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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

February 6, 1989

REMARKS BY THE PRESIDENT
AND UNITED STATES TRADE REPRESENTATIVE
CARLA HILLS AT SWEARING-IN CEREMONY

Indian Treaty Room

1:45 P.M. EST

THE PRESIDENT: Thank you very much. Well, it is a great pleasure for me to be here for the swearing-in of our friend, Carla Hills, as U. S. Trade Representative. This is a position of great importance to our country. And with the emergence of a truly global economy, trade issues have taken on a new prominence. And I think, as Lord Macaulay so rightly said, that "Free trade is one of the greatest blessings which a government can confer on a people."

I have great confidence in the ability, the wisdom, and the toughness of Carla Hills, which is why I chose her in the first place for this critically important post. This is her second Cabinet position, and she won universal respect for her service as Secretary at the Department of HUD -- Housing and Urban Development. And I know that she'll win strong support in this important current role.

She's a skilled negotiator with a strong international background and extensive experience in government. Trade issues involve listening to many voices within our nation, while working with the full breadth of government and maintaining a clear sense of mission. As I said when I nominated her, I can think of no one better suited to be America's trade minister at home and abroad.

And Carla will have a very committed and talented group of people at USTR who work hard and bargain hard for the people of our country. I greatly respect, incidentally, the dedication and expertise of those with whom Carla will be working at USTR, and I'm glad that many of you are here with us today.

America, as the world's number one trading nation, has the largest stake in the continued expansion of world trade, which has been one of the key factors in our growing prosperity. In addition, our trade relationships are a vital factor in our -- America's international alliances that help secure freedom and stability for so much of the world. We will apply firmness to help promote what is fair, but we will always remember that our major trading partners are not our enemies, but, indeed, they are our allies.

We have a leading role to play in modernizing a trading system that has served the world well for over four decades. There's a new and dynamic international order in the economy that offers the chance for higher levels of prosperity for all nations which freely participate in this international economy.

We want to do more to remove trade barriers; to address the issue of agriculture; and to bring the benefits of free trade to new areas, including services, investment, and the protection of intellectual property. The current Uruguay round of the GATT talks holds many opportunities for progress in multilateral negotiations.

There's also a new international impetus for trade expansion created by our U.S.-Canada Free Trade Agreement. This agreement can serve as a model, and it proves that freer trade

MORE

between nations is the wave of the future.

Ladies and gentlemen, the goal of this administration's trade policy, simply put, is to open markets, not close them; to fight protectionism, not to give in to it.

We don't want an America that is closed to the world. What we want is a world that is open to America. We're going to work to promote American exports and to see to it that in dealing with the United States other nations play by the rules. As Carla said during her own confirmation hearings, we will open foreign markets with a crowbar where necessary, but with a handshake whenever possible.

And, Carla, it is now my pleasure to witness you take the oath of office. And we're very fortunate that Judge Scalia, one of our Supreme Court Justices, is here with us today. (Applause.)

(Ambassador Hills is sworn in.) (Applause.)

AMBASSADOR HILLS: Thank you. Mr. President, Justice Scalia, members of Congress, distinguished guests and dear friends, I thank you one and all for being here, and I especially want to thank the members of my wonderful family for their enormous support, and I confess that I am absolutely thrilled that they're all with me today.

I am honored and I look forward to serving as the United States Trade Representative, and to all of you I pledge to devote all of my energies to carrying out the trade policy goals that you, Mr. President, have just outlined. We will seek to open markets, not close them, and we will fight protectionism, not give in to it.

You can be certain -- absolutely certain, Mr. President -- that those are the goals of the office of U.S. Trade Representative. We seek free trade not just for a more prosperous America -- we seek it as a part of our great quest for a freer, fairer and more prosperous world. Rather we seek to have our markets opened -- our foreign markets opened to the entire community of nations, rich and poor, and from that unfettered commercial exchange comes healthy world growth and increased prosperity for all people. As a nation, we seek open trade because that goal is as morally correct as it is economically beneficial.

During the past week, I have had the opportunity to meet with and work with the extraordinarily talented and dedicated women and men at the U.S. Trade Representative's office, and, Mr. President, with this group of splendid professionals, we can meet the challenge that you have give us. Our office will work closely with other federal agencies and with Congress, and I know that you, Mr. President, share my gratitude for the commitments that members of both the House and the Senate have made to work alongside of our trade negotiators. And we all have gained immeasurably in drawing upon the experience and the commitment of the private sector. Together we can build an expanding multilateral trade system based upon equitable, clear and enforceable rules, we can strengthen our bilateral relationships and we can uphold our trade laws. In short, we can do great things together.

Now last month, Mr. President, you called your Cabinet together to receive your very clear marching orders. Your first commandment was think big. Well, the Office of the United States Trade Representative is small, but its talent and dedication is enormous, and your commandment is our motto. And in that spirit, Mr. President, we offer you a token of our wholehearted commitment to your goals and our great affection.

And so if I could just give you -- (Laughter and applause.)

THE PRESIDENT: I have a funny feeling, having worked with Carla and knowing her ability, that that handshake, matched up

by a lot of conviction, is going to get the job done for the most part. But I was thinking the other day, when we had the Prime Minister of Japan here, and he met Carla -- perhaps not for the first time, but the first time officially with her new role about to unfold as USTR -- and maybe I was dreaming something, but I thought I saw him looking her over very carefully -- (laughter) -- and I just have a funny feeling that that combination of the handshake and the crowbar is going to be tremendously successful. (Laughter and applause.)

AMBASSADOR HILLS: Thank you very much. Thank you all for being here.

END

1:57 P.M. EST

(Klugmann)
February 2, 1989
6:00 p.m.

PRESIDENTIAL REMARKS: SWEARING-IN OF SECRETARY HILLS
MONDAY, FEBRUARY 6, 1989

Thank you very much. It is a great pleasure to be here for the swearing-in of Carla Hills as United States Trade Representative. This will be a position of great importance in the years ahead. Trade issues have taken on a new prominence with the emergence of a truly global economy.

Our goal in this Administration, simply put, is to open markets, not to close them; to fight protectionism, not to institute it. We are going to work to promote American exports and to see to it that in dealing with the United States other Nations play by the rules. Fairness demands nothing less than that, but even more, that is what is required to make the system work in a manner that will benefit all the free Nations of the world.

America, as the world's number one trading nation, has the largest stake in the continued expansion of world trade, which has been one of the key factors in our growing prosperity. In addition, our trade relationships are a vital factor in America's international alliances that help secure freedom and stability for so much of the world. We will apply firmness to help promote what is fair, but we will always remember that our major trading partners are not America's enemies, they are her allies.

At the same time, we have a leading role to play in modernizing a trading system that has served the world well for over four decades. There is a new and dynamic international

economy that offers the chance for higher levels of prosperity for all Nations which freely participate in it.

We want to do more to remove trade barriers, to address the issue of agriculture, and to bring the benefits of free trade to new areas, including services, investment, and the protection of intellectual property. The current Uruguay round of the GATT talks holds many opportunities for new progress in multi-lateral negotiations.

There is also a new international impetus for trade expansion created by the Canada-U.S. free trade agreement. This agreement can serve as a model for developing new, constructive reciprocal trade agreements within this hemisphere and across the two great oceans.

I have great confidence in the ability and wisdom of Carla Hills, which is why I chose her for this critically-important post. This is her second Cabinet-level position, and she won bi-partisan respect for her service as Secretary of the Department of Housing and Urban Development.

She is a skilled negotiator with a strong international background and extensive experience in Government. Trade issues involve listening to many voices within our Nation, while working with the full-breadth of Government and maintaining a clear sense of mission. I can think of no one better suited to this task or better able to represent the United States than Carla Hills.

And, Carla, it is my pleasure to now witness you take the oath of office, once again. [Sec. Hills takes the oath.]

**REMARKS FOR SWEARING-IN OF AMBASSADOR CARLA HILLS
INDIAN TREATY ROOM
FEBRUARY 6, 1989**

**THANK YOU VERY MUCH. IT IS A GREAT PLEASURE TO BE
HERE FOR THE SWEARING-IN OF MY FRIEND CARLA HILLS AS
UNITED STATES TRADE REPRESENTATIVE. THIS IS A POSITION OF
GREAT IMPORTANCE TO THE FUTURE OF OUR COUNTRY. WITH THE
EMERGENCE OF A TRULY GLOBAL ECONOMY, TRADE ISSUES HAVE
TAKEN ON A NEW PROMINENCE. AND I THINK, AS LORD MACAULAY
SO RIGHTLY SAID, THAT "FREE TRADE [IS] ONE OF THE GREATEST
BLESSINGS WHICH A GOVERNMENT CAN CONFER ON A PEOPLE...."**

2

**I HAVE GREAT CONFIDENCE IN THE ABILITY, WISDOM, AND
TOUGHNESS OF CARLA HILLS, WHICH IS WHY I CHOSE HER FOR
THIS CRITICALLY IMPORTANT POST. THIS IS HER SECOND
CABINET-LEVEL POSITION, AND SHE WON UNIVERSAL RESPECT FOR
HER SERVICE AS SECRETARY OF THE DEPARTMENT OF HOUSING AND
URBAN DEVELOPMENT. AND I KNOW THAT SHE WILL WIN STRONG
SUPPORT IN HER CURRENT ROLE.**

**SHE IS A SKILLED NEGOTIATOR WITH A STRONG
INTERNATIONAL BACKGROUND AND EXTENSIVE EXPERIENCE IN
GOVERNMENT.**

TRADE ISSUES INVOLVE LISTENING TO MANY VOICES WITHIN OUR NATION, WHILE WORKING WITH THE FULL BREADTH OF GOVERNMENT AND MAINTAINING A CLEAR SENSE OF MISSION. AS I SAID WHEN I NOMINATED HER, I CAN THINK OF NO ONE BETTER SUITED TO BE AMERICA'S "TRADE MINISTER AT HOME AND ABROAD."

AND CARLA WILL HAVE A VERY COMMITTED AND TALENTED GROUP OF PEOPLE AT U.S.T.R. WHO WORK HARD AND BARGAIN HARD FOR THE PEOPLE OF OUR COUNTRY.

I GREATLY RESPECT THEIR DEDICATION AND EXPERTISE, AND I'M GLAD SO MANY OF YOU COULD BE HERE TODAY.

AMERICA, AS THE WORLD'S NUMBER ONE TRADING NATION, HAS THE LARGEST STAKE IN THE CONTINUED EXPANSION OF WORLD TRADE, WHICH HAS BEEN ONE OF THE KEY FACTORS IN OUR GROWING PROSPERITY. IN ADDITION, OUR TRADE RELATIONSHIPS ARE A VITAL FACTOR IN AMERICA'S INTERNATIONAL ALLIANCES THAT HELP SECURE FREEDOM AND STABILITY FOR SO MUCH OF THE WORLD.

5

WE WILL APPLY FIRMNESS TO HELP PROMOTE WHAT IS FAIR, BUT WE WILL ALWAYS REMEMBER THAT OUR MAJOR TRADING PARTNERS ARE NOT AMERICA'S ENEMIES, THEY ARE HER ALLIES.

WE HAVE A LEADING ROLE TO PLAY IN MODERNIZING A TRADING SYSTEM THAT HAS SERVED THE WORLD WELL FOR OVER FOUR DECADES. THERE IS A NEW AND DYNAMIC INTERNATIONAL ECONOMY THAT OFFERS THE CHANCE FOR HIGHER LEVELS OF PROSPERITY FOR ALL NATIONS WHICH FREELY PARTICIPATE IN IT.

6

WE WANT TO DO MORE TO REMOVE TRADE BARRIERS, TO ADDRESS THE ISSUE OF AGRICULTURE, AND TO BRING THE BENEFITS OF FREE TRADE TO NEW AREAS, INCLUDING SERVICES, INVESTMENT, AND THE PROTECTION OF INTELLECTUAL PROPERTY. THE CURRENT URUGUAY ROUND OF THE GATT TALKS HOLDS MANY OPPORTUNITIES FOR PROGRESS IN MULTILATERAL NEGOTIATIONS.

THERE IS ALSO A NEW INTERNATIONAL IMPETUS FOR TRADE EXPANSION CREATED BY THE CANADA-U.S. FREE TRADE AGREEMENT. THIS AGREEMENT CAN SERVE AS A MODEL, AND IT PROVES THAT FREER TRADE BETWEEN NATIONS IS THE WAVE OF THE FUTURE.

LADIES AND GENTLEMEN, THE GOAL OF THIS ADMINISTRATION'S TRADE POLICY, SIMPLY PUT, IS TO OPEN MARKETS, NOT TO CLOSE THEM; TO FIGHT PROTECTIONISM, NOT TO GIVE IN TO IT.

WE DON'T WANT AN AMERICA THAT IS CLOSED TO THE WORLD. WHAT WE WANT IS A WORLD THAT IS OPEN TO AMERICA. WE ARE GOING TO WORK TO PROMOTE AMERICAN EXPORTS AND TO SEE TO IT THAT IN DEALING WITH THE UNITED STATES OTHER NATIONS PLAY BY THE RULES.

AS CARLA SAID DURING HER CONFIRMATION HEARINGS, WE WILL OPEN FOREIGN MARKETS WITH A CROWBAR WHEREVER NECESSARY, BUT WITH A HANDSHAKE WHENEVER POSSIBLE.

AND, CARLA, IT IS MY PLEASURE TO NOW WITNESS YOU TAKE THE OATH OF OFFICE, ONCE AGAIN. [AMBASSADOR HILLS TAKES THE OATH.]

CONGRATULATIONS. I HAVE A SMALL GIFT FOR YOU AS WELL, CARLA. AS I NOTED, YOU PROMISED THE SENATE THAT YOU WILL TRY TO ENSURE FREE TRADE WITH OUR TRADING PARTNERS BY EXTENDING A HANDSHAKE, BUT IF NECESSARY, YOU'D USE A CROWBAR. I AM PLEASED THEREFORE TO PRESENT YOU WITH THIS OFFICIAL PRESIDENTIAL CROWBAR, FOR USE ONLY AS NEEDED IN THE LINE OF DUTY. I AM CONFIDENT, HOWEVER, THAT YOUR EXPERIENCE AND SUBSTANTIAL NEGOTIATING SKILL WILL MAKE YOUR HANDSHAKE ALONE A POWERFUL FORCE FOR FREE TRADE.

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(Klugmann)
February 3, 1989
3:30 p.m. (revised)

PRESIDENTIAL REMARKS: SWEARING-IN OF AMBASSADOR HILLS
MONDAY, FEBRUARY 6, 1989

Thank you very much. It is a great pleasure to be here for the swearing-in of my friend Carla Hills as United States Trade Representative. This is a position of great importance to the future of our country. With the emergence of a truly global economy, trade issues have taken on a new prominence. And I think, as Lord Macaulay so rightly said, that "Free trade [is] one of the greatest blessings which a government can confer on a people...."

I have great confidence in the ability, wisdom, and toughness of Carla Hills, which is why I chose her for this critically important post. This is her second Cabinet-level position, and she won universal respect for her service as Secretary of the Department of Housing and Urban Development. And I know that she will win strong support in her current role.

She is a skilled negotiator with a strong international background and extensive experience in Government. Trade issues involve listening to many voices within our Nation, while working with the full breadth of Government and maintaining a clear sense of mission. As I said when I nominated her, I can think of no one better suited to be America's "trade minister at home and abroad."

And Carla will have a very committed and talented group of people at U.S.T.R. who work hard and bargain hard for the people

of our country. I greatly respect their dedication and expertise, and I'm glad so many of you could be here today.

America, as the world's number one trading nation, has the largest stake in the continued expansion of world trade, which has been one of the key factors in our growing prosperity. In addition, our trade relationships are a vital factor in America's international alliances that help secure freedom and stability for so much of the world. We will apply firmness to help promote what is fair, but we will always remember that our major trading partners are not America's enemies, they are her allies.

We have a leading role to play in modernizing a trading system that has served the world well for over four decades. There is a new and dynamic international economy that offers the chance for higher levels of prosperity for all Nations which freely participate in it.

We want to do more to remove trade barriers, to address the issue of agriculture, and to bring the benefits of free trade to new areas, including services, investment, and the protection of intellectual property. The current Uruguay round of the GATT talks holds many opportunities for progress in multilateral negotiations.

There is also a new international impetus for trade expansion created by the Canada-U.S. Free Trade Agreement. This agreement can serve as a model, and it proves that freer trade between Nations is the wave of the future.

Ladies and gentlemen, the goal of this Administration's trade policy, simply put, is to open markets, not to close them; to fight protectionism, not to give in to it.

We don't want an America that is closed to the world. What we want is a world that is open to America. We are going to work to promote American exports and to see to it that in dealing with the United States other Nations play by the rules. As Carla said during her confirmation hearings, we will open foreign markets with a crowbar wherever necessary, but with a handshake whenever possible.

And, Carla, it is my pleasure to now witness you take the oath of office, once again. [Ambassador Hills takes the oath.]

Congratulations. I have a small gift for you as well, Carla. As I noted, you promised the Senate that you will try to ensure free trade with our trading partners by extending a handshake, but if necessary, you'd use a crowbar. I am pleased therefore to present you with this official presidential crowbar, for use only as needed in the line of duty. I am confident, however, that your experience and substantial negotiating skill will make your handshake alone a powerful force for free trade.

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(Klugmann)
February 2, 1989
6:30 p.m. (revised)

PRESIDENTIAL REMARKS: SWEARING-IN OF AMBASSADOR HILLS
MONDAY, FEBRUARY 6, 1989

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Barthlett's
p. 487

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Hills' resume

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Pres. remarks
at Hills' nomination
12-6-88
see NYT
transcript

And Carla will have a very committed and talented group of people at U.S.T.R. who work hard and bargain hard for the people

of our country. I greatly respect their dedication and expertise, and I'm glad so many of you could be here today.

Justin D'Andrea
x 2800

Kitty Furlong
CEA

America, as the world's number one trading nation, has the largest stake in the continued expansion of world trade, which has been one of the key factors in our growing prosperity. In addition, our trade relationships are a vital factor in America's international alliances that help secure freedom and stability for so much of the world. We will apply firmness to help promote what is fair, but we will always remember that our major trading partners are not America's enemies, they are her allies.

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And, Carla, it is my pleasure to now witness you take the oath of office, once again. [Ambassador Hills takes the oath.]

Federal
News
Service
transcript
1-27-89

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6:00 p.m.

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1987 merchandise trade US is #1 largest stake in the continued expansion of world trade, which has been one of the key factors in our growing prosperity. In addition, our trade relationships are a vital factor in America's international alliances that help secure freedom and stability for so much of the world. We will apply firmness to help promote what is fair, but we will always remember that our major trading partners are not America's enemies, they are her allies.

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data from CEA
Kitty Furber

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And, Carla, it is my pleasure to now witness you take the oath of office, once again. [Sec. Hills takes the oath.]

Hills
résumé

Current
Biography
1975

Hills
résumé

Pres.
can't
swear - in
any
nominees
legally.
Justin D'Andrea

Brown — Macaulay

the ends of justice, and mingle my blood further with the blood of my children, and with the blood of millions in this slave country whose rights are disregarded by wicked, cruel, and unjust enactments, I submit: so let it be done! *Ib.*

- 1 This is a beautiful country.
Remark as he rode to the gallows, seated on his coffin [December 2, 1859]

Julia Crawford
1800-1885

- 2 Kathleen Mavourneen! the gray dawn is breaking,
The horn of the hunter is heard on the hill.
Kathleen Mavourneen [1835], st. 1

- 3 Oh! hast thou forgotten this day we must part?
It may be for years, and it may be forever;
Then why art thou silent, thou voice of my heart? *Ib.*

Thomas Babington,
Lord Macaulay¹
1800-1859

- 4 That is the best government which desires to make the people happy, and knows how to make them happy.
Essay on Mitford's History of Greece [1824]

- 5 Free trade, one of the greatest blessings which a government can confer on a people, is in almost every country unpopular. *Ib.*

- 6 Press where ye see my white plume shine, amidst the ranks of war,
And be your oriflamme today the helmet of Navarre.
Ivry: A Song of the Huguenots [1824], l. 29

- 7 Nobles by the right of an earlier creation, and priests by the imposition of a mightier hand.
On Milton [1825]

- 8 The dust and silence of the upper shelf. *Ib.*

¹I wish I was as cocksure of anything as Tom Macaulay is of everything.—WILLIAM LAMB, VISCOUNT MELBOURNE [1779-1848]; from *Melbourne's Papers*, edited by L. C. SANDERS [1889], preface by the EARL COWPER

- 9 As civilization advances, poetry almost necessarily declines. *Ib.*

- 10 Perhaps no person can be a poet, or even can enjoy poetry, without a certain unsoundness of mind. *Ib.*

- 11 There is only one cure for the evils which newly acquired freedom produces, and that cure is freedom. *Ib.*

- 12 Nothing is so useless as a general maxim.
On Machiavelli [1827]

- 13 The gallery in which the reporters sit has become a fourth estate of the realm.²
On Hallam's Constitutional History [1828]

- 14 The English Bible—a book which if everything else in our language should perish, would alone suffice to show the whole extent of its beauty and power.
On John Dryden [1828]

- 15 His imagination resembled the wings of an ostrich. It enabled him to run, though not to soar. *Ib.*

- 16 Men are never so likely to settle a question rightly as when they discuss it freely.
Southey's Colloquies on Society [1830]

- 17 A single breaker may recede; but the tide is evidently coming in.³ *Ib.*

- 18 That wonderful book, while it obtains admiration from the most fastidious critics, is loved by those who are too simple to admire it.
On Southey's edition of Bunyan's Pilgrim's Progress [1830]

- 19 We know no spectacle so ridiculous as the British public in one of its periodical fits of morality.
On Moore's Life of Lord Byron [1831]

- 20 From the poetry of Lord Byron they drew a system of ethics compounded of misanthropy and voluptuousness—a system in which the two great commandments were to hate your neighbor and to love your neighbor's wife. *Ib.*

- 21 Reform, that you may preserve.
Debate on the First Reform Bill [March 2, 1831]

²See Hazlitt, 445:3; Carlyle, 472:17; and Thackeray, 539:15.
³See Arthur Hugh Clough, 564:17.

THE WHITE HOUSE
WASHINGTON

Fed. News Service transcript
1/27/89

Senate Finance Committee
C. Hills confirmation hearing:

"And that's what we're
about — with a crowbar,
or with a handshake."

"I would like to have you think
of me as the USTR with a
crowbar, where we're prying
open markets, keeping them
open, so that private sector
can take advantage of
them."

(c) 1989 Federal Information Systems Corporation, January 27, 1989

millers in this 301 petition. Now, you have stated earlier that you're going to use -- I think your terminology was "the crowbar approach" to opening markets. One, what will you do about this? And two, when will you do it? And three, what leverage will you use?

MS. HILLS: Let me say that we have in GATT a very important issue dealing with agriculture. If that is solved, rice is solved around the world. Now, when Ambassador Yeutter made a strategic decision that November was not the time to use 301, I was not there, but I do not disagree with him. The Japanese have an opportunity to meet us halfway. We do have 301, but when I use it, I suppose, will be at the proper time to get the kind of correction that we need to have in the rice market, and I think Senator Rockefeller would agree, that if two trading partners can mutually agree to open a market as important as rice, it should be done. And that's what we're about -- with a crowbar, or with a handshake.

SEN. PRYOR: We still have no idea of the timetable.

MS. HILLS: We will be meeting on the GATT issues in April, if that helps you at all.

SEN. PRYOR: Do you think it'll be solved before the next rice crop is harvested, say in the early fall?

MS. HILLS: We certainly hope so. We always like early solutions.

SEN. PRYOR: We all -- we all understand the sensitivity of the Japanese to this issue. And I was just kidding my friend, Senator Rockefeller, a little bit.

THE WHITE HOUSE
WASHINGTON

2/2
4:30

Barry Lowenkron
NSC X5646

Baker is going to Canada
w/ Pres.
Hills is going, but
will not take part in
presidential meetings.

Transcript of Bush's Remarks at News Conference in Capital

206-713
 Following is a transcript of portions of President-elect Bush's news conference yesterday in Washington, as recorded by The New York Times through the facilities of Cable Network News and ABC Radio News:

OPENING STATEMENT

I have several announcements to make and they're part of a [laughter] — pay a little attention here — part of a continuing effort to appoint people of talent and distinction to senior positions in Government service. And I said that naming an economic team would be one of the early priorities of my transition and today I want to nominate the remainder of that top team. There are other very important posts to fill but this is the remainder of the very top team.

First I intend to submit the name of Robert Mosbacher, a friend of long standing, a very successful leader in the business community, as my nominee for Secretary of Commerce. I've known Bob for longer than he'd like to admit, but for more than 30 years. He's built a very successful business. He currently serves as the chairman and chief executive officer of the Mosbacher Energy Company of Houston. He is a leader, not only in the energy industry but in the business community nationally. He serves as a director of several companies, nonprofit organizations as well, national business organizations, including the A.P.I., American Petroleum Institute, and the American Business Conference, which brings together a lot of the leaders of the strongest and somewhat newer companies. Also he's been very active in that in terms of the high-growth companies.

Bob's going to bring his tremendous energies to the task of promoting U.S. exports abroad. Another major responsibility will be to carry out the oldest functions of the U.S. Government — that's the administration of the 1990 Census. He'll bring a wealth of experience to the department and I'll be glad to have his wise counsel in my Cabinet and I'm grateful to him for once again responding to the call.

Carla Hills as Trade Representative

Carla Hills has already served with distinction in the Cabinet under President Ford and I'm pleased to ask her back to the Cabinet table as the United States Trade Representative. As a member of my Cabinet she'll serve as our trade minister at home and abroad. There are many challenges facing the United States in the trade area. The mid-term review of the current GATT round which Clayton Yeutter is working on as we speak, the implementation of the new trade bill and the great opportunity presented by the Free Trade Agreement that we've signed with our neighbor Canada. Carla's wide experience in Government — she's been Secretary of H.U.D. and Assistant Attorney General; and in law — she's now the co-managing partner of a, of the Weil Gotschal firm here; and in leadership positions in several companies and professional organizations are going to serve us very well. And she's traveled widely abroad. Domestically, she is a tough no-nonsense attorney and Carla and I have spoken about the need to work aggressively to expand trade opportunities for American companies. And she stands for free trade and fair trade. And I'm very very pleased that she will be a part of my Administration.

The third key member of the economic team that I'm announcing today — you might say Carla is a Californian — is another Californian — the Chairman of the Council of Economic Advisers. Dr. Michael Boskin is one of this nation's pre-eminent economists, currently serving as the Wohlford Professor of Economics at Stanford University. Professor Boskin has worked with me in these past few years to formulate a strategy to continue to create economic growth in this country. And I'll be grateful to have his expertise in this Administration.

Boskin to Head Economic Council

He is no stranger to Washington — served on several national commissions; testified many times before the Congress. He's also widely published on Government spending and taxing, U.S. saving behavior, capital formation; many other critical subjects. And he's been voted by the students at Stanford as one of the university's outstanding teachers. And so I have great hope that I can learn from him in the future just as I have in the past. And I know he is committed to jobs and opportunity for all Americans through low tax rates and low inflation and I look forward to working with him in charting the courses ahead.

Now there are two other announcements this afternoon that are unrelated or beyond the economic team. And these are in the area of foreign policy and national security.

First I've asked Bill Webster to continue to serve as Director of Central Intelligence. I know this agency well, having served as its director for a short time. I have total confidence that he is the man — the best man — to build and lead our national intelligence community. It's been — what? — 21 months since Bill Webster was appointed by President Reagan to serve in this post. But in that short time period, he's shown his ability to lead, to inspire confidence, to work with the Congress. Prior to that, of course, he served nine years as an outstanding director of the F.B.I. and prior to that as a Federal judge, a judge on the U.S. Court of Appeals and then U.S. District Court as well. My own view is that it is important for there to be some continuity in executing the mission of our intelligence agencies. And Bill Webster's continuing service will help set a healthy precedent. I'm grateful to him for agreeing to stay on.

And my final announcement is about another post that I know well; that I remember fondly, that I, I put as the foremost diplomatic appointment that I have to make. Recent events have made the post of United States Ambassador to the United Nations increasingly important. I believe I know the limitations of the U.N. But I also know of its tremendous potential. And so it's only fitting that my choice for U.N. Ambassador should be an individual with truly exceptional experience. Thomas Pickering, the current United States Ambassador in Israel, has given a lifetime of service to this nation. He served as Ambassador to El Salvador, to Nigeria, Jordan in the past, and as Assistant Secretary of State for Oceans and Environment and Scientific Affairs.

I have a high regard for our nation's Foreign Service. I've worked with Foreign Service Officers when I was — headed the Mission in China and at the United Nations as well and as Vice President. And Tom Pickering is one of our outstanding public servants and very, very top Foreign Service officers. His expertise will serve our nation well at the United Nations and I am delighted that he has agreed to take this post. It symbolizes the importance I place on the United Nations as well as on the Foreign Service.

And so I'd like to ask each of these individuals — four — to just say — have their say and then I'd be glad to take a few questions. And then if you can talk them into taking questions, why they might do the same.

QUESTIONS AND ANSWERS

Covert Action and Intelligence

Q. Mr. Vice President, do you have a common understanding with Mr. Webster on what is the place of covert action in the intelligence work of the United States? There have been reports that [unintelligible]. Can you tell us what your philosophy is?

A. Well, my philosophy is that the law should be meticulously followed. I do believe that from time to time properly found covert actions are essential, and I know Bill feels ex-

actly the same way. And I think that — I don't think there'll be any difference at all. And you notice I said "properly found." I don't know whether I'll promulgate a new executive order on that or not, but we follow the existing executive order to a T. We will — those orders will be properly found and properly reported to the appropriate commission. Jerry, and then you.

Membership on the Cabinet

Q. Mr. Vice President, will the U.N. Ambassador and the C.I.A. director be members of your Cabinet? And did you discuss with Mr. Webster any time period under which he should serve?

A. No, they will not be. But both will attend Cabinet meetings as they impact on their fields of interest. There is no point in the United Nations Ambassador sitting around, as I did for a while, talking about ag policy. If there's an N.S.C. meeting or a Cabinet meeting that impacts on the mission at the United Nations, Ambassador Pickering will be at the table.

I like this, because I want to have an orderly flow in foreign policy making — the foreign policy making. And the Ambassador should report, in my view, to the President through the Secretary of State. Bill Webster now is operating in our Administration, President Reagan's and mine, in this manner. I think it's working in-effectively. And he will be included in those — in those meetings that affect where, where we have to make decision based on intelligence.

Bill and I are in total accord that this D.C.I. should be — not be in the policy business, but be in the intelligence business. And these lines can be very, very clear. He's in policy when a covert operation is found and he must manage that. But I think that this arrangement is the best in terms of good government.

Q. Mr. Vice President —

A. I didn't answer the last part of his.

Q. Did you discuss how long you want Mr. Webster to serve at any time?

A. Yes. Open-ended.

Role at Gorbachev Meeting

Q. On the eve of tomorrow's minisummit, is there a risk because of Gorbachev's aggressiveness and his appeal and his use of propaganda, if you will, in the fact that you are deliberately taking a secondary role and then President Reagan is on the eve of his departure? Is Gorbachev going to be the main player? And is there a down side for you in the policy on that?

A. There's no down side on policy. The Soviets know how our system works, and they know that I become President on Jan. 20. They also know — because you've given me an opportunity to define my expectations for the summit — how I feel on it. And so I will go there as Vice President. I will not be accompanied by members of my own national security team, and I'm confident that the Soviets understand that. And I'm confident they know our system well enough to know that it is only prudent to review foreign policy and to review national security policy and, certainly, to review our relationship with them.

Having said that, I will make clear to the President that we want to go forward. But I'm not going to be pressed into going beyond that prudent approach.

Hopes for Soviet Changes

Q. But during the campaign, in fact, you seemed to be a little more cautious about Mr. Gorbachev than President Reagan has been in recent statements. Do you think that perhaps we've invested too much hope in real change in the Soviet Union?

A. No. I want to — I hope that we have a reason to help be a catalyst for real change. To work with — effectively with the Soviets to — to better our relationship and, certainly, to encourage in the field of human rights more openness. That's a policy of the U.S. now and it will be the policy when I become President.

HILLS, CARLA ANDERSON, lawyer, former secretary housing and urban development; b. Los Angeles, Jan. 3, 1934; d. Carl H. and Edith (Hume) Anderson; m. Roderick Maltman Hills, Sept. 27, 1958; children: Laura Hume, Roderick Maltman, Megan Elizabeth, Alison Macbeth. A.B. cum laude, Stanford U., 1955; student, St. Hilda's Coll., Oxford (Eng.) U., 1954; LL.B., Yale U., 1958; hon. degrees, Pepperdine U., 1975, Washington U., 1977, Mills Coll., 1977, Lake Forest Coll., 1978, Williams Coll., 1981. Bar: Calif. 1959, U.S. Supreme Ct. 1965. Asst. U.S. atty. civil div. Los Angeles, 1958-61; partner firm Munger, Tolles, Hills & Rickershauser, Los Angeles, 1962-74, Latham, Watkins & Hills, Washington, 1978-86, Weil, Gotshal & Manges, Washington, 1986—; asst. atty. gen. civil div. Justice Dept., Washington, 1974-75; sec. HUD, 1975-77; dir. IBM Corp., Corning Glass Works, Am. Airlines, Fed. Nat. Mortgage Assn., The Henley Group, Chevron Corp.; adj. prof. Sch. Law, UCLA, 1972; mem. Trilateral Commn., 1977-82, Am. Com. on East-West Accord, 1977-79, Internat. Found. for Cultural Cooperation and Devel., 1977—, Fed. Acctg. Standards Adv. Council, 1978-80; bd. dirs. Internat. Exec. Service Corps.; mem. corrections task force Los Angeles County Sub-Regional; adv. bd. Calif. Council on Criminal Justice, 1969-71; mem. standing com. discipline U.S. Dist. Ct. for Central Calif., 1970-73; mem. Adminstrv. Conf. U.S., 1972-74; mem. exec. com. law and free soc. State Bar Calif., 1973; bd. councillors U. So. Calif. Law Center, 1972-74; trustee Pomona Coll., 1974-79, U. So. Calif., Brookings Instn.; mem. at large exec. com. Yale Law Sch., 1973-78; mem. com. on Law Sch. Yale Univ. Council; Gordon Grand fellow Yale U., 1978; mem. Sloan Commn. on Govt. and Higher Edn., 1977-79; mem. advisory com. Princeton U., Woodrow Wilson Sch. of Pub. and Internat. Affairs, 1977-80. Co-author: Federal Civil Practice, 1961; co-author, editor: Antitrust Adviser, 1971, 3d edit., 1985; contbg. editor: Legal Times, 1978—; mem. editorial bd.: Nat. Law Jour., 1978—. Trustee U. So. Calif., 1977-79, Norton Simon Mus. Art, Pasadena, Calif., 1976-80, Lawyers Com. for Civil Rights under Law, 1978-84; trustee Urban Inst., 1978-80, chmn., 1983—; co-chmn. Alliance To Save Energy, 1977—; vice chmn. adv. council on legal policy Am. Enterprise Inst., 1977-84; bd. visitors, exec. com. Stanford U. Law Sch., 1978-81; bd. dirs. Am. Council for Capital Formation, 1978—; mem. adv. com. M.I.T.-Harvard U. Joint Center for Urban Studies, 1978-82. Fellow Am. Bar Found.; mem. Los Angeles Women Lawyers Assn. (pres. 1964), ABA (chmn. publs. com. antitrust sect. 1972-74, council 1974, 77-84, chmn. 1982-83), Fed. Bar Assn. (pres. Los Angeles chpt. 1963), Los Angeles County Bar Assn. (mem. fed. rules and practice com. 1963-72, chmn. issues and survey 1963-72, chmn. sub-com. revision local rules for fed. cts. 1966-72, mem. jud. qualifications com. 1971-72), Am. Bar Inst. Clubs: Yale of So. Calif. (dir. 1972-74); Yale (Washington). Office: Weil Gotshal & Manges 1615 L St NW Suite 700 Washington DC 20036 *

from Hills

CARLA A. HILLS

Resume

Carla Anderson Hills is co-managing partner of the Washington, D. C. office of the law firm of Weil, Gotshal & Manges, which also has offices in New York, Houston, Miami, and Dallas.

Mrs. Hills served as Secretary of the United States Department of Housing and Urban Development in the Ford Administration (at that time, 1975-1977, the third woman to hold a cabinet position); and between 1974-1975, she was Assistant Attorney General, Civil Division, United States Department of Justice (again, the third woman to hold such a position). In 1976, TIME magazine named her as one of ten Women of the Year.

Born in Los Angeles, California on January 3, 1934, Mrs. Hills received her bachelor's degree from Stanford University, her law degree from Yale University, and studied at Oxford University. She served for three years as Assistant United States Attorney, Civil Division, Los Angeles, and co-founded a Los Angeles law firm where she was a partner from 1962-1974.

During that same period she was an Adjunct Professor at the University of California at Los Angeles Law School, teaching antitrust law; she was editor and co-author of Antitrust Adviser, published in 1971 by McGraw-Hill (the third edition of that volume, which she also edited, was published in 1985). While living in California, she served in numerous professional associations, including as President of both the Federal Bar Association and the Women Lawyers Association in Los Angeles.

Mrs. Hills currently serves on the boards of International Business Machines Corporation, Corning Glass Works, the Federal National Mortgage Association, Chevron Corporation, American Airlines and The Henley Group, Inc.

She has been Chairman of the Urban Institute since 1983, and is a member of the Executive Committee of the American Agenda, co-chaired by Presidents Ford and Carter. In 1981-1982 she served as Vice-Chairman of President Reagan's Commission on Housing and in 1985-1986 as a member of President Reagan's Commission on Defense Management. In the recent past she has served as a Trustee of the Brookings Institution, the Rand Corporation and as a member of the Trilateral Commission. She has been active in the American Bar Association, serving as Chairman of Section of Antitrust Law in 1982-1983, and as Chairman of the Conference of Section Chairmen in 1983-1984.

She resides in Washington, D.C. with her husband Roderick M. Hills. They are the parents of four children.

HILLS, CARLA ANDERSON

Jan. 3, 1934- United States Secretary of Housing and Urban Development; lawyer
Address: b. Dept. of Housing and Urban Development, 451 7th St., SW, Washington, D.C. 20410; h. 3125 Chain Bridge Rd., Washington, D.C. 20016

When Carla Anderson Hills succeeded James T. Lynn as United States Secretary of Housing and Urban Development (HUD) on March 10, 1975 she became the third woman in the nation's history to hold a Cabinet post. Although Mrs. Hill has succeeded as a lawyer and competently served in 1974-75 as Assistant Attorney General in charge of the Justice Department's Civil Division, her lack of experience in housing matters caused some Congressmen, along with representatives of the women's movement and the housing industry to question her qualifications for the HUD post. President Gerald R. Ford said, however, at her swearing-in ceremony at the White House: "I consider her the best-qualified person for this very demanding position. . . . Restoration of health to the housing market is imperative. I am convinced that our new Cabinet officer is equal to that difficult challenge and others which will confront her."

Carla Anderson Hills was born on January 3, 1934 in Los Angeles, California, the younger of the two children of Carl and Edith (Hume) Anderson. Her mother, now Mrs. Edith Wagner, came from a socially prominent background. Her father, who died in 1965, was originally a rural Missourian of modest means. After moving to California he parlayed a salesman's job into a multimillion-dollar building supplies business, and he later became president of the Hollywood Chamber of Commerce. The family business, Modern Materials Inc., is now headed by Mrs. Hill's brother, Stephen Anderson.

Growing up in Los Angeles and in Beverly Hills—in the house that was used for the exterior scenes of the motion picture *Sunset Boulevard*—Carla Anderson was educated in the exclusive Marlborough School for girls, rode her five-gaited horse in shows, sailed, played tennis, and summered at the twenty-five-acre family estate in Burbank. Her ambition to pursue a career in law and public service was inspired by the historical biographies—especially those of the Founding Fathers—that she read as a child. By twelve she wanted to become a lawyer.

Instead of making her debut after graduating from high school in 1951, Carla Anderson opted for a trip to Europe. She then entered Stanford University, where she majored in history and captained the women's tennis team. In partnership with a classmate, she was a six-time winner of the university women's doubles title, and she also won the California intercollegiate women's doubles tournament. In the summer of 1954 she went to England to study at St. Hilda's College, Oxford University. She obtained her B.A. degree *cum laude* from Stanford in 1955.

Although her mother encouraged her plan to attend law school, Carla Anderson met opposition from her father, who had hoped that she would go into the family business and told her, as she recalled in an interview with Sheila Moran (*New York Post*, July 20, 1974): "I will not pay your tuition, dear." With the determination that earned her the family nickname "Butch," she defied her father and paid her own way through her first year at Yale Law School. During summers she worked at various jobs, and once she went into business for herself, selling eggs to neighbors at a five percent profit. She graduated from Yale with an LL.B. degree in 1958, ranking twentieth in a class of 167.

During her last year at Stanford, Carla Anderson met Roderick Maltman Hills, whom she married on September 27, 1958, after her graduation from law school. Admitted to the California bar in 1959, Mrs. Hills worked for the next two years as an assistant United States attorney in the Civil Division of the Department of Justice in Los Angeles. In 1962 she and her husband joined with other lawyers in establishing the Los Angeles law firm of Munger, Tolles, Hills & Rickershauser, with which she practised until March 1974. The firm specializes in federal trial practice and in antitrust and securities law. Mrs. Hills also taught antitrust law as an adjunct professor at U.C.L.A. during the 1972 spring semester.

In the spring of 1973 Elliot L. Richardson, then Secretary of Defense, came to Los Angeles, hoping to persuade Roderick Hills to come to Washington, D.C. as an assistant secretary. Hills turned down the post because of business commitments. But Richardson, who met Mrs. Hills during his trip, was impressed by her credentials. Later that year, after his appointment as United States Attorney General, he invited Mrs. Hills to be an assistant attorney general. Delighted, Mrs. Hills accepted and flew out to Washington, D.C. to begin preparations for moving.

As it turned out, however, on October 20, 1973, the day Mrs. Hills arrived back in Los Angeles, Richardson resigned in what became known as the "Saturday night massacre," after he refused to comply with President Richard Nixon's order that he dismiss special Watergate prosecutor Archibald Cox. "I landed at the airport, got into my car that was parked there, and turned on the radio," Mrs. Hills later recalled. "The big news was Richardson's resignation. So that was that."

Mrs. Hills's prospects for a Justice Department post did not end there, however. Richardson's successor as Attorney General, William B. Saxbe, who was equally impressed by her credentials, invited her to head the Justice Department's Civil Division as an assistant attorney general. Her nomination, on February 18, 1974, was confirmed by the Senate on March 7, and in April Mrs. Hills succeeded Harlington Wood Jr. in the \$38,000-a-year post once occupied by Supreme Court Chief Justice Warren E. Burger. The highest-ranking woman in the Justice Department, Mrs. Hills was also the first female assistant attorney general since the early 1920's, when Annette Abbott Adams and

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Mabel Walker Willebrandt were appointed to that rank. As an assistant attorney general, Carla Hills was in charge of about 250 Justice Department lawyers in Washington, D.C., as well as ninety-four United States attorneys across the country. In her New York *Post* interview with Sheila Moran, Mrs. Hills described her position as "the finest federal lawyer's job, in my view." Typical cases, she continued, often involve claims against the government amounting to hundreds of millions of dollars or are "profound constitutional questions that affect the whole fabric of federal programs."

Mrs. Hills's handling of her responsibilities at the Justice Department brought her to President Ford's attention and resulted in her nomination on February 13, 1975 to succeed James T. Lynn as Secretary of Housing and Urban Development. Although the President denied that the nomination had anything to do with Mrs. Hills's sex, some observers of the Washington political scene have suggested that he made the move in response to demands by the women's movement and, in particular, by First Lady Mrs. Betty Ford to bring women into higher government positions.

The nomination met with both intense opposition and strong support. Democratic Senator William Proxmire of Wisconsin, the head of the Senate Banking, Housing, and Urban Affairs Committee, which held the confirmation hearings, asserted that although Mrs. Hills was "able and intelligent," she had "absolutely no known qualifications for the job." He added that this was "no time for on-the-job training." Some representatives of the housing industry also questioned Mrs. Hills's qualifications, citing her lack of experience in housing matters at a time of housing crisis. There was, in addition, some concern expressed by representatives of the women's movement, who felt that the complexities of the HUD post combined with the existing state of the economy would make it extremely difficult for anyone to succeed in it, and that failure would look worse if the position were held by a woman.

On the other hand, Mrs. Hills's nomination was praised by legislators, law colleagues, and public officials who cited her administrative ability and poise, and pointed out that she had handled a number of housing cases in the Justice Department. She was expected to bring to HUD a fresh point of view, plus her usual energy in tackling an unfamiliar job. Summing up the arguments in her support, California Democrat John V. Tunney said at the Senate hearings: "I think that her proven record is one of a person who has been able to master every task that was set before her." Unperturbed by the controversy surrounding her appointment, Mrs. Hills told Louise Sweeney (*Christian Science Monitor*, April 10, 1975) that her goal was not to be "the best woman secretary of HUD," but "the best secretary HUD has had," adding, "I hope I bring a multitude of perceptions to it, both as a lawyer and from my background and various interests."

Confirmed by the Senate on March 5, 1975, Carla Anderson Hills was sworn in as Secretary of



CARLA ANDERSON HILLS

Housing and Urban Development on March 10, becoming the first woman Cabinet member in twenty years. (Only two women had served previously in Cabinet posts: Frances Perkins, who was Secretary of Labor under Franklin D. Roosevelt, and Oveta Culp Hobby, who was appointed Secretary of Health, Education, and Welfare by President Dwight D. Eisenhower.) At the ceremony, Mrs. Hills said that she was determined to make "substantial strides toward that goal of achieving for every American family decent shelter and a proper living environment."

As Secretary of HUD, Mrs. Hills heads an agency with a staff of some 17,000 persons and a budget of \$7.1 billion for 1975-76. After thoroughly familiarizing herself with the demands of her new office, she outlined a program to revitalize the housing industry, dismissing arguments that such an effort was futile until the rest of the economy revived. Among other actions, she planned to encourage lending agencies to make more money available for mortgage loans; to abolish the interest-rate ceiling on mortgages; to provide more help for low-income families who rent privately owned housing through such measures as a system of subsidies; to alleviate housing decay, especially in urban areas, by means of increased revenue sharing; and to provide better legal protection to home buyers and renters. Mrs. Hills also planned to make herself familiar with the growing condominium industry; to work for better standards of safety and durability of mobile homes; and to implement the new Real Estate Settlement Procedures Act, which affects most residential housing transactions in the United States.

In April Mrs. Hills performed what a New York *Times* reporter called "her first significant act," when she abolished rent ceilings in federal housing. Addressing the NAACP convention in July, Mrs. Hills said in answer to criticisms of federal urban renewal programs that the government was "no longer emphasizing clearance and removal but . . . preservation and restoration" of existing housing.

Summarizing an evaluation of Mrs. Hills's performance during her first four months in office by Carl A. S. Coan, a top housing legislative expert on the Senate staff, Kenneth R. Harney wrote in the *Housing and Development Reporter*: "She's not likely to win any popularity contests, but she's beginning to establish a reputation as a hard-driving, no-nonsense administrator—the very type of doctor in the house HUD could use. She's not likely to chart many new directions in solving the country's housing problems or push through any major legislation, but she just might be able to . . . cut some of FHA's red tape and build morale within the agency's field offices."

Mrs. Hills was president of the Los Angeles chapter of the Federal Bar Association in 1963 and of the National Association of Women Lawyers in 1965, and she has served on committees of the American Bar Association and the Los Angeles County Bar Association. She is a fellow of the American Bar Foundation and a member of the American Law Institute, and she has been a vice-president and director of the Yale Club of Los Angeles. She has served on the executive committee of Yale Law School; the board of councillors of the University of Southern California Law Center; and the board of trustees of Pomona College. In 1970 she became a member of the standing committee on discipline of the United States District Court for California's central district; from 1969 to 1971 she served on a corrections task force under the California Council on Criminal Justice; and from 1972 to 1974 she was on the council of the Administrative Conference of the United States. Mrs. Hills collaborated on the book *Federal Civil Practice* (1961), and she was editor and coauthor of *Antitrust Adviser* (McGraw-Hill, 1971). Pepperdine College in Los Angeles awarded her an honorary LL.D. degree in 1975.

After Carla Anderson Hills was appointed to the Justice Department post in 1974, she and her husband moved to Washington, D.C., where they live in a spacious home with a swimming pool and tennis court, with their four children, Laura Hume, Roderick Maltman Jr. (Ricky), Megan Elizabeth, and Allison Macbeth. In addition to practising law, Roderick Hills served as chairman of the Republic Corporation, a motion picture conglomerate, until his appointment, in April 1975, as a Presidential counsel. On October 2, 1975 Hills was nominated as chairman of the Securities and Exchange Commission. Mrs. Hills, who is five feet five inches tall, weighs 112 pounds, and has brown eyes and brown hair, is described as attractive, self-confident, and hard-working. Although she is said to be outspoken to the point of bluntness, especially in her dealings with Congress, she has the respect and cooperation of her staff members. She has had to contend with her share of male chauvinist remarks, but she has a reputation for maintaining her poise in most situations. Still an excellent tennis player, Mrs. Hills usually defeats her opponents, including her husband. She enjoys listening to Bach, leisure reading, giving dinner parties, and spending an occasional

"family day" with her children, for whom she tries to reserve some time each evening. Mrs. Hills is an Episcopalian, and she considers herself an "enlightened" Republican.

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HUNTER, JIM

Apr. 8, 1946- Baseball player
Address: b. New York Yankees, Parks Administration Bldg., Flushing, N.Y. 11368

The highest paid pitcher in baseball is Jim "Catfish" Hunter, an insouciant tobacco-chewing Tarheel who has, at least temporarily, made the New York Yankees feel like champions again. Hunter signed a seven-figure contract with the Yankees in January 1975 after extricating himself from indentureship to Charles O. Finley, the autocratic owner of the Oakland (California) Athletics. During ten seasons with the Athletics, Hunter, a right-handed mound marksman with pinpoint control, won 161 games, including a perfect one, and he was undefeated in three World Series. For four straight years beginning in 1971 his win record was never below twenty, and in 1974, when it reached twenty-five, he received the Cy Young Memorial Award for outstanding pitcher of the year and the Sporting News Pitcher of the Year award.

James Augustus Hunter, the youngest son among the eight children of Abbott Hunter, a farmer and logger, now retired, and Millie Hunter, was born on his father's farm near Hertford in Perquimans County, North Carolina on April 8, 1946. In childhood, as now, he liked to go fishing, and apparently his favorite catch was catfish, but, contrary to legend, he did not acquire his colorful nickname as a boy. It was Charlie Finley, baseball's master of imaginative ballyhoo, who dubbed him Catfish and created the legend that goes along with the name. "Around here, we never call him Catfish," Ray Ward, editor of the *Perquimans Weekly*, recently told a reporter. "We call him Jimmy. . . . Jimmy's mother's been upset about that nickname. Supposedly he got it because he once ran away from home and came back with two catfish. His mother was irritated that somebody would believe her little boy ran off."

"We were always playing ball, even when it rained," Hunter's brother Pete reminisced in an interview with Murray Chass for the *New York Times* (January 5, 1975). "When it rained we'd go in the barn and break up corncobs and hit them with a stick." Hunter himself recalls: "With all my brothers and brothers-in-law, when I was growing up we could get a game going just in

the family. We always had cow pastures and Baltimore with an Orioles game was pitching.

Having no it was a chronic Perquimans Hi, as a linebacker well as shortstop baseball. As a and attracted to including New Klutz, who w ley's Athletics, City. "I don't ing pitcher," Washington P eighteen he ha In high school you could see old country b of him, he ha baseball. He There was no Those kind of often."

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Carla Anderson Hills

Special Trade Representative

By IRVIN MOLOTSKY

Special to The New York Times

WASHINGTON, Dec. 6 — Carla Hills, designated today as the United States trade representative, like many other selections of President-elect Bush, is a familiar face in the capital, a well-known Washington lawyer who held high posts in the Ford Administration.

The post is the second Cabinet-level assignment for Mrs. Hills, following her service as Secretary of Housing and Urban Development for President Ford.

Mrs. Hills, who is 54 years old, is the first woman named by Mr. Bush to a high post in his administration.

When she was appointed to the housing agency job in 1975, at the time becoming only the third woman in the Cabinet in United States history, her selection was criticized by members of Congress, the housing industry and women's rights activists as merely a sop to women. But she was later lauded for her role at the agency.

Easily Confirmed

Mrs. Hills was confirmed easily as Secretary of Housing and Urban Development in a 90-to-5 vote in the Senate. Her confirmation for the trade post could be even more lopsided. Senator Alan Cranston of Califor-

nia, the Democratic whip, said today: "I have known and admired Carla Hills for years. This is an outstanding nomination of an outstanding person. I do not expect any serious opposition."

However, some members of Mrs. Hills's law firm, Weil, Gotshal & Manges — although not Mrs. Hills herself — are lobbyists for Matsushita, the Japanese company, which could come before Mrs. Hills as the trade representative, and that is likely to be discussed at her confirmation hearing.

In addition, a conservative organization called the United States Business and Industrial Council said the Senate hearing should also look into lobbying in the past by Mrs. Hills's husband, Roderick M. Hills, for foreign companies. Mr. Hills, a former chairman of the Securities and Exchange Commission who also practices law in Washington, is not currently listed as a lobbyist for any foreign companies.

Tie to C. Itoh Cited

Mr. Hills said tonight that he had lobbied on one day only, and that was for a Japanese company, C. Itoh. "I have had a long relationship with C. Itoh, giving advice but not lobbying," he added. For a time C. Itoh came under criticism for its suspected role in the shipment by a Toshiba subsidiary of machine tools to the Soviet Union that could be used in sophisticated submarines. Mr. Hills said he defended the company, which did not have a lobbyist, against the charges.

Before the housing appointment, Mrs. Hills served for a year as Assistant Attorney General in charge of the civil division in the Ford Administration. Earlier, Mrs. Hills had been

She has described herself as an 'enlightened' Republican.

practicing law with her husband in a Los Angeles law firm and had become an authority on antitrust law. She was editor and co-author of "Antitrust Adviser," published by McGraw-Hill in 1971 and revised twice since.

Before starting the law firm, she served as an assistant United States attorney in Los Angeles, a job she got soon after graduating from the Yale Law School in 1958, ranking 12th in her class of 167.

Socially Prominent Family

Carla Anderson Hills was born on Jan. 3, 1934, in Los Angeles. Her mother, Edith, came from a socially prominent family and her father, Carl Anderson, made a fortune in the building supply business. The exterior of the family's Beverly Hills, Calif., house was sufficiently impressive to serve as the setting for the Gloria Swanson movie "Sunset Boulevard."

Mrs. Hills attended private school, rode horses, played tennis and sailed, summering at the family's 25-acre estate in Burbank. She attended Stanford University, where she was captain of the women's tennis team and graduated cum laude in 1955. She studied at St. Hilda's College, Oxford, in the summer of 1954.

Mrs. Hills has described herself as an "enlightened" Republican and is a former member of the Trilateral Commission, a frequent target of conservatives that promotes cooperation among business, government, labor and academic leaders in North America, Western Europe and Japan.

She is chairman of the board of the Urban Institute, which is concerned with social and economic problems, and was described today by Anne Wexler, one of the trustees, as smart, savvy and a very good negotiator.

Mrs. Hills and her husband have four children.

CARLA HILLS 22T/20**Savvy to the Ways of Washington**

By Stuart Auerbach
and B.H. Lawrence
Washington Post Staff Writers

Washington lawyer Carla Hills, named today by President-elect George Bush to the post of U.S. trade representative, will take office at a time the new administration faces critical decisions affecting the United States' international economic standing in the world.

Hills, 54, will have to deal with the final two years of international trade talks now under way in Montreal, help shape the administration's policy toward the removal of barriers within the 12-nation European Community at a time of increased trade friction with the Atlantic alliance, get the U.S.-Canada free trade agreement off to a good start and implement the tough new trade bill passed by Congress this fall.

While Hills was given high marks by trade specialists for being a fast learner who is savvy to the ways of Washington, questions were raised today about her lack of experience in the extremely complex trade area.

"I had hoped that we'd have someone from the business world who had extensive international experience in trade," said Senate Finance Committee Chairman Lloyd Bentsen (D-Tex.).

Nonetheless, he promised early hearings to confirm Hills and said he anticipates no problem with Congress.

Neither did two other members of the Finance Committee who pay close attention to trade issues—Sens. Max Baucus (D-Mont.) and John C. Danforth (R-Mo.). Danforth said he has "a very high regard for her ability," while Baucus predicted she would be "a tough negotiator."

The current U.S. trade representative, Clayton K. Yeutter, also praised her as "an excellent choice," and added:

"Carla has a strong international

background from her work in the private sector and extensive experience in government—an important qualification for a position such as USTR, which is responsible for developing policy and negotiating positions" in conjunction with other government agencies.

But Hills' appointment may present a conflict with the professional interests of her husband, Roderick Hills, who is very active in international deal-making. Hills is chairman and managing director of the Manchester Group Ltd., a merchant banking organization based in Washington that specializes in management of international business transactions.

Roderick Hills said his wife's appointment might force him to resign from one of the three corporate boards on which he sits. "It could stop a few things," he said of his business activities. He said he will make his financial records and his client lists for the last three years available to the Bush transition team.

Roderick Hills has been involved in international trade and regulatory matters since the early 1970s, when he was an informal adviser on financial issues to President Ford. He later served as chairman of the Securities and Exchange Commission from 1975 to 1977.

Last year, he represented the Japanese trading giant C. Itoh when that company was implicated by the Japanese and U.S. governments in the illegal sale of high-technology machinery to the Soviet Union.

C. Itoh handled the \$17 million sale by Toshiba of propeller-milling hardware that allowed the Soviets to make their submarines almost undetectable. But Roderick Hills successfully worked out a settlement for C. Itoh that resulted in a three-month ban on deals between the Japanese trading company and the Soviets.



Bush's New Team: The Faces Are Familiar

Continuity and middle-of-the-road Republicanism were the hallmarks of President-elect George Bush's five appointments Dec. 6.

He completed his economic team by naming Robert A. Mosbacher, a Houston oilman and longtime friend, to be commerce secretary; Carla A. Hills, a Washington lawyer and former Cabinet official, to be special trade representative; and Michael J. Boskin, a Stanford University economist, to be chairman of the Council of Economic Advisers.

Bush also announced that William H. Webster would remain as director of the Central Intelligence Agency. And he named Thomas R. Pickering, a career diplomat who is currently ambassador to Israel, as chief representative to the United Nations.

Bush said the U.N. post would not be Cabinet-level, as it had been in the Reagan administration. Pickering will report to Secretary of State-designate James A. Baker III. The CIA post also will no longer be Cabinet-level: Webster will attend Cabinet meetings only when intelligence matters are being discussed.

Mosbacher at Commerce

The post at Commerce has traditionally been seen as something of a backwater, a low-visibility job whose main task is to promote American business. But it has taken on greater significance in recent years with the growth of the trade deficit — a problem that, many believe, should be at the top of Mosbacher's agenda.

"That is the overwhelming challenge facing him," said Lloyd Bentsen, D-Texas, chairman of the Senate Finance Committee. "That's No. 1, 2 and 3."

Mosbacher was unavailable for comment. But friends and associates say that, as one who has amassed a fortune in the high-risk and hotly competitive oil-wildcatter business, he is unlikely to be sympathetic to any efforts by the Democratic-controlled Congress to restrict foreigners' access to U. S. markets.

—By Congressional Quarterly staff

The Bush Team



Robert A. Mosbacher
—
Commerce Secretary

Born in White Plains, N.Y., on March 11, 1927 ... attended the Choate School in Wallingford, Conn., and Washington and Lee University in Lexington, Va. ... moved to Houston to manage father's oil investments ... independent oil and gas producer with fortune estimated at over \$200 million ... chief fund-raiser for President Gerald R. Ford's 1976 campaign and Bush's 1980 and 1988 presidential campaigns ... international yachting champion ... married to Georgette Paulsin, a former model who is principal owner and chief executive of La Prairie, a cosmetics company ... has four children by first wife, who died in 1970.



Carla A. Hills ✓
—
Special Trade Representative

Born in Los Angeles on Jan. 3, 1934, to wealthy family ... graduated from Stanford University ... Yale Law, 1958 ... studied at Oxford University ... assistant U.S. attorney in the civil division in Los Angeles ... partner of law firm co-founded with husband in Los Angeles, 1962-74 ... author of book on antitrust law ... assistant attorney general, civil division, at Justice Department ... secretary of housing and urban development under President Gerald R. Ford, 1975-77 ... co-director of the Washington office of Weil Gotshal & Manges, prominent New York-based law firm ... married, with four children.

Still, they add that Mosbacher, 61, is also a pragmatist willing to extend government's helping hand to private enterprise. And they say his winning manner is likely to produce warm relations even with political adversaries.

"He's gracious, he's engaging, he listens," says David M. Abshire, president of the Center for Strategic and International Studies, a right-of-center research outfit, and former U.S. ambassador to NATO. Mosbacher serves on the center's advisory board.

Mosbacher's first congressional hurdle will be confirmation hearings before the Senate Commerce, Science and Transportation Committee, which is chaired by Ernest F. Hollings, D-S.C.

A committee aide said that

Mosbacher should expect questions about a recent *Village Voice* article saying that in 1973 Mosbacher went into an oil-drilling joint venture in the Philippines in which then-President Ferdinand E. Marcos was a secret and possibly illegal partner. The article said there was "considerable evidence" that Mosbacher was aware of Marcos' role in the venture.

Mosbacher's son, Robert Jr., who is president of Mosbacher Energy Co., called the story "grossly inaccurate." He said his father would raise the matter himself in early rounds of congressional offices.

The committee aide said Hollings is likely to be particularly interested in Mosbacher's plans to phase in legislation (PL 100-519) enacted earlier

is year to create a new Technology Administration within Commerce to sharpen American industry's technological edge. (*Weekly Report* p. 2824)

Another high priority for Hollings is adequate funding for Commerce's National Oceanic and Atmospheric Administration to track changes in oceans and the global environment.

John Cozart, a Dallas friend and public-relations executive, said that Mosbacher, an international yachtsman, is interested in clean waterways.

Hills as Trade Representative

Although Hills is likely to be confirmed easily by the Senate Finance Committee, Bentsen noted that she lacks "extensive experience in trade." She will have to be a quick study.

As trade representative, Hills would have to bargain on behalf of the U.S. in the difficult General Agreement on Tariffs and Trade (GATT) negotiations, which stalled at an unsuccessful Dec. 5-9 meeting in Montreal and are expected to resume within a few months. At home, the representative rules on unfair-trade cases brought by U.S. businesses against other countries.

And Hills would face the daunting task of implementing the 1988 omnibus trade law (PL 100-418). It sets early deadlines for potentially explosive decisions.

For instance, by the end of May, 1989, the trade representative must begin identifying those nations with significant trade barriers against U.S. exports. Under the terms of the trade law, identification of problem nations begins a process that must end in a resolution of the problem, or retaliation by the U.S.

Some observers suggested that Hills' nomination raised conflict-of-interest questions. Her husband, Roderick Hills, is chairman of an international trade consulting firm in Washington. Until September he was a registered foreign agent for the huge Japanese trading company, C. Itoh & Co. In that capacity, he lobbied successfully last year against a bill that would have punished the company for shipping Toshiba machine tools to the Soviet Union.

Mr. Hills said he would end relationships with clients who deal with the trade representative.

In Congress, trade experts and party leaders dismissed any question about Hills' experience as sniping that will not impede Hills' confirmation. Her personal integrity is unquestioned. And her reputation as a tough, effective lawyer with plenty of Washington experience pleases legislators.

"I have known and admired Carla Hills for years," said Senate Democratic Whip Alan Cranston of Califor-

nia. "This is an outstanding nomination of an outstanding person."

John C. Danforth of Missouri, a senior Republican on Finance, also cited his long acquaintance with Hills. He predicted that "she will do an excellent job."

**Michael J.
Boskin**
—
**Economic
Adviser**



The choice of Boskin brings two attributes not conjoined in the job's two previous occupants: loyalty and credibility.

Each is likely to be tested early in the new administration.

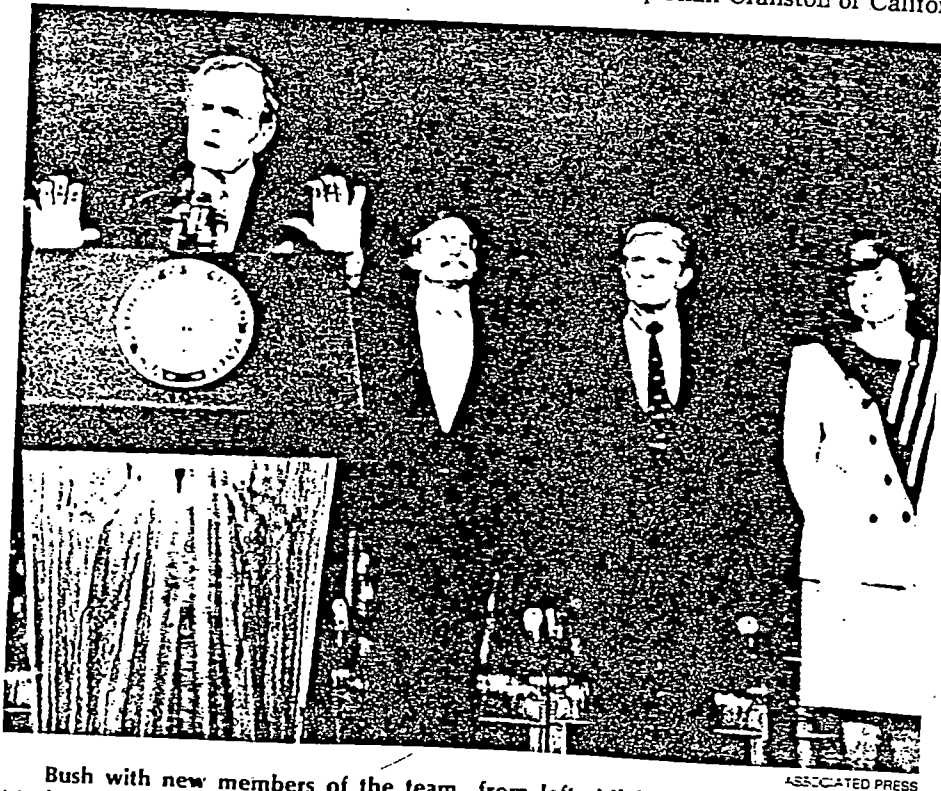
Boskin, director of the Center for Economic Policy Research at Stanford University, is a self-described "moderate conservative" economist who advised Bush throughout his campaign. Although he is only 43 years old, he has been widely recognized for studies on taxation, saving and the Social Security program, and on the effect of government policy on the economy.

He is expected to restore some visibility and academic stature to the council, which under current Chairman Beryl W. Sprinkel has come under increasing criticism for its rosy view of the economy's potential for continued growth. Those official forecasts have been used by the White House and Congress to minimize federal deficit projections for the next five years.

While Boskin has criticized some Reagan fiscal policies, he has exhibited unswerving fealty to Bush, defending the president-elect's no-tax pledge in the face of the widespread view that some form of tax increase will be necessary to reduce the deficit.

On that score, Boskin is not likely to follow the practice of his intellectual mentor, Harvard economist Martin Feldstein, who was Reagan's second chairman of the Council and who often publicly departed from the standard White House line with bleak personal outlooks on the economy.

Asked if he was convinced that Bush will not have to raise taxes, Boskin replied: "I'm absolutely certain in my heart of hearts that the budget deficit can be brought under



Bush with new members of the team, from left: Michael J. Boskin, Robert A. Mosbacher and Carla A. Hills.

AGRICULTURAL COMMUNICATORS CONGRESS
Washington, D.C.
July 11, 1988

I'd like to begin by addressing what has truly become a national problem -- and that's the drought. This extreme dry spell not only threatens the livelihood of thousands of farm families across America, it has also affected our municipal water supplies, and lowered rivers and lakes to dangerously low levels.

I made it clear back in June -- but it bears repeating today -- American farmers and ranchers want to know that their government will be a compassionate partner. They need to know assistance is on the way. And I agree wholeheartedly.

At this point, we still don't know the full extent of the drought's damage, but we do know it is very, very severe. Tomorrow's crop report will give us a better assessment, but only God knows for sure where and when this drought will finally end.

The spring wheat crop has been severely hurt. The corn crop has been hit hard in certain states and will be even smaller than originally expected. The soybean crop has more time to recover than either the corn or spring wheat, but it, too, is in jeopardy. Fortunately, many farmers are holding substantial stocks of grain that will help them maintain their sales this year and help stabilize our nation's food supply.

The drought has caused particular trouble for livestock producers. They are paying higher prices for their feed, and getting lower prices for their animals when they take them to market.

That is why I asked Secretary Lyng earlier this month to expand the federal purchase of meat under Section 32. Secretary Lyng agreed, and he has set aside an additional \$50 million for that purpose, as well as an additional \$40 million of export credit guarantees for sales of beef, pork, and poultry to Mexico.

We have also opened up set-aside and conservation reserve acres for haying, and have allowed grazing on set-aside acres. We just announced last week that we are cutting through red tape to expedite applications for emergency livestock-feed programs.

I'm proud that our export enhancement program has led to a dramatic rise in export sales of agricultural commodities. In the years ahead, I don't want our farmers to lose the market share they've worked so hard to win.

My Administration will help farmers export more crops, not force farmers to produce less. Those who advocate stringent supply controls have been proven wrong before, and they are just as wrong today.

If I am elected President, and I believe I will be, the top agricultural priority of my Administration will be to expand our farm markets -- both domestic and foreign. We need to regain markets that were lost because of the Carter grain embargo, and we need to take back markets that have been lost through unfair foreign competition. I believe America's farmers can compete with anyone, anywhere in the world -- if they're given a fair shot.

We can take our corn, beef, and other crops abroad and increase our market share -- as long as we are not asked to run a gauntlet of protectionist barriers put up by Japan and Europe. Recently our Administration signed an agreement to end the Japanese quotas for beef and citrus products. We achieved the agreement after some tough-nosed negotiating, and it will result in more than one billion dollars in agricultural exports to Japan a year.

As President, I will work to level the playing field. I will knock down trade barriers, and, over a reasonable period of time, I will relentlessly pursue negotiations to end subsidies that distort markets and restrict trade. But we must act in concert with our trading partners. I will not act unilaterally.

Every year, the President meets with the leaders of the free world at an economic summit. Next year, I'd like to see that summit focus on agriculture. Given my experience of dealing with our trading partners in Europe and Asia, I believe I can improve our access to their markets.

At the agriculture summit, I will also guarantee to our allies and other overseas customers that the United States will remain a reliable supplier. I am categorically opposed to agricultural embargoes. Food should not be used as a weapon as it was during the last Democratic administration. As President, I will not use farmers and ranchers and their families as foreign policy pawns.

Getting tough with unfair competition is one part of my farm export expansion strategy. We also have to clean up our grain. Buyers of our grain must have confidence that they are getting the quality of grain that they pay for.

We will provide better education for our children, and continuing education for our farmers and ranchers to help them adapt to new technologies. For displaced farmers and their families, we will provide job retraining.

We will improve rural health care by ensuring that rural hospitals are treated fairly under federal programs.

This is an ambitious agenda for rural America, and I believe we can fulfill it -- by pursuing policies that provide a safety net for farmers, by expanding our export markets, by reasserting America's role as the world's pre-eminent supplier of agricultural products, by educating our children and retraining our workers, and by diversifying our rural economy. America's economic recovery will not be complete until rural America's economic recovery is complete.

Rural America has a way of life and a set of values that have made our country great. I want to preserve that way of life. I want to help strengthen those values. And I want to help rural America prepare for the 21st century so that when the sun rises on the year 2000, our farmers will be sharing in the promise and the prosperity of our great nation.

* * *

NATIONAL ASSOCIATION OF FARM BROADCASTERS
Kansas City, Missouri
November 12, 1987

I reject the view that the future of American agriculture is bleak. We can do three things that are upbeat and growth-oriented -- open up markets abroad, develop the rural economy, and find new uses for our agricultural products.

I'm not worried about the ability of American farmers to compete in a country like Japan, where steak costs \$25 a pound and a watermelon costs \$70 -- if we can overcome its import restrictions.

The way to fight those trade barriers is through hard-nosed negotiation, not mandatory retaliation and protectionism. Protectionism is an admission of defeat -- a declaration that we can't compete with the rest of the world -- and I don't buy that.

Every year, the President meets with the leaders of the Free World at an economic summit. In 1989, that summit will be in France, and as President, I intend to urge that it focus on agriculture. I've dealt with our trading partners in Europe and Asia, and I believe I could improve our access to their markets.

I support the attempt to phase out, over a reasonable period of time, those government subsidies that distort the agricultural market and restrict trade -- if, and only if, our trading partners do the same.

Let me also say that I am opposed to agricultural embargoes -- food should not be used as a foreign policy weapon.

I will enforce our trade laws vigorously against those who refuse to let American products compete on an equal basis in a free market. But a restrictive trade policy here will lead to retaliation abroad, and the first people who will be hurt are farmers.

TRADE

I have been encouraged by the recent trend in trade statistics. Part of this is the readjustment of the dollar. Part is the remarkable surge in manufacturing productivity growth which is now running higher than that of both West Germany and Japan -- indeed, at four times the rate of the 1970's. Productivity growth is the highest it's been since the Second World War. We need to increase our exports, not shut down our borders. American business and labor need a more vigorous international economy, not isolationism.

We need to continue to encourage our trading partners to increase their economic growth, so as to reduce their dependence on exporting goods. As their growth increases, we can reduce our trade deficit without slowing our economic engine. Increased trade reduces international tensions and provides a better standard of living for everyone. Our commitment to free trade must be linked to a reciprocal commitment to fair trade by our trading partners. They must respect our right to compete in their marketplace and they must compete fairly in ours.

I opposed the Gephardt amendment because it is protectionist -- pure and simple. Protectionism benefits some businesses at the expense of the rest of the economy and exposes us to retaliation and the prospect of an all-out trade war which no one would win. Such measures drive up the cost to consumers and misallocate our economic resources.

Economic growth is now as much a matter of foreign policy as it is economic policy. We should build on the achievement of our free trade zone with Canada -- a \$130 billion agreement -- and work with our other neighbor, Mexico, to create a free trade zone of unprecedented size, a new North American compact.

Finally, we should focus on improving our long-term competitive position. And that depends on our most important natural resource -- the American worker. There is no better way to improve our competitiveness than through education. Education can be our most powerful trade program.

* * *

MARKET ECONOMIES
First Presidential Debate
September 25, 1988

I support the Baker plan. I want to see market economies spring up all around the world and, to the degree they do, we are succeeding. And I don't want to see the banks let off the hook. I would oppose that.

* * *