office Bldg.
Washington, D.C. 20510

Dear Senator Hart:

In an article you wrote entitled "What's Wrong With the Military?", you refer to some work by a retired Air Force Colonel named John Boyd (reference is marked on enclosed article copy) on the subject of conflict. After reading your brief summarization of his work, a colleague and I immediately saw the potential value of his "observation-orientation-decision-action cycles" as a framework for conceptualizing corporate business activity. We would, therefore, appreciate any assistance you may provide us in securing copies of Boyd's work. We feel that with the appropriate translations, Boyd's framework may be a valuable tool in helping managers better understand organization dynamics.

Thank you for your assistance.

Sincerely,

Jeffrey D. Ford
Associate Professor of
Administrative & Behavioral Studies

JDF/ch
Enclosure

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

Kopfball
mit

830 Operation Smt. of
Central Hilton 16th Oct 18
4th Floor West wing

- OD for CEC

- What do we know about $G \in C$

- OODA loop ^{can be used to} represent CCC
process

- OO represents bottom of / outside
while DA represents log - down
inside-out part of nodes

- The second O (orientation) is the most important since it represents the signifying of our genetic heritage, cultural traditions and personal experiences -- which because it links the CODA loop since it represents the signifying of our genetic heritage, cultural traditions and personal experiences.

- Without a unifying theme one cannot give freedom of action but maintain coherence of whole
- Without explicit connection or bonds one cannot have ^{an} ~~unifying~~ ^{unifying} theme

- How do we generate explicit connections? Play to those positive aspects of our genetic heritage, cultural tradition, and popular experiences that permit us to grow

Note

• Under what circumstance do the notions of undecidability, uncertainty, and entropy arise?

• What kind of maneuvers are Napoleon's strategic maneuvers?



Answer

Multi-Thrust Penetration Maneuvers

+ Point: Hawson end-game of Kutuzov
+ advancing in flank and rear causes one
+ to miss the true nature of the Napoleonic
+ strategic maneuver as a

Result: Because Napoleon strategic maneuvers were thought of in this sense, rather than as ^{a multi-thrust} penetration, we find the idea of multi-thrust penetration at the tactical level not realized until infiltration tactics of 1918

plots currently flying

7-15s

7-16s

what's the engine doing now

Boyd's approach to conflict is quite fascinating. Fortunately, I read "Destruction and Creation" before I read "Patterns of Conflict." Boyd's analysis of classic military theories is first rate. I am not sure that he has the right interpretation of Marxist revolutionary conflict, but he is on-target as far as guerrilla warfare is concerned. I believe he should have stressed the value of hatred as a motivating factor for revolutionary movements, tying this in with how easy it is for a trained provocateur to convince the average person that he is oppressed and that his society is not providing justice. Hatred, for some strange reason, is a stronger motivator than love or pride.

The great difficulty for the United States and its free world allies is that these governments have as their goal changing the Soviet system. But those of us living in free world countries do not hate the Soviet people, and there is no way to carry on the ideological and counter-revolutionary struggle with the Soviets without strong motivation. Moreover, there is no way for the free world to carry on guerrilla warfare against the Soviet government. At best, we can pick away at the Soviet system through things like the Voice of America. By contrast, the open and charitable societies in the west are easy pickings for revolutionaries. We are easy to penetrate.

Boyd, therefore, does not really provide a formula for the U.S. and its allies to follow in reforming the Soviet society by non-military means. At best, he advocates doing a better job of employing the principles of guerrilla warfare, but that is guidance for us in Central America, not Eastern Europe.

Be that criticism as it may, Boyd's analytical powers are truly amazing. I thoroughly enjoyed the intellectual challenge he posed.

- Schumpeter ^{naturally} can be thought of as a biomimetic agent that creates a non-uniform or inegal distribution of effort as ^{base} to generate superiority in some sectors by thinking-out other,

7 May 84 Thursday Alan Tipler on
~~most~~ every medium vs stunning phenomena

- WW I Battle of Somme / Passchendaele
 - WW II Strategic Bombing of Germany and U.S.
 - Reagan Program →
-

- Subvert will of constitution
-- Defense / technology and
rise of large contracts that
subvert checks / balances that
define U.S.A.

11-11-19

- If one can penetrate adversary and sever those bonds that make up that being in order to isolate as well as subvert & seize those M-P & C-A that he depends upon one can collapse adversary's will & resist. Then one pull adversary apart ^(in general way isolated & C-A) or will be ~~seized~~ & seize those C-A that he depends upon, then, one can collapse adversary's will & resist.

- If one can p adversary and sever those bonds that make up his M-P being thereby ~~in order to~~ pull adversary apart (in general way isolated & non-cooperative C-A) as well as general way S or S those C-A that he depends upon, he depends upon, then one can collapse adversary's will & resist. one can pull adversary apart, destroy his internal being, produce paralysis and collapse his will & resist.

- If one can p ^{adversary} ~~adversary~~ and pull adversary apart (in general way isolated & non-cooperative C-A) by sever those bonds that make up his M-P being as well as by S or S C-A ~~if this being~~ that he depends upon then one will destroy adversary's internal being, produce paralysis, and collapse his will & resist.

- If one can p adversary and sever those bonds that make up his M-P being as well as S or S those C-A of that being he depends upon, ^{in order to} one will find that he can pull adversary apart (in general way isolated & non-cooperative C-A) thereby, destroy his internal being, produce paralysis and collapse his will & resist. one will find that he has uncovered a way to pull adversary apart and collapse his will & resist.

- ② & Helen We really won the Battle of Britain
 ⑥ & Peyton Fighters
 ⑨ & Ballard Found the Last
 ⑫ ⑫ & Johnson Full Circle
 ⑤ & Caden Thunderbolt
 ⑭ ⑭ & Simon New Talk
 ④ & Boyer D E C
 ⑧ & Galbraith Gandhi
 ⑩ & Hater New Kangaroo
 ⑬ ⑬ & Starobys The New Nazis
 & Galbraith Strategy Bomby Survey

⑦ Foch

$$\begin{array}{r}
 199 \\
 16 \\
 \hline
 4 \overline{) 200} \\
 \underline{3} \quad 35 \\
 6 \overline{) 210} \\
 \underline{18} \\
 30 \\
 31
 \end{array}$$

① • Adcock, F.E. "The Greek and Macedonian Art of War", 1957

③ • Betts, Richard K. "Surprise Attack", 1982

~~Howard~~

⑤④ • Howard, Michael "The Cause of Wars", 1983

⑥ • McWhiney Brady & Jamieson, Perry D. "Attack and Die", 1982

④ • Gabriel, Richard A & Gal, Reuven "The IDF Officer: Linchpin in Unit Cohesion" (Army) January 1984

• Foch, Ferdinand "The Principle of War", 1903/1920

• Liddell Hart, B.H. "The British Way in Warfare", 1932

• Liddell Hart, B.H. "When Britain Goes to War", 1935

• Liddell Hart, B.H. "The Remaking of Modern Armies", 1927

~~• Galbreath~~

"The United States Strategic Bombing Survey" 30 Sept 1945

② • Axelrod, Robert "The Evolution of Cooperation", 1984

⑦ • Rothenberg, Gunther E. "The Art of Warfare in the Age of Napoleon", 1978

⑧ • Tang Zhi-Chang "Principles of Conflict" (Compilation of Sun Zi's Art of War), 1969

- ✓ ① • Adeock, F.E. "The Greek and Macedonian Art of War", 1957
- ✓ ② • Axelrod, Robert "The Evolution of Cooperation", 1984
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- ✓ ⑤ • Howard, Michael "The Causes of Wars", 1983
- ✓ ⑥ • McWhiney, Brady & Jamieson, Perry D. "Attack and Die", 1982
- ✓ ⑦ • Rathenberg, Gunther E. "The Art of Warfare in the Age of Napoleon", 1978
- ✓ ⑧ • Tang Zi-Chang "Principles of Conflict" (Recompilation of Sun Zi's Art of War), 1969
- ✓ ⑨ • Wolf, Eric R. "Peasant Wars of the Twentieth Century", 1969

Obsession

~~Father type~~ When together we ~~conceded~~ that these mental
imprints or hang-ups were ways or attitudes ~~we related~~
~~to our obsession or~~ to our obsession with control as
how to cope with a hostile environment.
represent ways we can control ourselves or others or how
to cope with a box represent ways that command us
and ~~rather~~ imposed control upon others to realize these
purposes.

Further Comment Doyle Brown Further Comment

~~What the~~ Senior Commandos ~~decided~~ with central
despatch possibility prevented small unit ~~independence~~
~~necessity~~ for effective small unit tactics
Senior small unit commander platoon and company
commanders the ~~independence~~ essential for
effective small unit tactics

Why

Only the prospect of a costly defeat ~~forced~~ in
1948 forced the British High Command to
relax enough central control to allow
the small unit commander the ~~required~~ freedom of
action that made the infiltration work possible
the infiltration tactics to work

JAMES EGAN
Management Analyst



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*John, your
KEEP YOUR
MUCH UP!
Best wishes,
Dan*

DANIEL L. DUDAS
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ANN HUGHEY
GENERAL EDITOR

(212) 350-2371

1984
MONTHLY
DATE
KEEPER

JANUARY

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 New Year's Day <i>Unifying Theme</i> <i>Grand Strategy</i> <i>or</i> <i>Haral Leverage</i>	2 Breckthorn <i>on</i> <i>News/Ends in</i> <i>Conflict - The</i> <i>Failure of Conflict</i> <i>(Name of the Game)</i> <i>Directed Jim Burton</i> <i>Chuck Sprung</i> <i>also</i>	3 Admission Day (Alaska) <i>Bob Contee, Chris</i> <i>Wright, Tom Christie</i> <i>Mike, Burns, Jim</i> <i>Fallows, Frank</i> <i>Mr. Donald, Mike</i> <i>Sullivan, etc.</i>	4	5 Called Barry <i>Watts, read</i> <i>him my new</i> <i>version of:</i> <i>Tactics, Grand</i> <i>Tactics, Strategy</i> <i>Strategic dim</i>	6	7
8	9 Showed new <i>version of POC</i> <i>with</i> <i>Underlying Insight</i> <i>to Jim Egan</i> <i>Barry Watts</i> <i>+</i> <i>25 new charts</i>	10	11	12	13 POC <i>new version</i> <i>1000-1230</i> <i>1330-1600 with</i> <i>Underlying Insight</i> <i>Russell #302</i> <i>Wyn Wheeler, Paul</i> <i>Haven, Heather Jones</i>	14 <i>Knio</i> <i>Kalvenik</i>
15	16 POC <i>new version</i> <i>0930-1200</i> <i>1400-1630</i> <i>unable to make</i> <i>it</i> <i>Francis Gladstone</i>	17	18	19	20	21
22	23	24	25	26 <i>1300- and Smith</i>	27	28
29	30	31				<i>"The greatest artist was once a beginner." — FARMER'S DIGEST</i>

1984

JANUARY	JULY
SMTWTFS	SMTWTFS
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31
FEBRUARY	AUGUST
SMTWTFS	SMTWTFS
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22 23 24 25 26 27 28	22 23 24 25 26 27 28
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MARCH	SEPTEMBER
SMTWTFS	SMTWTFS
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
APRIL	OCTOBER
SMTWTFS	SMTWTFS
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8 9 10 11 12 13 14	8 9 10 11 12 13 14
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MAY	NOVEMBER
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JUNE	DECEMBER
SMTWTFS	SMTWTFS
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22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31

FEBRUARY

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"Men learn while they teach." — SENECA			1 Bruce Bishop 1230-1430 Black Horse Tavern 20th Street	2 Briefed Purnell on DEC 7 conflict P&I and I & H of conflict 1500-1630 Reform Pitch Russell #385	3	4
5	6	7	8 Gene Beck EM potential brief, also provided large mathematical expression by hand (at top, hand)	9 Ray Rucker Gen W. Lemay 0900-1000 1000-1200 1300-1430 His Place	10	11
12 Lincoln's Birthday	13	14 St. Valentine's Day	15	16 Chuck Keagor 1400-1500	17 Mrs. Kolunka 1100-1200 C&C Rm #313 Russell 1500 FOB Rm #208 Revised Beal	18
19	20 Washington's Birthday	21 POC Lockheed-Georgia	22 Pat McManamon Dubai Gold 1500-1600	23 POC Barrakings 1000-1200 1300-1600 Rm 223 Steve Woodall	24 NASA Largy	25
26	27	28	29 GE engine brief on Trade-off see Ray Hampley 0930-1030		Steve Woodall 1600-1700 697-6019	

1984

JANUARY	JULY
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
FEBRUARY	AUGUST
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MARCH	SEPTEMBER
S M T W T F S	S M T W T F S
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APRIL	OCTOBER
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MAY	NOVEMBER
S M T W T F S	S M T W T F S
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JUNE	DECEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

1004 MARCH

Notes

1984						
JANUARY				JULY		
S	M	T	W	T	F	S
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FEBRUARY				AUGUST		
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MARCH				SEPTEMBER		
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APRIL				OCTOBER		
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MAY				NOVEMBER		
S	M	T	W	T	F	S
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22	23	24	25	26	27	28
29	30	31				
JUNE				DECEMBER		
S	M	T	W	T	F	S
1	2	3	4	5	6	7
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"Frustration is not having anyone to blame but yourself." — BITS & PIECES				1	2 <i>etc</i> <i>Steve Woodall</i>	3
					1600-1700	
					797-6019	
4	5 Orthodox Lent Begins	6 POC <i>Nick Lennan</i> 1000-1200 1300-1600	7 Ash Wednesday 0800-DC <i>Bell</i>	8 POC/CEC <i>WST</i> <i>Gregory Froudal</i> 0930-1200 1300-1700	9 POC <i>LTC Caldwell</i> <i>LR Planning</i> 1000-1230 1330-1630	10
		<i>Nick Lennan</i>	767-5626		5D-230 x73717	
11	12	13 <i>David Robertsen</i> <i>AET</i> 1000-1100	14	15	16	17 St. Patrick's Day
				1300 <i>Harrigan</i>		
18	19 <i>Bernard Collier</i> <i>POC</i> 0930-1200 1300-1600	20	21	22	23 POC <i>Longworth</i> 1213 0900-1200 1300-1600	24
					<i>Darry Smith</i> 225-5711 <i>John Hembrecht</i>	
25	26	27	28	29	30 C & C <i>LTC Caldwell</i> 1330-1440	31
					<i>Mg. Jim Engle</i> 5D-230 x73717	

1984 APRIL

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 POC 0930-1200 1300-1600 Daniel Robinson	3	4	5 POC POC-1400	6 POC 1300-1600	7
8 POC 1300-1600	9	10	11	12	13	14
15 Palm Sunday	16 Patriot's Day (Ma., Me.)	17 First Day of Passover	18 CEC Brookline 1000-1200 Steve Woodell	19	20 Good Friday	21
22 Easter Day Orthodox Easter	23	24	25 Secretaries Day	26	27 POC/CEC 6-AD Hays 0930-1200 1300-1700 Galler Place Rm 5854 George Kuhn	28 drawing of Judiciary Sq. Hart F. St.
29	30					29 post person "Next to being shot at and missed, nothing is really quite as satisfying as an income tax refund." — F.J. RAYMOND

1984

JANUARY	JULY
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
FEBRUARY	AUGUST
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
MARCH	SEPTEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
APRIL	OCTOBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MAY	NOVEMBER
S M T W T F S	S M T W T F S
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
JUNE	DECEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31

1984

MAY

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3 POC 0930-1200 1300-1600 Fred Reed/ R340 Cannon Bldg.	4	5
6	7	8	9	10	11	12
13 Mother's Day	14	15	16	17	18	19
20	21 Victoria Day (Canada)	22	23	24 POC PA&E 0930-1200 1300-1600 Mike Gordon	25 POC 0930-1230 1300-1600 Pond Corporation	26
27	28 Memorial Day	29 POC Natal War College	30	31		"Love cures people — both the ones who give it and the ones who receive it." — DR. CARL MENNINGER

1984 JUNE

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"If at first you do succeed — try to hide your astonishment." — LOS ANGELES TIMES SYNDICATE					1 POC 1300-1600 Daryl Cooper	2
3	4	5	6 Pq Rachel	7	8 POC	9
			0900		0900-1230	
10	11	12 Steve Hoppel	13 Ken Allard CEC	14 Flag Day	15 CEC Swift	16
		1300-1400	1300-1400		1400-1500 1502 Longworth Scott Cooper	
17 Father's Day	18 White House Mus	19	20	21	22 CEC Darryl Smith	23
	1200-1300 1630-1730 Mr. DeLeon Ed Exeter #102				1000-1100 Longworth 1213	
24	25	26	27	28	29	30

1984

JANUARY	JULY
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31
FEBRUARY	AUGUST
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MARCH	SEPTEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
APRIL	OCTOBER
S M T W T F S	S M T W T F S
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MAY	NOVEMBER
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JUNE	DECEMBER
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8 9 10 11 12 13 14	8 9 10 11 12 13 14
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1984

Notes

1984

JANUARY	JULY
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29 30 31	29 30 31
FEBRUARY	AUGUST
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MARCH	SEPTEMBER
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APRIL	OCTOBER
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JUNE	DECEMBER
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22 23 24 25 26 27 28	23 24 25 26 27 28 29
29 30	30 31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 Canada Day	2 Dominion Day (Canada)	3	4 Independence Day	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

"Anything will give
up its secrets if you
love it enough."
— GEORGE WASHINGTON
CARVER

1 AUGUST

Notes

"Common sense is
instinct. Enough of
it is genius."
— GEORGE BERNARD
SHAW

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
				180 Dick Henry		
5	6	7	8	9	10	11
				225 Cannon		
12	13	14	15	16	17	18
	Victory Day (R.I.)				Admission Day (Hawaii)	
19	20	21	22	23	24	25
26	27	28	29	30	31	

1984

JANUARY	JULY
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FEBRUARY	AUGUST
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MARCH	SEPTEMBER
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APRIL	OCTOBER
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MAY	NOVEMBER
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JUNE	DECEMBER
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22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31

1984 SEPTEMBER

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"Some people strengthen the society just by being the kind of people they are." — JOHN W. GARDNER						1
2	3 Labor Day	4	5	6	7	8
9	10	11	12	13	14 POC NWC 1400-1600 Sam Gardner	15
16	17	18	19	20	21 POC NWC 1400-1600 Sam Gardner	22
23	24	25 POC 0930-1200 1300-1600	26	27 First Day of Rosh Hashana	28	29
30						

1984

JANUARY	JULY
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FEBRUARY	AUGUST
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MARCH	SEPTEMBER
S M T W T F S	S M T W T F S
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APRIL	OCTOBER
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MAY	NOVEMBER
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JUNE	DECEMBER
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4/10/2013

1001 OCTOBER

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6 Yom Kippur
7	8 Columbus Day Thanksgiving Day (Canada)	9	10	11	12 POC NWC 1400-1600 Sam Gordon	13
14	15	16	17 1230 Dental Clinic Belling APB	18	19	20
21	22 C & C 1400-1530 Sam Gordon	23	24 1230 Dental Clinic Belling APB 1145 Broodings Cpt Jay Dalton 451-1858 Ann Woodell	25	26	27
28	29 Reptn for Micki Pallenberg Sun Ellen 1730-1930 Rm 419 Denton Blvd	30 Pen 1230 Dental Clinic 1600-1800 315 Belling APB	31 Halloween 1600 From Flycatcher Hart Building 1st 1600	"It's not a sin to be rich — it's a miracle." — W.F. DETTLE		

1984

JANUARY	JULY
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29 30 31	29 30 31
FEBRUARY	AUGUST
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MARCH	SEPTEMBER
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APRIL	OCTOBER
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22 23 24 25 26 27 28	22 23 24 25 26 27 28
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MAY	NOVEMBER
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22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
JUNE	DECEMBER
S M T W T F S	S M T W T F S
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31

NOVEMBER

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"Don't be afraid to take a big step. You can't cross a chasm in two small jumps." — DAVID LLOYD GEORGE				1	2	3
4	5	6 Election Day 1980 Santa Ana Bally RFB	7	8	9	10
11 Veterans Day	12	13	14	15	16	17
18	19	20	21	22 Thanksgiving Day	23	24
25	26	27	28 U of Kansas Mike Wyly C & C	29	30	

1984

JANUARY	JULY
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31
FEBRUARY	AUGUST
S M T W T F S	S M T W T F S
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8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MARCH	SEPTEMBER
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30 31

DECEMBER

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
"God gave us our memories so that we might have roses in December." — JAMES M. BARRIE						1
2	3	4	5	6	7	8
		1800 AFNS Hijra Meeting				
9	10	11 (guilt cont)	12	13	14	15
	1000 (Humbrecht)	1300 Ann Hughes				
	1213 Longwall					
16	17	18	19	20	21	22
			First Day of Hanukkah			
23	24	25	26	27	28	29
		Christmas	Boxing Day (Canada)			
30	31					

1984

JANUARY	JULY
S M T W T F S	S M T W T F S
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FEBRUARY	AUGUST
S M T W T F S	S M T W T F S
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MARCH	SEPTEMBER
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APRIL	OCTOBER
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MAY	NOVEMBER
S M T W T F S	S M T W T F S
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JUNE	DECEMBER
S M T W T F S	S M T W T F S
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1985 JANUARY

Notes

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 New Year's Day	2	3 Admission Day (Alaska)	4 <i>Enshen</i> 12:00 Pund #302	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		"Economics is extremely useful as a form of employment for economists." — JOHN KENNETH GALBRAITH

1985

JANUARY	JULY
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
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FEBRUARY	AUGUST
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15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MARCH	SEPTEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
APRIL	OCTOBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31
MAY	NOVEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30
JUNE	DECEMBER
S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31