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THE WHITE HOUSE

WASHINGTON

January 6, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS *DSR*

SUBJECT: Remarks: Reception for Participants
in Executive Exchange Program

Richard Darman has asked that comments on the above-referenced remarks be send directly to Ben Elliott by noon today. The remarks praise June Walker and Jim Burke for turning around the Executive Exchange program, and generally laud the contributions of exchange participants, both from the Government and from the private sector.

In the last sentence of the third full paragraph on page 3, the President expresses support for the proposal to permit corporations to pay the salaries of their exchange executives while those executives are serving in the Government. The President notes this proposal is in legislative form, as it must be to avoid augmentation of appropriations problems and difficulties with 18 U.S.C. § 209. It is another step along the road started with passage last year of the bill permitting corporations to pay the travel expenses of their exchange executives serving in Government. The legislative proposal has not yet reached our office, but I have no objection to the President expressing his support for the concept. Exchange executives already have a financial interest in their corporations, so no new conflicts questions would arise if the proposal were enacted.

Attachment

THE WHITE HOUSE

WASHINGTON

January 6, 1984

MEMORANDUM FOR BEN ELLIOTT
DEPUTY ASSISTANT TO THE PRESIDENT
DIRECTOR, PRESIDENTIAL SPEECHWRITING OFFICE

FROM: FRED F. FIELDING *Orig. signed by FFF*
COUNSEL TO THE PRESIDENT

SUBJECT: Remarks: Reception for Participants
in Executive Exchange Program

Counsel's Office has reviewed the above-referenced remarks,
and finds no objection to them from a legal perspective.

cc: Richard G. Darman

FFF:JGR:aea 1/6/84

bcc: FFFielding/JGRoberts/Subj/Chron

THE WHITE HOUSE

WASHINGTON

January 6, 1984

MEMORANDUM FOR BEN ELLIOTT
DEPUTY ASSISTANT TO THE PRESIDENT
DIRECTOR, PRESIDENTIAL SPEECHWRITING OFFICE

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

SUBJECT: Remarks: Reception for Participants
in Executive Exchange Program

Counsel's Office has reviewed the above-referenced remarks,
and finds no objection to them from a legal perspective.

cc: Richard G. Darman

FFF:JGR:aea 1/6/84

bcc: FFFielding/JGRoberts/Subj/Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

☐ O - OUTGOING☐ H - INTERNAL☐ I - INCOMINGDate Correspondence
Received (YY/MM/DD) 1 / 1 / 1Name of Correspondent: Richard G. DARMAN☐ MI Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Remarks: Reception for participants
in Executive Exchange program**ROUTE TO:****ACTION****DISPOSITION**

Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
<u>CUHOLL</u>		ORIGINATOR	<u>84/01/05</u>			<u>1</u> / <u>1</u> / <u>1</u>
		Referral Note:				
<u>CUAT18</u>		<u>D</u>	<u>84/01/05</u>		<u>S</u>	<u>84/01/06</u> <u>12 NOON</u>
		Referral Note:				
<u>CUAT17</u>		<u>A</u>	<u>84/01/05</u>			<u>1</u> / <u>1</u> / <u>1</u>
		Referral Note:				
			<u>1</u> / <u>1</u> / <u>1</u>			<u>1</u> / <u>1</u> / <u>1</u>
		Referral Note:				
			<u>1</u> / <u>1</u> / <u>1</u>			<u>1</u> / <u>1</u> / <u>1</u>
		Referral Note:				

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Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 1/5/84 ACTION/CONCURRENCE/COMMENT DUE BY: 1/6/84-12NSUBJECT: REMARKS: RECEPTION FOR PARTICIPANTS IN EXECUTIVE
EXCHANGE PROGRAM

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☐	JENKINS	☐	☐
MEESE	☐	☒	McFARLANE	☐	☐
BAKER	☐	☒	McMANUS	☐	☐
DEAVER	☐	☒	MURPHY	☐	☐
STOCKMAN	☐	☐	OGLESBY	☐	☐
DARMAN	☐	☒	ROGERS	☐	☐
FELDSTEIN	☐	☐	SPEAKES	☐	☐
FIELDING	☒	☐	SVAHN	☒	☐
FULLER	☒	☐	VERSTANDIG	☐	☐
GERGEN	☒	☐	WHITTLESEY	☐	☐
HERRINGTON	☐	☐	ELLIOTT	☐	☒
HICKEY	☐	☐		☐	☐

REMARKS:

Please provide any edits directly to Ben Elliott by noon tomorrow, Friday, 1/6, with an information copy to my office.

Thank you.

RESPONSE:

1984 JAN -5 PM 4: 32

Richard G. Darman
Assistant to the President
Ext. 2702

(Rohrabacher/BE)
January 5, 1984
3:30 p.m.

PRESIDENTIAL REMARKS: RECEPTION FOR PARTICIPANTS IN
EXECUTIVE EXCHANGE PROGRAM
MONDAY, JANUARY 9, 1984

One of our first tasks when we got to Washington 3 years ago was to assess the various departments, agencies, and commissions. As this evaluation progressed, we discovered untapped potential in agencies and commissions which, if given the right direction and leadership, had great promise.

This Commission on Executive Exchange is a good example. It was originally charged with bridging the gap between Government and business. It's said that when all is said and done, there's usually more said than done. Well, I was lucky to find a high-energy individual for this commission to get things done.

When June Walker was appointed Executive Director 3 years ago, she moved quickly to rebuild the commission and set it on a course to fulfill its mandate. A prestigious slate of commissioners from the private and public sectors was brought on board. I want to congratulate June and thank each of you. What has been accomplished these last 3 years -- the total revitalization of this commission -- has been a triumph.

Under Jim Burke's astute leadership, the commission has progressed far beyond our initial expectations. Jim, a special thanks to you.

Together, we've seen the commission headquarters relocated to Jackson Place, the staff reorganized and reconstituted, the program upgraded to attract key executives, and the qualifications for acceptance raised and tightened.

An exciting new dimension has been added to the program by sending business executives to assist U.S. Ambassadors abroad. An executive from T.R.W. with high technology background is presently serving in the U.S. Embassy in Japan, and has proven to be an extraordinary value to the Ambassador and his staff. Most recently Leon Gibbs, president of Johnson and Johnson subsidiary, has been appointed to a position in the U.S. Embassy in Jamaica. He will serve as the Regional Director to the Caribbean Basin Initiative, assisting the Ambassador and the State Department in coordinating investment planning, marketing, and export trade. Mr. Gibbs is with us today. We wish you well in this challenging position.

Other positions in France and Mexico are being explored. Again, this new effort will reap rewards of knowledge and understanding both by Government and business -- in this case, international business.

With the current level of all the enthusiasm and activity, your commission's credibility is at a new high point. I understand you are beginning to receive calls from senior Administration officials looking to fill specific decision and policy-making positions. The top executives you've helped put in key Government positions speak well of the job you are doing. It also reflects a new credibility in both the Government and the business community.

I want to thank the corporate world for contributing to the efforts of this commission. Chief executive officers have nominated highly motivated and qualified executives. They have

been and are involved in critical, long-range decisions which will help determine the relationship between business and Government for years to come.

With us today are executives from the business world who are accepting the challenges of demanding Federal positions. Good luck. This program was established so each of you will contribute your business acumen and corporate experience while gaining a perspective on the inner workings of Government.

On the flip side, the commission is placing senior government executives in responsible and challenging positions in the private sector for a year's duration. I want to pay tribute to these top-notch executives. Federal executives at times have been vastly under-rated and I think you've done much to counteract that false assumption. I commend and applaud your outstanding performance and dedication. We look forward to your continued successes and expect you'll get some new ideas that will be useful when you get back to your Federal job.

It's no secret that one of the primary goals of this Administration has been reducing the growth in Federal spending. The President's Commission on Executive Exchange has done its part here, too. I'd like to especially applaud the plan -- now in legislative form -- to permit corporations to fund the full salary of the private sector executives while on assignment to the Government under this program.

The spirit which all of you -- Commissioners, private sector executives, and Government officials -- personify is solid evidence that partnership between Government and business has

enormous potential. In the past it seemed like an adversarial relationship. We are showing what can be accomplished when we work together.

It used to be like those two hikers who spotted a grizzly coming over the hill, headed straight for them. One hiker put down his pack, pulled out some tennis shoes and started to put them on. The other looked at his companion and asked, "You don't think you can outrun a grizzly!" The first man jumped to his feet and said, "I don't have to outrun a grizzly. I just have to outrun you."

We are building a different spirit than that with this exchange of executives. In the final analysis, we are all Americans trying to do our best. This program is designed to help us all do just that. Thanks for what you've done -- God bless you.

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

☐ O - OUTGOING

☐ H - INTERNAL

☐ I - INCOMING

Date Correspondence
Received (YY/MM/DD) 1 / 1 / 1

Name of Correspondent: Richard G. DARMAN

☐ MI Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Preparation of Presidential Speeches

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Completion Date YY/MM/DD
<u>WBDL</u>	ORIGINATOR	<u>8410117</u> ^{WS}		<u>1</u> / <u>1</u> / <u>1</u>
<u>WAT02</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u> ^{WS}
<u>WAT04</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>
<u>WAT09</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>
<u>WAT11</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>
<u>WAT14</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>
<u>WAT17</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>
<u>WAT18</u>	Referral Note: <u>I</u>	<u>8410117</u> ^{WS}		<u>C 8410117</u>

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WHITE HOUSE STAFFING MEMORANDUMDATE: 1/17/84 ACTION/CONCURRENCE/COMMENT DUE BY: _____SUBJECT: PREPARATION OF PRESIDENTIAL SPEECHES

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☒	☐	McFARLANE	☒	☐
MEESE	☒	☐	McMANUS	☒	☐
BAKER	☒	☐	MURPHY	☒	☐
DEAVER	☒	☐	OGLESBY	☒	☐
STOCKMAN	☒	☐	ROGERS	☒	☐
DARMAN	☐ P	☒ SS	SPEAKES	☒	☐
FELDSTEIN	☒	☐	SVAHN	☒	☐
FIELDING	☒	☐	VERSTANDIG	☒	☐
FULLER	☒	☐	WHITTLESEY	☒	☐
HERRINGTON	☒	☐	<u>ELLIOTT</u>	☐	☒
HICKEY	☒	☐	_____	☐	☐
JENKINS	☒	☐	_____	☐	☐

REMARKS:

RESPONSE:

THE WHITE HOUSE

WASHINGTON

January 17, 1984

MEMORANDUM FOR WHITE HOUSE SENIOR STAFF

FROM : RICHARD G. DARMAN *D.G.*
SUBJECT: PREPARATION OF PRESIDENTIAL SPEECHES

Purpose

As you know, upon Dave Gergen's departure I assumed oversight responsibility for the Office of Presidential Speechwriting and Research. I know we all agree that that Office has performed admirably in its support of the President. But in reviewing its operations, I have concluded that -- through procedural changes outlined below -- the Office can serve the President even more effectively. These changes will, I think, make life easier for all concerned.

Problem

The changes address one basic problem: Too much of the speechwriting process has been condensed in the last-minute editing process. This has understandably annoyed the President at times. And, in my opinion, it has sometimes had other adverse effects: upon speeches' apparent coherence; upon the quality of rhetoric; and upon our ability to coordinate briefings effectively.

Approach to Solution

In order to alleviate this problem, I have:

- directed the Speechwriting Office to prepare a summary listing of upcoming speeches, noting intended subjects, themes, purposes, and responsible speechwriters -- it is my intention to circulate this list routinely, and to solicit your suggestions for topics and content well in advance of actual events;

- directed the Speechwriting Office to prepare detailed outlines for major speeches prior to the preparation of initial drafts -- it is my intention to circulate these outlines in order to allow early comment on structure and orderly contribution to content;
- changed the scheduling process to allow you and the President to review major speeches at a much earlier stage in the process.

In order to make the system work as it should, we will need your cooperation -- not only in providing suggestions, but also in providing comments by the deadline indicated. In trade for a greater opportunity to influence speeches at an early stage, I hope you will tolerate somewhat greater rigidity on my part in treating a "closed" speech as closed, a "finished" product as finished, a "final" product as final.... (You know what I mean)....

Thanks.

THE WHITE HOUSE

WASHINGTON

January 23, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS *JGR*

SUBJECT: Presidential Remarks: NRC's
Third Inaugural Anniversary
Thursday, January 26, 1984

Richard Darman has asked that comments on the above-referenced remarks be sent directly to Ben Elliott by 1:00 p.m. today. The remarks review our progress in the past three years, focusing on the economy and international relations. The President urges that if the election is to be decided on one issue, it should be whether the deficit problem will be addressed by higher taxes or lower spending.

I have reviewed the remarks, and have no objection other than to the condescending tone of two references to prodding or jogging the voter's memory. Sherrie advises that the event will be considered a political event, and that under the applicable guidelines Reagan-Bush '84 will be required to pay travel costs to and from the event, except for those costs related to the security of the President. In other words, Reagan-Bush '84 will have to pay for the President's limousine, and any others added to the motorcade for non-security reasons. I have prepared a memorandum concerning the remarks for Elliott, and a separate one on the travel expenses for Darman and Tutwiller.

cc: Sherrie M. Cooksey

THE WHITE HOUSE

WASHINGTON

January 23, 1984

MEMORANDUM FOR RICHARD G. DARMAN
ASSISTANT TO THE PRESIDENT

MARGARET TUTWILER
SPECIAL ASSISTANT TO THE PRESIDENT
EXECUTIVE ASSISTANT TO THE CHIEF OF STAFF

FROM: FRED F. FIELDING Orig. signed by FFF
COUNSEL TO THE PRESIDENT

SUBJECT: Presidential Remarks: NRC's
Third Inaugural Anniversary
Thursday, January 26, 1984

Our office has advised Ben Elliott that we have no legal objection to the above-referenced draft remarks. I would point out, however, that under applicable guidelines Reagan-Bush '84 will be required to pay for the President's limousine to and from the event, and for any other travel costs not associated with the security of the President.

cc: John F. W. Rogers
Assistant to the President
for Management and Administration

FFF:JGR:aea 1/23/84

bcc: FFFielding/JGRoberts/Subj/Chron

THE WHITE HOUSE

WASHINGTON

January 23, 1984

MEMORANDUM FOR BEN ELLIOTT
DEPUTY ASSISTANT TO THE PRESIDENT
DIRECTOR, PRESIDENTIAL SPEECHWRITING OFFICE

FROM: FRED F. FIELDING Orig. signed by FFF
COUNSEL TO THE PRESIDENT

SUBJECT: Presidential Remarks: NRC's
Third Inaugural Anniversary
Thursday, January 26, 1984

Counsel's Office has reviewed the above-referenced remarks, and finds no objection to them from a legal perspective. On page 2, lines 8-9, and page 3, line 6, the references to "prodding" and "jogging" the voter's memory strike me as condescending. I would substitute "remind the voters" for "prod the voter's memory" in the former instance and for "jog their memory" in the latter.

cc: Richard G. Darman

FFF:JGR:aea 1/23/84

bcc: FFFielding/JGRoberts/Subj/Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

☐ O - OUTGOING☐ H - INTERNAL☐ I - INCOMINGDate Correspondence
Received (YY/MM/DD)

84, 01/21

Name of Correspondent:

Dorman, Richard G.

☐ MI Mail Report

User Codes: (A) _____

(B) _____

(C) _____

Subject:

Presidential Remarks: NRC's 3rd Inaugural Anniversary
Thurs. 1/26/84

ROUTE TO:

ACTION

DISPOSITION

Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
CU Hall		ORIGINATOR	84, 01/21			1 1
CU AT 18		Referral Note: D	84, 01/21			5 84, 01/23 1:00PM
CU AT 17		Referral Note: I	84, 01/21			1 1
		Referral Note:				1 1
		Referral Note:				1 1
		Referral Note:				1 1

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WHITE HOUSE STAFFING MEMORANDUMDATE: 1/20/84 ACTION/CONCURRENCE/COMMENT DUE BY: 1:00 MONDAY, 1/23/84SUBJECT: PRESIDENTIAL REMARKS: N.R.C.'S THIRD INAUGURAL ANNIVERSARY DINNER

THURSDAY, JANUARY 26, 1984

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☐	McFARLANE	☒	☐
MEESE	☐	☒	McMANUS	☒	☐
BAKER	☐	☒	MURPHY	☒	☐
DEAVER	☐	☒	OGLESBY	☒	☐
STOCKMAN	☒	☐	ROGERS	☐	☐
DARMAN	☐	☒	SPEAKES	☐	☒
FELDSTEIN	☒	☐	SVAHN	☒	☐
FIELDING	☒	☐	VERSTANDIG	☒	☐
FULLER	☒	☐	WHITTLESEY	☒	☐
HERRINGTON	☐	☐	<u>ELLIOTT</u>	☐	☒
HICKEY	☐	☐	<u>HENKEL</u>	☒	☐
JENKINS	☐	☐	<u>FISCHER</u>	☒	☐
			<u>TUIWILER</u>	☒	☐

REMARKS:

Please forward any edits/comments directly to Ben Elliott
by 1:00 p.m. MONDAY, JANUARY 23, 1984, with an information
copy to my office.

Thank you.

RESPONSE:

1984 JAN 21 AM 9:49

Richard G. Darman
Assistant to the President
Ext. 2702

Received SS
1984 JAN 20 PM 4: 50

(Rohrabacher/BE)
January 20, 1984
5:00 p.m.

PRESIDENTIAL REMARKS: N.R.C.'S THIRD INAUGURAL
ANNIVERSARY DINNER
THURSDAY, JANUARY 26, 1984

Thank you for that welcome. I appreciate you coming to Washington to commemorate this occasion. This gathering is, yes, a celebration of the inauguration. It is also recognition that we, all of us, are part of a team. It has been a team effort from the first days of the 1980 election to the present moment. I see so many here with whom I feel a sense of real comraderie.

Politics isn't that way for everyone, of course. Sometimes when the pressure is on, the ties that bind wear a little thin. Sort of like those two hikers out in the woods. Coming over the rise they could see a grizzly bear heading straight for them. One put his pack down and started getting into a pair of tennis shoes. His partner looked at him and asked, "You don't think you can outrun a grizzly?"

The first hiker jumped to his feet saying, "I don't have to outrun a grizzly. I just have to outrun you!"

Well, the good will between us runs deeper than that. We've proven it these last 3 years. By working together we've managed to turn around a situation that was threatening the American way of life.

We inherited economic stagnation and inflation that was undermining the standard of living of every American, especially the poor and elderly, and the middle class.

Taxing and spending seemed out of control. There was a sense of hopelessness. We were hearing the refrain that America was in decline.

On the international front, our prestige was sinking. Our military might had been permitted to erode, with it our influence over world events began to wane. Morale in the Armed Forces was at a low ebb.

Perhaps our biggest job in the year ahead will be to prod the voter's memory. Listening to the other side, one would think all of America's woes started on January 20, 1981. Well, I don't think the public will buy that. They may have short memories about some things, but the American people don't have amnesia.

We can ask with confidence, "Are you better off than you were 4 years ago?" We're also going to ask, "Do you think America is better off than it was 4 years ago?"

The mess we inherited -- an astute politician called it a malaise -- was not a result of some uncontrollable cycle like the wind or tide. It also wasn't a manifestation of my predecessor's personality. Instead, it was the predictable outcome of bad ideas put into practice.

The private sector was overtaxed, overregulated, and Government was overspending. The years of tax, tax, spend, spend, came home to roost. The goose that lays the golden eggs had been plucked, cooked, and was about to be devoured. After all that, these same political pluckers seemed astonished when there were no more golden eggs to invest in the economy.

America was less secure and that was no accident. In trying to appeal to those who blame America for every evil in the world,

politicians neglected our defenses. Then they acted surprised when dictators ignored us and friends openly questioned if we could be trusted.

I think all of us can be proud that together we've reversed trends set in motion by decades of liberal folly. Perhaps if we jog their memory, the voters will appreciate what they don't have right now.

- They don't have 12½ percent inflation.
- They don't have 21½ percent interest rates.
- They don't have taxes that are doubling every 5 years.
- They don't have economic stagnation.
- They don't have a Soviet-controlled Central America.
- And I'm proud to say, they didn't have American students held hostage on Grenada.

There remains the serious problem of the deficit and what to do about it. Let me just add on this point: Raising taxes is an easy out. The reason America sank into serious economic trouble in the 1970's was that too many so-called leaders took the easy way out. The 1980 election was a mandate to make America strong again. Raising taxes will serve only to sap its strength. I will not undermine our recovery by increasing taxes and draining the life out of our economic system because that will only make the deficit worse. We must get serious about cutting spending.

If the 1984 election is decided on any issue, let it be whether the deficit will be brought under control by raising taxes or cutting spending. As for me, I stand for lower tax rates and less Government spending.

One reason we've had difficulty is that we are playing catch-up with the Soviets, making up for a decade of neglect for the military needs of our country. In 1980 we promised to make this country strong again, to make this country more secure, and to keep us at peace.

America today is more safe and secure because of what we've done. Peace through strength is not a slogan. It is a fact of life. Morale in our military is high. Our allies in NATO, demonstrating new resolve, have held firm in the face of threats and bellicose attacks from the Soviet Union. Perhaps the most important, the American people are again demonstrating a willingness to meet the heavy responsibilities on our shoulders.

If freedom is to survive, not just here but throughout the world, it will depend on what we do. The American Revolution was brought about by a team not so different than our own. Thomas Paine, whose writings lit a flame in the hearts of the American colonists, once said, "Those who expect to reap the blessings of freedom . . . must undergo the fatigue of supporting it."

It is a grueling task, but also a noble one. Together, we've accomplished much. Together, we are making certain the America passed on to our children will be as free, prosperous, secure, and as filled with opportunity, as the one we were given.

Thank you and God bless you.