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April 3, 1987

Dear Mr. Barrow:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Chelmer L. Barrow
Barrow Enterprises, Inc.
727 Greenbrier Road
Moberly, MO 65270

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HHB-1

B Barrow Enterprises, Inc.
727 GREENBRIER ROAD · MOBERLY, MO. 65270

March 20, 1987

HWG-1

Mr. Howard Baker
Chief of Staff
The White House
Washington, D.C,

Dear Howard:

You don't know how happy we were to see you accept the appointment of Chief of Staff. The President certainly needs one of your capacity and you can do a great job.

It has been several years since 'Senator Baker' was in mid-Missouri to address the MFA convention and we had a great day as I served as driver for you folks. Please remember us to Mrs. Baker and Crissy and just simply 'hang in there' and all us GOP friends in Mid-Missouri will know the job can be well taken care of.

Again, if you are in the Columbia, Moberly or Jefferson City area let us know; we will be happy to help in any way.

Best wishes and kindest regards;



Chelmer L. Barrow

P.S. My still a Missouri Tiger
but hold on in spite
of the last season,
You keep hanging with TU!

April 3, 1987

Dear Ms. Foisy:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Ms. Mary Dawson Foisy
Assistant Vice President
Merrill Lynch, Pierce,
Fenner & Smith, Inc.
3967-C East Thousand Oaks Boulevard
Westlake Village, CA 91362

P.S. Thanks for your fine work and for your offer of future assistance.

HHB/SW/WJB/RKS/ckbf
HHB-1

Merrill Lynch,
Pierce, Fenner & Smith Inc.
3967-C East Thousand Oaks Blvd.
Westlake Village, California 91362
805 497 0390
818 889 2600



Mary Dawson Foisy
Assistant Vice President

March 26, 1987

Mr. Howard H. Baker, Jr.
The White House
Washington, DC 20500

Dear Mr. Baker,

Congratulations on your recent appointment to the White House.

I feel certain that your experience and expertise will be a strong enhancement to President Reagan's remaining term of office.

I will be happy to handle any additional investments in which you may have interest.

I have sent to Doris Lovett, in your Huntsville office, a copy of your grandsons' statements so that she is familiar with them.

Once again congratulations and please feel free to contact me if I can be of any assistance.

Best regards,

Mary Dawson Foisy
Assistant Vice President

P.S. Thanks for your fine work and for your offer of future assistance.

April 3, 1987

Dear Ms. O'Sullivan:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Ms. Madge O'Sullivan
3875 Line 113
Shreveport, LA 71106

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HHB-1

XX 18-1

March 1-

Dear Mr. Baker,

I am delighted with
your appointment of Chief
of Staff of the White House.

I am advised you fear
the Watergate. When you
asked a lot of pertinent
questions of Faldeman
and Ehrlichman.

I also admired Senator
Dukakis. I am OK, and
want for the best in our

Government (Democrat)
Take care of your good
health. My best regards,
(Mrs) Madge O'Sullivan.

3875 LINE 113
SHREVEPORT, LA
71106



SPORTS
How will La. fare
in NCAA Final 4?
Page 21



LIVING
'Hoosiers' role a
gem for Hackman
Page 37

The Times

February 28, 1987

Shreveport/Bossier City/Ark-La-Tex

Price: 35¢

Baker named chief of staff

Regan quits after taking heat from Tower report

By **TERENCE HUNT**
AP White House Correspondent

WASHINGTON — Donald T. Regan, President Reagan's strong-willed chief of staff, resigned under fire Friday and was replaced by former Senate Republican leader Howard H. Baker Jr., who abandoned his own presidential ambitions to help restore the administration's tattered credibility.

The resignation and the appointment were announced simultaneously just one day after the Tower investigating commission blamed Regan for the "chaos that descended upon the White House" after the disclosure of the Iran-Contra affair last November.

In a one-sentence letter to Reagan, Regan said, "I hereby resign as chief of staff to the president of the United States."

Regan had been the target of a determined campaign by first lady Nancy Reagan to force him from the White House. She had complained to friends that Regan was not doing enough to protect the president as his administration became enmeshed in the Iran-Contra affair.

In its report Thursday, the Tower commission excoriated Regan, saying that as one of the most powerful chiefs of staff in recent history, he should have done more to shield the president.

Critics — including many on Capitol

■ **Voice is familiar, Page 3**

■ **Rating declines, Page 14**

Hill — had urged Regan's ouster to give the White House a fresh start. They had accused the former Treasury secretary of being arrogant and unwilling to deal with members of Congress.

It was not clear immediately whether there would be a staff shakeup beyond Regan. Other key presidential aides, including Secretary of State George Shultz and Defense Secretary Caspar Weinberger, were criticized by the Tower commission, although less harshly than Regan.

Baker, who was Senate majority leader during the first four years of Reagan's presidency, told a news conference that he took the White House job "with the full knowledge this will eliminate me as a candidate for president (in 1988). You can't do both."

"Ronald Reagan is an historic president," he said. "If we go forward, credibility will follow."

Baker, a 61-year-old Tennessean, is a onetime political rival of Reagan's who competed for the 1980 Republican presidential nomination, but eventually endorsed Reagan. Despite his national

■ See **BAKER**, back of section



AP LaserPhoto

Former Sen. Howard H. Baker Jr. talks to reporters in Washington after his appointment as White House chief of staff was announced.

Baker moves in to replace Regan as chief of staff

■ Continued from Page One

reputation, Baker remained a long-shot for the 1988 nomination.

Reagan called Baker "a distinguished American" and a man of "unquestioned integrity and ability."

Mrs. Reagan, who had campaigned for Regan's departure, said of Baker, "I am delighted he will be with us." The first lady's press secretary, Elaine Crispen, said the Regans are "old friends" of Baker and his wife, Joy.

In accepting Regan's resignation, the president said in a statement that the 68-year-old former Wall Street executive, had indicated "many months ago" that he would like to return to private life "in the near future."

"However, after the revelations about Iran, he indicated he would like to stay and help me and the administration through the investigations."

Reagan said Regan had indicated that with the release of the Tower board's report, "he felt he would like

to go through with his original plans to return to private life. I am therefore accepting with regret his resignation as chief of staff, effective today."

Before selecting Baker for the \$90,000-a-year post, Reagan was rebuffed by a longtime associate, former Sen. Paul Laxalt, R-Nev., and by former Transportation Secretary Drew Lewis.

Democrats and Republicans alike said Baker's selection was an important first step in rebuilding a badly shaken White House. "We have a sigh of relief all over Washington," said Sen. Nancy Kassebaum, R-Kan.

"The first step on the road back is a good one," said Sen. Edward M. Kennedy, D-Mass. In a back-handed slap at Regan, he said, "It would have taken Howard Baker about one second to veto the arms deal with Iran."

Senate Republican leader Bob Dole said, "The president hit a home run." Dole said Baker "has instant credibility. He understands the Congress."

Vice President George Bush, campaigning in New Hampshire, said of Baker, "I think he'll do a wonderful job. He will fulfill the president's program."

House Speaker Jim Wright, D-Texas, said, "Perhaps the most useful service (Baker) can perform for the president will be to impress upon Mr. Reagan to comply with the law where it requires prior notice to Congress with any such covert adventures in the future."

Rep. Robert Michel of Illinois, the House Republican leader, said Baker "has a depth of understanding of domestic and foreign policy issues that few others have."

Baker was first elected to the Sen-



AP LaserPhoto

Former White House Chief of Staff Donald Regan arrives at White House Friday hours before resigning his post.

ate in 1966. He was elected minority leader in 1977 and was chosen majority leader when Republicans took over control of the Senate in 1981.

He retired from the Senate in 1984, joining the Washington law firm of Vinson and Elkins as a partner. He said he would be more free as a private citizen to devote the time to another try for the White

House in 1988.

Baker first gained national attention as a member of the Senate committee that investigated the Watergate scandals that drove President Nixon from office.

His question, which he reiterated over and over, was: "What did the president know, and when did he know it."

As majority leader in the first Re-

publican-controlled Senate in a quarter-century, Baker expressed misgivings about the Reagan economic policy, calling it a "riverboat gamble."

But he put his reservations aside and steered the president's historic tax and spending cuts and military buildup to passage in 1981, and assured approval for much of the Reagan agenda in the early years of the administration.

As minority leader, he helped assure passage of the controversial Panama Canal treaties negotiated by former President Carter, a Democrat.

Baker did not hesitate to nudge Reagan when he thought it was appropriate.

He teamed up with former Democratic House Speaker Thomas P. O'Neill to enact a gasoline tax increase in 1982. The money went to a public works program, thereby satisfying members of Congress from both parties who were demanding increased spending programs to reduce soaring unemployment rates.

According to one senior administration official, who spoke on condition he not be identified, Reagan telephoned Baker in Florida on Thursday to sound him out about the job.

The former senator flew to Washington and met with the president in the residential quarters of the White House Friday afternoon. Baker was returning to Florida Friday evening, but was expected to be back at the White House on Monday.

The official said Regan had not planned to resign until Monday, but changed his mind after hearing the news of Baker's impending appointment on television.

Poll: Tower report cuts Reagan's approval rating

Regan's resignation, said in a statement. The 61-year-old former Wall Street lawyer, had indicated "I would like to go to private life "in the

After the revelations indicated he would help me and the ad-though the investiga-Regan had indicated please of the Tower he felt he would like

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Poll: Tower report cuts Reagan's approval

WASHINGTON (AP) — President Reagan's approval rating slipped to a near-record low of 44 percent following the release of the Tower commission report on the Iran-Contra affair, according to an ABC News poll released Friday.

A majority of Americans surveyed said they doubt that Regan is telling the truth, ABC News said.

Forty-four percent of those surveyed approved of Reagan's handling of the job, while 51 percent disapproved and 5 percent had no opinion, according to the poll.

In the previous ABC poll on Jan. 18, 50 percent gave the president a favorable rating, while 47 percent disapproved. Regan's lowest ap-

proval rating was 42 percent in January 1982.

Fifty-four percent of those polled said Regan has not told the truth about the Iran-Contra affair, while 42 percent said the president has told the truth and 4 percent had no opinion.

The poll of 511 people was conducted Thursday night after the three-member, presidentially appointed Tower board bluntly criticized Regan's arms-length style of managing subordinates.

When asked if the report's criticisms were serious enough to force former White House Chief of Staff Donald T. Regan to resign, 61 percent said he should resign while 33 percent said the criticisms were not

serious enough and he should not resign. Six percent had no opinion.

Regan tendered his resignation Friday and was replaced by former Senate Republican leader Howard H. Baker, Jr.

Only 20 percent of those surveyed thought the Tower report's findings were serious enough that the president should resign.

The report concluded the president didn't know about a diversion of arms-sales profits to Nicaraguan rebels and said he had attempted in good faith to get out the facts about what happened.

Fifty-two percent of those surveyed agreed with the report, saying they believe Regan learned about the Contra connection last

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April 3, 1987

Dear Mr. Makuch:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Mark A. Makuch
655A North Ridge Road
Reinholds, PA 17569

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3-18-87

Mr. Baker,

Congratulations on your recent appointment as White House chief of staff. I realize that you maybe gave up your own political ambitions and certainly your own privacy, but the president needed you and you responded. Please help this good man, Ronald Reagan.

Again, congratulation, and thank you.

Sincerely

Mark A. Makuch
655 A. North Ridge Rd.
Reinholds, Penna. 17569

April 3, 1987

Dear Mrs. Lewis:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mrs. Ivan G. Lewis
Rural Delivery 1, Box 477
Lambertville, NJ 08530

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HHB-1

HHB 1

RD 1 Box 477
Lambertville, NJ 08530
March 19, 1987

The Honorable Howard Baker
Chief of Staff
White House,
Washington, D.C.

My Dear Mr. Baker.

I want to congratulate
you on accepting the position of
Chief of Staff.

You will bring much
knowledge to the position. I have
long been an admirer of yours.
I'm sorry this sort of keeps you
from political aspirations next election
but I'm sure you'll accomplish
much more in the position you
are in. I was a fan of your late
Father in law too.

Sincerely yours
Alice G. Lewis

April 3, 1987

Dear Mr. Hori:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Kent K. Hori
Box 64173
University of Oregon
Eugene, OR 97403-6041

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HHB-1

HHB1

Box 64173
University of Oregon
Eugene, OR 97403-6041
March 25, 1987

The Honorable Howard Baker
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Sir:

I am a freshman at the University of Oregon.

I am writing to you to congratulate you upon your appointment as the White House Chief of Staff. I firmly believe that you are well suited for the job and that you will do very well in performing the requirements of this new job as you have done in the U.S. Senate

These are difficult days and I am sure that you will perform well in these times.

My best regards to you.

Sincerely yours,

Kent K. Hori
Kent K. Hori

April 3, 1987

Dear Mr. Stutzky:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Alfred C. Stutzky
318 Manistique
Detroit, MI 48215

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Detroit Mich
March 23 1987

Dear Friend Howard,
I am so glad President
Ronald Reagan appointed
you as White House chief of
Staff. I know he picked
the right man. If you
ever run for president I
will vote for you.

Congratulations on your
new job. And I will
pray to God that you
keep your health.

Your Truly

Alfred Stutzky
318 Marquette
Detroit
Mich.
48215

April 3, 1987

Dear Mrs. Watson:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mrs. I. H. Watson
Fort Hill
London, TN 37774

HHB/SW/WJB/RKS/ckbf
HHB-1

HNB-1 March 24, 1987

Dear Senator Baker — I think you have the chance to go down in history as the only real statesman of this century. You have the ability, the personality and the opportunity to do that. To me that is infinitely better than being an always persecuted president. Go for it!

I hope any member of your staff who reads this will pass it on to you personally.

My very best wishes.

Mrs. H. Watson
Fort Hill —
London In. 37774

Sincerely

Helen B. Watson

April 3, 1987

Dear Mr. Benarroch:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Marc Benarroch
First Nationwide Building, Suite 619
633 Northeast 167th Street
North Miami Beach, FL 33162

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HHB-1

3-23-8

Dear Chief of Staff Howard Baker
I would like to congratulate
you for your honorable promotion.
I am proud to have still framed
your letter dated November 12,
1980 in respect of the Presidential
election campaign.

Respectfully and best wishes
Barbara Bush

LAW OFFICES

JOSHUA S. GALITZER, P.A.

MARC BENARROCH

Legal Assistant

Member of National Association
of Legal Assistants
Formerly NALA Director, Region III

TEL. (305) 653-3535

HOME 945-5082

FIRST NATIONWIDE BUILDING

633 N.E. 167TH STREET, SUITE 619

NORTH MIAMI BEACH, FL. 33162

April 3, 1987

Dear Ms. Garwood:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Ms. Carleen McCuistion Garwood
McCuistion Ranch
Box 753
Franklin, TX 77856

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HHB-1

March 22, 1987.

YHS-1
Dear Mr. Baker:

Everett Dirksen would be so proud of you and so am I!

Your move, at such a crucial time, was an act of rare and prudent statesmanship and has been recognized and appreciated by a wide spectrum of your admirers and loyal Americans.

Thank you.

Carry on,

Carleen M. Quiston Harwood

April 3, 1987

Dear Mr. McCafferty:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Michael McCafferty
Government Caucus Office
203 Legislative Building
Regina, Saskatchewan
Canada S4S 0B3

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HBB-1



Saskatchewan Legislative Assembly

Member

Michael McCafferty
Government Caucus Office
203 Legislative Building
Regina, Saskatchewan.
S4S 0B3 CANADA

March 23 1987

The Honorable Howard Baker
Chief of Staff
The White House
Washington, D.C.
U.S.A.

Dear Senator Baker,

After listening to you yesterday morning on ABC's 'This week with David Brinkley' I could not help but think that President Reagan is very fortunate to have such a respected and distinguished American as Chief of Staff at the White House.

Throughout your public life you have had an exemplary record of honor, principle, and integrity.

On two occasions I had the honor to be introduced to you by good Republican friends. In 1975 at the Young Republican Leadership Conference in Washington, D.C. by Karl Rove, then Executive Director of the College Republicans. And in 1984 in Dallas, Texas by New Hampshire Republican State Chairman, Donna Sytek. On both occasions I am proud and honored of the fact that I met you, sir.

I continue to hold you in high regard and wish you all the best.

Yours truly,

Michael McCafferty

Michael McCafferty



For Micheal McCafferty

*Best wishes
Stanford Bokun*

April 3, 1987

Dear Mr. Van Wagenen:

Thank you for your kind message. I appreciate your warm words of support and confidence.

With best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Charles Van Wagenen
44 Van Duyne Avenue
Auburn, NY 13021

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if Duplicate

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The Editorial Page

IN OUR OPINION

Pollard Case Losing Some Respect for Israel

What is happening to our relations with Israel, our supposed good friend in the Middle East?

The nation that we have admired and supported for a couple of generations is turning into a state that we can admire with less ardor, and can respect with less conviction than in the past.

Not too many months ago, the government of Israel slapped a lid on the murder of two Arabs slain while in the custody of security forces. The reason? To protect the security of the state. To pursue an investigation into the double murder would expose state secrets and anti-terrorist operating methods, government officials said. There were suspicions at the time that high government officials may

have ordered the killings, or at the very least condoned such barbarian conduct. So the government put a secret label on the killings and closed the books.

If that had happened in South Africa, or in Nicaragua or even in our friendly Philippines, our government would have been expressing outrage to the world and demanding a probe into human rights violations.

Then this past week, the Israeli government apologized for the theft of thousands of secret documents from the U.S. government and promptly closed the case with a denial that top Israeli officials knew and condoned this blatant spying. They not only closed the case, but vigorously fought off demands from their own citizens for a probe. To compound the problem, the Israelis sent us a highly disturbing message when

they promoted one of the two principal Israeli contacts of convicted spy U.S. Navy intelligence analyst Jonathan Jay Pollard; the other contact retired to head Israel's largest government-run company. That would be like President Reagan apologizing for the Iran-contra scandal, saying his administration knew nothing about it yet blocking any investigation, and then promoting Lt. Col. Oliver North and Admiral John Poindexter.

Has our government become so discredited in the eyes of the Israeli leadership that the Israelis have no qualms about contemptuously rifling through our dresser drawers? Or do they really believe that their lobbying efforts at all levels of our government have been so successful that they can do most anything without fear of repercussions?

It has been suggested that Pollard acted out of his desire to support Israel, not to hurt the United States. It is tougher for the apologists to explain away the \$45,000 he received for his spying efforts. He can mull that one over while he serves his well-deserved life jail sentence.

We are not so naive as to suppose that Israel is not going to act in its own interests, even when it comes to dealing with its friends. But we cannot help but suggest that friends do not get involved in butchery and then expect our support in a cover-up; nor should they expect us to accept a cover-up when they reward the thieves who got caught with their hands in our pockets.

Are the Israelis right in thinking they can do most anything without fear of repercussions?

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The Standard..... 1829

The Post..... 1894

The Post-Standard. 1899

Stephen A. Rogers, Editor and Publisher

Robert C. Atkinson, Executive Editor

Michael Connor, Managing Editor

Fred Fiske, Editorial Page Editor

R. Gary Kruger, Circulation Director

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Baker and the Reagan Revival

THE APPOINTMENT of Howard Baker as chief of staff is in almost every respect very good news. He is a man of large intelligence, wide experience, cool judgment and ingratiating personal style. He can peer into complicated questions and distinguish the warp from the woof. His willingness to take on the job, at the expense of a reputed million-dollar-a-year law practice, is another indication of his disposition to serve. One doesn't usually leave Washington as majority leader of the Senate to return as White House chief of staff. As a senator, he was his own boss. Although he will boss a very large body of people, Baker is a subordinate, and that is a very different sensation. All of this is reassuring.

A little less so is his reputation as a "moderate." "Moderate" has taken on an ugly flavor, during the past polemical generation, because inevitably it is employed to designate a political position to the left of the position identified with the politics of Ronald Reagan. Baker had for so many years act as a conciliator, as principal Republican in the Senate, that the "moderate" halo — or stigma, depending on your view of Reagan's politics — may have got stuck unfairly.

Not many critics of the Iranian mess and the ensuing executive decomposition have taken the pains to remind us of what it was that 49 states voted for in 1984. James Reston, the Big Bertha of liberal commentary, writes as though the only way for Reagan to "restore his credibility" — this is the shibboleth nowadays — is to adopt a liberal program. Listen: Reagan is responsible for the "largest annual budget deficit and the largest trade deficit in the his-



William F. Buckley

tory of the republic." (Comment: A Democratic House consistently spent more than Reagan asked for. The trade deficit is as much Reagan's responsibility as the weather. The single greatest cause of the deficit is the inflexibility of labor unions; ask Pan Am). Reagan has "misconducted" foreign affairs, for instance in Central America. (Translated, that means: Cut off supplies to the contras.) "He never really persuaded Congress with his ideological supply-side economics at home" (then why did more revenue come into Washington with 20 percent capital gains tax than with 49 percent?) "or his Star Wars nuclear policy abroad." (Reagan believes, and the majority of the American people do, that a space shield is the single most important military insight since the discovery of the nuclear bomb.) "He retains the power of appointment, which he has abused for six long years . . ." (Oh? O'Connor? Rehnquist? Scalia? Weinberger? Shultz? Who, besides the Iran team and the perennial weak sisters in every administration?)

IT is very good news that one of Baker's transition team is Kenneth Cribb, whom Baker has borrowed from the Justice Department. Cribb is a bright young man who waited 10 years after college before going to the law school at the University of Virginia, where he did so well that he was offered a job with the prestigious firm of Dewey Ballantine. He turned it

down to work in a modest position in the White House, and has ever since served the executive branch.

Cribb is a devoted advocate of policies associated with Reagan. He spent the years between college and law school with the Intercollegiate Studies Institute, which for a generation has acted as a distillery, and then a transmission belt, of conservative analysis to the scholarly community. Cribb will serve Baker diligently, honorably and, those who know him would go so far as to predict, inspiringly.

Baker, who had thought to run for president in 1988 and may still do so, is aware that he has not been made chief of staff to preside over the liquidation of the Reagan agenda. We have still a president devoted to containing communism in Europe and in Central America; a president devoted to the proposition that there is a point after which taxation injures rather than abets economic progress; devoted to the principle that the free market is the wisest arbitrageur of the public's taste.

The Reagan administration has miles to go before it sleeps. It must resist a fetishistic pursuit of disarmament; it needs to face the crazy agricultural glut; to reduce dependency on government; to encourage creative voices looking into informed and ingenious approaches to the problems of poverty, illegitimacy, illiteracy, delinquency, drugs.

I served with great pleasure as emcee at the testimonial dinner dispatching Baker from Washington. I would as enthusiastically serve the same function at a testimonial dinner ushering him back to Washington. We could call it a Reagan Revival Dinner.

(Buckley is a syndicated columnist based in New York City.)



"Howard Baker put his
NATION" FIRST", NOT THE MILLION-
DOLLAR - A-YEAR LAW PRACTICE. GOD BLESS
HIM."