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Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Draft Files
Subseries: Chron File, 1989-1993

OA/ID Number: 13480
Folder ID Number: 13480-003

Folder Title:
Cheney Swearing-in, 3/21/89

Stack:	Row:	Section:	Shelf:	Position:
G	25	6	1	7

MASTER I

Document No. 017707

WHITE HOUSE STAFFING MEMORANDUM

DATE: 03/16/89 ACTION/CONCURRENCE/COMMENT DUE BY: 1:00 p.m. Friday 03/17

SUBJECT: PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
(03/16 6:00 p.m. draft)

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PINKERTON	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY <i>no comments</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: Please provide any comments/recommendations directly to Chriss Winston (Rm. 122 x2930) by 1:00 p.m. on Friday 03/17, with an info cop: to my office. Thanks.

RESPONSE:

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

(McGroarty/Blessey)
March 16, 1989
6:00 pm

PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
THE PENTAGON
MARCH 21, 1989

I'm pleased today to participate in this swearing-in ceremony of my Secretary of Defense, Congressman Dick Cheney.

This is a proud day for Dick's family, his wife Lynne -- who heads a vital national security effort of another sort, safeguarding our cultural heritage at the National Endowment for the Humanities -- and their daughters, Mary and Elizabeth.

Dick, now that you've made up your mind and there's no turning back, let me run through some of the critical responsibilities you are taking on in this new assignment. Defense strategy and management, ^{procurement reform,} the day-to-day functioning of our Armed Forces, and the long-range planning that will keep us free and secure into the next century -- all of these issues come to your desk. In a building where it can be a challenge getting from the A to the E Ring without getting lost, the challenges you'll face are truly enormous.

But so are the skills and talents you bring to the job.

Dick Cheney knows his way around Washington, he knows how things work on Capitol Hill and in the White House -- and he'll draw on that wealth of experience to make things work here at the Pentagon.

And, Dick, you'll have help -- from an Armed Forces second to none in terms of quality and commitment, and a civilian staff equally dedicated to our national defense. I know they've all waited for this day, and I know they're ready to work for you and with you.

I'm convinced the international scene today is defined by opportunity -- a chance to advance American interests and ideals, and to strengthen the forces of freedom now gaining a foot-hold in many places around the world.

Dick shares my belief that the chief national security lesson of this decade is simply this: strength secures peace.

That fact remains true -- even in the present time of transition in world affairs. Consider the key issue of change in the Soviet Union: There are still more questions than answers about the ultimate outcome of the changes taking place there. (TNY)

What that demands of us is a flexible ~~and~~ ^{insert A but ~~strong~~} forceful approach. We must be ready to seize favorable opportunities to improve relations with the Soviets -- but we must also remain ready and able in any event to secure our national interests.

And let me say clearly: now is not the time for America and its allies to make unilateral reductions, or to relax our defense efforts.

Everyone here knows that we're facing tough choices on defense programs. We must move ahead with plans to modernize our strategic and conventional forces. We must continue to turn the nation's technological capabilities to our strategic advantage, in SDI and other programs. But our need to deal with the deficit

Programs on defense reform

means we're working with limited resources. Dick, your task is sort out ^{our priorities} which programs ~~must go forward~~ ^{should continue}, and which we can't afford in the current fiscal climate. I'm convinced these difficult choices can be made -- in a way that preserves our defense capabilities.

Close cooperation with the Congress is essential -- and Dick Cheney's high standing on Capitol Hill will be a plus.

Procurement reform is a case in point. Our aim should be a more stable and streamlined acquisition system -- but procurement reform can't be confined to the Pentagon alone. We will work with the Congress -- our partners in the process -- to move forward with the Packard Commission reforms, to adopt a two-year budget cycle, and to expand multi-year funding for major weapons systems.

And stability begins with a commitment to maintain a steady, moderate and affordable increase in defense spending -- an increase we must have, in order to ^{maintain and continue to} modernize ~~and maintain~~ our forces. Following the freeze for 1990, that means 1% real growth in 1991 and '92, rising to 2% in 1993. For too long, defense spending has ridden a roller-coaster -- unpredictable ups and downs, a recipe for waste and inefficiencies. Stable spending makes it possible to plan for the long-term -- and that's the basis of a more efficient and effective defense posture. NSC

And that long-term view is the one we must take, with the 21st Century only 11 years away.

I am convinced that in the years ahead not only that America can safeguard its national security interests, but that we have

*Shirley
to 2
1991*

the opportunity to take the lead in building a more peaceful international environment -- in laying the foundations for a new American Century, where freedom and democracy will flourish.

I am confident that Dick Cheney will prove a positive force in keeping America strong and secure, free and at peace.

Dick, congratulations, and good luck.

You have my confidence

MASTER II

Document No. 017707

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/18/89 ACTION/CONCURRENCE/COMMENT DUE BY: -----

SUBJECT: PRESIDENTIAL REMARKS: SWEARING-IN OF SECRETARY CHENEY

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	STUDDERT	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BATES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	UNTERMAYER	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PINKERTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

The attached has been forwarded to the President.

RESPONSE:

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

1989 MAR 13 11:11:11

(McGroarty/Blessey)
March 18, 1989
11:05 am

**PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
THE PENTAGON
MARCH 21, 1989**

I'm pleased today to participate in the administration of the oath of office to my Secretary of Defense, Congressman Dick Cheney.

This is a proud day for Dick's family, his wife Lynne -- who heads a vital effort of another sort, safeguarding our cultural heritage at the National Endowment for the Humanities -- and their daughters, Elizabeth and Mary. And I also want to welcome Dick's Mom and Dad, and the other family members who came east from Wyoming to join Dick on this important day.

Dick, let me outline some of the critical responsibilities you are taking on in this new assignment. Defense strategy and management, procurement reform, the day-to-day operations of our Armed Forces, and the long-range planning that will keep us free and secure into the next century -- all of these issues come to your desk. -In a building where it can be a challenge getting from the A to the E Ring without getting lost, the challenges you'll face are truly enormous.

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draw on that wealth of experience to make things work here at the Pentagon. Dick and I worked together in the Ford Administration on national security issues, when he was White House Chief of Staff and I was Director of Central Intelligence -- teamwork that paid off then, and will again.

And, Dick, you'll have help -- from the best Armed Forces in the world, and a civilian staff equally dedicated to our national defense. I know they've all waited for this day, and I know they're ready to work for you and with you.

I'm convinced the international scene today is defined by opportunity -- a chance to advance American interests and ideals, and to strengthen the forces of freedom now gaining a foot-hold in many places around the world.

Dick shares my belief that the chief national security lesson of this decade is simply this: strength secures peace.

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I am confident that Dick Cheney will play a pivotal part in keeping America strong and secure, free and at peace.

Dick, congratulations -- you have my complete confidence.

w/ President's Dec of grammatical
Dec.

- Ready for cards, w/ CW approval

FINAL

(McGroarty/Blessey)

March 20, 1989

9:45 am

PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
THE PENTAGON
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I'm pleased today to participate in the administration of the oath of office to our new Secretary of Defense, Congressman Dick Cheney.

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w/ President's
Des

(McGroarty/Blessey)
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not a complete sentence w/D.

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SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
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REMARKS: Please provide any comments/recommendations directly to Chriss Winston (Rm. 122 x2930) by 1:00 p.m. on Friday 03/17, with an info cop to my office. Thanks.

RESPONSE: *Okay,*
(JWC)

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Ext. 2702

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(McGroarty/Blessey)
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And stability begins with a commitment to maintain a steady, moderate and affordable increase in defense spending -- an increase we must have, in order to maintain and continue to modernize our forces. Following the freeze for 1990, that means 1% real growth in 1991 and '92, rising to 2% in 1993. For too long, defense spending has ridden a roller-coaster -- unpredictable ups and downs, a recipe for waste and inefficiencies. Stable spending makes it possible to plan for

the long-term -- and that's the basis of a more efficient and effective defense posture.

And that long-term view is the one we must take, with the 21st Century only 11 years away.

I am convinced that in the years ahead the United States can take the lead in building a more peaceful international environment -- in laying the foundations for a new American Century, where freedom and democracy will flourish.

I am confident that Dick Cheney will play a pivotal part in keeping America strong and secure, free and at peace.

Dick, congratulations -- you have my complete confidence.

CLASSIFICATION

CIRCLE ONE BELOW

IMMEDIATE

PRIORITY

ROUTINE

MODE

SECURE FAX

ADMIN FAX #

RECORD #

23

PAGES

DTG

RELEASER

5

170530Z Mar

Y9

FROM/LOCATION

1. Sharon Wagner/The White House

TO/LOCATION/TIME OF RECEIPT

1. Andrew Card/Colorado Springs

2. Marlin Fitzwater/Colorado Springs

3. Tim McBride/Colorado Springs

4. John Gardner/Colorado Springs 4408

INFORMATION ADDRESSEES/LOCATION/TIME OF RECEIPT

1.

2.

SPECIAL INSTRUCTIONS/REMARKS:

Attached, as staffed for comments, are Presidential remarks for the Cheney swearing-in on March 21.

For A.M. Delivery, please.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 03/16/89 ACTION/CONCURRENCE/COMMENT DUE BY: 1:00 p.m. Friday 03/17

SUBJECT: PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
 (03/16 6:00 p.m. draft)

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
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REMARKS: Please provide any comments/recommendations directly to Chriss Winston (Rm. 122 x2930) by 1:00 p.m. on Friday 03/17, with an info copy to my office. Thanks.

RESPONSE:

James W. Cicconi
 Assistant to the President
 and Deputy to the Chief of Staff
 Ext. 2702

(McGroarty/Blessey)
March 16, 1989
6:00 pm

PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
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MARCH 21, 1989

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Dick, now that you've made up your mind and there's no turning back, let me run through some of the critical responsibilities you are taking on in this new assignment. Defense strategy and management, the day-to-day functioning of our Armed Forces, and the long-range planning that will keep us free and secure into the next century -- all of these issues come to your desk. In a building where it can be a challenge getting from the A to the E Ring without getting lost, the challenges you'll face are truly enormous.

But so are the skills and talents you bring to the job.

Dick Cheney knows his way around Washington, he knows how things work on Capitol Hill and in the White House -- and he'll draw on that wealth of experience to make things work here at the Pentagon.

And, Dick, you'll have help -- from an Armed Forces second to none in terms of quality and commitment, and a civilian staff equally dedicated to our national defense. I know they've all waited for this day, and I know they're ready to work for you and with you.

I'm convinced the international scene today is defined by opportunity -- a chance to advance American interests and ideals, and to strengthen the forces of freedom now gaining a foot-hold in many places around the world.

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I am confident that Dick Cheney will prove a positive force in keeping America strong and secure, free and at peace.

Dick, congratulations, and good luck.

1975-76 CIA - Staff - Cheney was
Chief of Staff had to work together
on matters of national security

(McGrearty/Bleassey)
March 16, 1989
6:00 pm

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to

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draw on that wealth of experience to make things work here at the

Pentagon. Dick and I worked together in the

Ford Administration on national security

issues, when he was the White House Chief of Staff

and I was Director of Central Intelligence --

And I want to give a special welcome to Dick's Mom and Dad, and the other family members who came east from Wyoming to join Dick at this historic moment

he has a great track record in defense matters

... work that said with them and will again

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3957214- Rep. Dick Cheney: # 9

- 2 -

And, Dick, you'll have help -- from ^{the best} ~~an~~ Armed Forces ~~second~~
~~is none in terms of quality and commitment,~~ ^{in the world} and a civilian staff
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Dick shares my belief that the chief national security
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That ~~fact~~ ^{the essential truth} remains ~~true~~ -- even in the present time of ^{potential}
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- 3 -

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- 4 -

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I am confident that Dick Cheney will prove ^{to be a solid} ~~a positive force~~ in keeping America strong and secure, free and at peace.

Dick, congratulations, and good luck.

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(03/16 6:00 p.m. draft)

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RESPONSE: TO: Chriss Winston March 17, 1989

NSC concurs, with a minor suggestion on p. 3.


Brent Scowcroft

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

cc: James W. Cicconi

(McGroarty/Blessey)
March 16, 1989
6:00 pm

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THE WHITE HOUSE

WASHINGTON

March 17, 1989

Memorandum to Chriss Winston

From: Jim Pinkerton *JP*

Re: Cheney swearing-in draft

I think this speech is fine; and I like the deft way in which the author works in Lynn Cheney.

However, I do have a couple of quibbles over words, the first of which I think is substantive.

Page 2, para 4 In the first line we say "What that demands of ~~us~~ is a flexible and forceful approach." I think "forceful" is way too strong in this context. We want to communicate firm resolve, not forcefulness!

Insert A
I would rewrite as follows: "Until these questions are answered, we should continue our successful policy of flexibility; combined with strength and firm resolve." I think this suggested change hits the right note and provides a better transition from the preceding graf.

The other comments are relatively minor:

✓ Pg 1, para 3, line 2 This may be a pro forma speech, but we don't need to underscore that by asking the President to say "let me run through..." I'd amend that: "let me outline..."

✓ Pg 3, para 1, line 2-3 I think that "forward...afford" is a potential tongue twister. I'd change "go forward" to "continue."

#

cc: Roger Porter
Bill Roper



(McGroarty/Blessey)
March 16, 1989
6:00 pm

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THE WHITE HOUSE

WASHINGTON

March 17, 1989



MEMORANDUM FOR CHRISS A. WINSTON
DEPUTY ASSISTANT TO THE PRESIDENT
FOR COMMUNICATIONS

FROM: PATRICIA MACK BRYAN *PMB*
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Presidential Remarks: Swearing-In of Congressman
Richard Cheney

Counsel's office has reviewed the above-referenced Presidential remarks, and we have no legal objection to their delivery.

cc: James W. Cicconi

RECEIVED BY ONE

WHITE HOUSE STAFFING MEMORANDUM

03 MAR 17 10:45

DATE: 03/16/89 ACTION/CONCURRENCE/COMMENT DUE BY: 1:00 p.m. Friday 03/17

SUBJECT: PRESIDENTIAL REMARKS: SWEARING-IN OF CONGRESSMAN RICHARD CHENEY
(03/16 6:00 p.m. draft)

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REMARKS: Please provide any comments/recommendations directly to Chriss Winston (Rm. 122 x2930) by 1:00 p.m. on Friday 03/17, with an info cop: to my office. Thanks.

RESPONSE: *No Comment.*

James W. Cicconi
Assistant to the President
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Ext. 2702

(McGroarty/Blessey)
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means we're working with limited resources. Dick, your task is sort out which programs must go forward, and which we can't afford in the current fiscal climate. I'm convinced these difficult choices can be made -- in a way that preserves our defense capabilities.

Close cooperation with the Congress is essential -- and Dick Cheney's high standing on Capitol Hill will be a plus.

Procurement reform is a case in point. Our aim should be a more stable and streamlined acquisition system -- but procurement reform can't be confined to the Pentagon alone. We will work with the Congress -- our partners in the process -- to move forward with the Packard Commission reforms, to adopt a two-year budget cycle, and to expand multi-year funding for major weapons systems.

And stability begins with a commitment to maintain a steady, moderate and affordable increase in defense spending -- an increase we must have, in order to modernize and maintain our forces. Following the freeze for 1990, that means 1% real growth in 1991 and '92, rising to 2% in 1993. For too long, defense spending has ridden a roller-coaster -- unpredictable ups and downs, a recipe for waste and inefficiencies. Stable spending makes it possible to plan for the long-term -- and that's the basis of a more efficient and effective defense posture.

And that long-term view is the one we must take, with the 21st Century only 11 years away.

I am convinced that in the years ahead not only that America can safeguard its national security interests, but that we have

the opportunity to take the lead in building a more peaceful international environment -- in laying the foundations for a new American Century, where freedom and democracy will flourish.

I am confident that Dick Cheney will prove a positive force in keeping America strong and secure, free and at peace.

Dick, congratulations, and good luck.

**SWEARING-IN OF SECRETARY RICHARD CHENEY
THE PENTAGON
MARCH 21, 1989**

**I'M PLEASED TODAY TO PARTICIPATE IN THE
ADMINISTRATION OF THE OATH OF OFFICE TO OUR NEW SECRETARY
OF DEFENSE, DICK CHENEY.**

**THIS IS A PROUD DAY FOR DICK'S FAMILY, HIS WIFE LYNNE
-- WHO HEADS A VITAL EFFORT OF ANOTHER SORT, SAFEGUARDING
OUR CULTURAL HERITAGE AT THE NATIONAL ENDOWMENT FOR THE
HUMANITIES -- AND THEIR DAUGHTERS, ELIZABETH AND MARY.**

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**AND I ALSO WANT TO WELCOME DICK'S MOM AND DAD, AND THE
OTHER FAMILY MEMBERS WHO CAME EAST FROM WYOMING TO JOIN
DICK ON THIS IMPORTANT DAY.**

**LET ME OUTLINE SOME OF THE CRITICAL RESPONSIBILITIES
SECRETARY CHENEY IS TAKING ON IN HIS NEW ASSIGNMENT:
DEFENSE STRATEGY AND MANAGEMENT, PROCUREMENT REFORM, THE
DAY-TO-DAY OPERATIONS OF OUR ARMED FORCES, AND THE
LONG-RANGE PLANNING THAT WILL KEEP US FREE AND SECURE INTO
THE NEXT CENTURY.**

IN A BUILDING WHERE IT CAN BE A CHALLENGE GETTING FROM THE A TO THE E RING WITHOUT GETTING LOST, THE CHALLENGES YOU'LL FACE, DICK, ARE TRULY ENORMOUS.

BUT SO ARE THE SKILLS AND TALENTS YOU BRING TO THE JOB.

DICK CHENEY KNOWS HIS WAY AROUND WASHINGTON, HE KNOWS HOW THINGS WORK ON CAPITOL HILL AND IN THE WHITE HOUSE, AND HE'LL DRAW ON THAT WEALTH OF EXPERIENCE TO MAKE THINGS WORK HERE AT THE PENTAGON.

DICK AND I WORKED TOGETHER IN THE FORD ADMINISTRATION ON NATIONAL SECURITY ISSUES, WHEN HE WAS WHITE HOUSE CHIEF OF STAFF AND I WAS DIRECTOR OF CENTRAL INTELLIGENCE -- TEAMWORK THAT PAID OFF THEN, AND WILL AGAIN.

AND, DICK, YOU'LL HAVE HELP -- FROM THE BEST ARMED FORCES IN THE WORLD, AND A CIVILIAN STAFF EQUALLY DEDICATED TO OUR NATIONAL DEFENSE. I KNOW THEY'RE READY TO WORK FOR YOU AND WITH YOU.

I'M CONVINCED THE INTERNATIONAL SCENE TODAY IS DEFINED BY OPPORTUNITY -- A CHANCE TO ADVANCE AMERICAN INTERESTS AND IDEALS, AND TO STRENGTHEN THE FORCES OF FREEDOM NOW GAINING A FOOT-HOLD IN MANY PLACES AROUND THE WORLD.

DICK SHARES MY BELIEF THAT THE CHIEF NATIONAL SECURITY LESSON OF THIS DECADE IS SIMPLY THIS: STRENGTH SECURES PEACE.

THAT FACT REMAINS TRUE -- EVEN IN THE PRESENT TIME OF TRANSITION IN WORLD AFFAIRS. CONSIDER THE KEY ISSUE OF CHANGE IN THE SOVIET UNION: I TAKE A VERY POSITIVE VIEW OF THE CHANGES THERE, BUT THERE ARE STILL MORE QUESTIONS THAN ANSWERS ABOUT THE ULTIMATE OUTCOME OF THOSE CHANGES.

UNTIL THESE QUESTIONS ARE ANSWERED, WE SHOULD CONTINUE OUR SUCCESSFUL POLICY OF FLEXIBILITY, COMBINED WITH STRENGTH AND FIRM RESOLVE.

WE MUST BE READY TO SEIZE FAVORABLE OPPORTUNITIES TO IMPROVE RELATIONS WITH THE SOVIETS -- BUT WE MUST ALSO REMAIN READY AND ABLE IN ANY EVENT TO SECURE OUR NATIONAL INTERESTS.

AND LET ME SAY CLEARLY: NOW IS NOT THE TIME FOR AMERICA AND ITS ALLIES TO MAKE UNILATERAL REDUCTIONS, OR TO RELAX OUR DEFENSE EFFORTS.

EVERYONE HERE KNOWS THAT WE'RE FACING TOUGH CHOICES ON DEFENSE PROGRAMS. WE MUST MOVE AHEAD WITH PLANS TO MODERNIZE OUR STRATEGIC AND CONVENTIONAL FORCES.

WE MUST CONTINUE TO TURN THE NATION'S TECHNOLOGICAL CAPABILITIES TO OUR STRATEGIC ADVANTAGE, IN SDI AND OTHER PROGRAMS. BUT OUR NEED TO DEAL WITH THE DEFICIT MEANS WE'RE WORKING WITH LIMITED RESOURCES. DICK, YOUR TASK IS TO SORT OUT OUR PRIORITIES -- WHICH PROGRAMS SHOULD CONTINUE, AND WHICH WE CAN'T AFFORD IN THE CURRENT FISCAL CLIMATE. I'M CONVINCED THESE DIFFICULT CHOICES CAN BE MADE -- IN A WAY THAT PRESERVES OUR DEFENSE CAPABILITIES.

CLOSE COOPERATION WITH THE CONGRESS IS ESSENTIAL -- AND DICK CHENEY'S HIGH STANDING ON CAPITOL HILL WILL BE A PLUS.

PROCUREMENT REFORM IS A CASE IN POINT. OUR AIM SHOULD BE A MORE STABLE AND STREAMLINED ACQUISITION SYSTEM -- BUT PROCUREMENT REFORM CAN'T BE CONFINED TO THE PENTAGON ALONE.

WE WILL WORK WITH THE CONGRESS -- OUR PARTNERS IN THE PROCESS -- TO MOVE FORWARD WITH THE PACKARD COMMISSION REFORMS, TO ADOPT A TWO-YEAR BUDGET CYCLE, AND TO EXPAND MULTI-YEAR PROCUREMENT FOR MAJOR WEAPONS SYSTEMS.

AND STABILITY BEGINS WITH A COMMITMENT TO MAINTAIN A STEADY, MODERATE AND AFFORDABLE INCREASE IN DEFENSE SPENDING -- AN INCREASE WE MUST HAVE, IN ORDER TO MAINTAIN AND CONTINUE TO MODERNIZE OUR FORCES. FOLLOWING THE FREEZE FOR 1990, THAT MEANS 1% REAL GROWTH IN 1991 AND '92, RISING TO 2% IN 1993.

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FOR TOO LONG, DEFENSE SPENDING HAS RIDDEN A ROLLER-COASTER -- UNPREDICTABLE UPS AND DOWNS, A RECIPE FOR WASTE AND INEFFICIENCIES. STABLE SPENDING MAKES IT POSSIBLE TO PLAN FOR THE LONG-TERM -- AND THAT'S THE BASIS OF A MORE EFFICIENT AND EFFECTIVE DEFENSE POSTURE.

AND THAT LONG-TERM VIEW IS THE ONE WE MUST TAKE, WITH THE 21ST CENTURY ONLY 11 YEARS AWAY.

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I AM CONVINCED THAT IN THE YEARS AHEAD THE UNITED STATES CAN TAKE THE LEAD IN BUILDING A MORE PEACEFUL INTERNATIONAL ENVIRONMENT -- IN LAYING THE FOUNDATIONS FOR A NEW AMERICAN CENTURY, WHERE FREEDOM AND DEMOCRACY WILL FLOURISH.

I AM CONFIDENT THAT DICK CHENEY WILL PLAY A PIVOTAL PART IN KEEPING AMERICA STRONG AND SECURE, FREE AND AT PEACE.

DICK, CONGRATULATIONS -- YOU HAVE MY COMPLETE CONFIDENCE.

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McGROARTY

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

March 21, 1989

REMARKS BY THE PRESIDENT
AND SECRETARY RICHARD CHENEY
AT SWEARING-IN CEREMONY

The Pentagon
Washington, D.C.

2:16 P.M. EST

THE PRESIDENT: Mr. Vice President, Members of the President's Cabinet, distinguished Members of Congress, the Joint Chiefs. I am very pleased to participate in the administration of the oath of office to our new Secretary of Defense, Dick Cheney.

This is a proud day for Dick's family -- his wife, Lynne, who heads a vital effort of another sort, safeguarding our cultural heritage at the National Endowment for the Humanities -- and their daughters, Elizabeth and Mary. I also want to welcome Dick's mom and dad, who are here from Wyoming; other family members as well who came to join Dick on this very important day.

Let me outline some of the crucial responsibilities that Secretary Cheney is taking on in his new assignment. Defense strategy and management, procurement reform, the day-to-day operations of our Armed Forces, and the long-range planning that will keep us free and secure into the next century. In a building where it can be a challenge getting from the A Ring to the E Ring without getting lost, the challenges that you'll face, Mr. Secretary, are truly enormous.

Confession time. Dick told me that he's already gotten lost in the garage of this place. (Laughter.) But things can only go up from there. (Laughter.)

The challenges may be enormous, but so, Mr. Secretary, are the skills and talents that you bring to the job. Dick Cheney knows his way around Washington, he knows how things work on Capitol Hill and in the White House, and he'll draw on that wealth of experience to help make things work right here at the Pentagon. Dick and I worked together in the Ford administration on national security issues -- he was White House Chief of Staff and I was Director of Central Intelligence -- and teamwork that paid off then, and he was the best at it.

And, Dick, you'll have help from the best Armed Forces in the world and a civilian staff equally dedicated to our national defense. I know they're ready to work with you and for you.

And until these questions are answered, we should continue our successful policy of flexibility, combined with strength and firm resolve. We must be ready to seize favorable opportunities to improve relations with the Soviet Union, but we must also remain ready and able in any event to secure our national interests. And let me say clearly, now is not the time for America and its allies to make unilateral reductions to relax our defense efforts.

Everyone here knows that we're facing tough choices on defense programs. We must move ahead with plans to modernize our strategic and conventional forces. We must continue to turn the nation's technological capabilities to our strategic advantage, in SDI and other programs. But our need to deal with the deficit means that we're working with limited resources. And, Dick, your task is to sort out those priorities -- which programs should continue, which we can't afford in the current fiscal climate. I'm convinced these difficult choices can be made in a way that preserves our defense capabilities.

Close cooperation with the Congress is absolutely essential -- and Dick's high standing on Capitol Hill will be an enormous plus.

Procurement reform is a case in point. Our aim should be a more stable and streamlined acquisition system -- but procurement reform can't be confined to the Pentagon alone. We will work with the Congress, our partners in the process, to move forward with the Packard Commission reforms, to adopt a two-year budget cycle, and to expand multiyear procurement for major weapons systems.

And stability begins with a commitment to maintain a steady, moderate, and affordable increase in defense spending -- an increase we must have in order to maintain and continue to modernize our forces. Following the freeze for 1990, that means growth -- one percent -- '91, '92, rising to two in '93 -- two percent. For too long, defense spending has ridden a roller coaster -- unpredictable ups and downs, a recipe for waste and inefficiencies. Stable spending makes it possible to plan for the long-term -- and that's the basis of a more efficient and effective defense posture.

And that long-term view is the one we must take, with the 21st century only 11 years away.

I'm convinced that in the years ahead the United States can take the lead in building a more peaceful international environment -- in laying the foundations for a new American Century, where freedom and democracy will flourish.

I am confident that Dick Cheney will play a pivotal part in keeping America strong and secure, free and at peace.

Secretary Cheney, congratulations. You have my complete confidence and my sincere best wishes as you undertake this extraordinarily important task for the greatest country on the face of the Earth. (Applause.)

(The oath is administered.)

SECRETARY CHENEY: Mr. President, distinguished guests,

It's become clear in the last few years that freedom works. The Soviet Union is being forced to question its basic assumptions in light of its obvious failure to produce a prosperous economy at home or to enable it to compete abroad. Developing nations no longer look to the Soviets or their allies for a model upon which they can build successful economies.

And in place of a hostile Soviet Union seeking to expand its empire by military means, we see an empire beset by difficulties withdrawing from Afghanistan and talking about significant troop reductions in Eastern Europe.

In part, this change is attributable to more realistic leadership inside the Soviet Union. But it is also due in part to the success of the strategy of the United States and our allies. Containment has worked. Deterrence is held. Principle has paid off. Still, dangers abound. There are those who want to declare the Cold War ended. They perceive a significantly lessened threat, and want to believe that we can reduce our level of vigilance accordingly.

But I believe caution is in order. However real the reform rhetoric coming out of the Kremlin, Moscow's armaments compel caution on our part. To date, there's been no reduction in the strategic systems targeted against the United States. Until we see a significantly lessened military capability on the part of the Soviets, we cannot possibly justify major reductions in our own. We must guard against gambling our nation's security on what may be a temporary aberration in the behavior of our foremost adversary.

Mr. President, the military and civilian professionals of the Department of Defense stand ready to do everything possible to provide for the nation's security with the resources the American people entrust to us. To that end, our strategy and policies must be carefully calibrated to an ever-changing international landscape. Our force is designed and equipped to meet the full range of likely contingencies, and our needed munitions acquired as efficiently as possible.

Today I would like to address myself to several key groups. To the men and women of America's Armed Forces, I am honored to serve with you in the defense of freedom. Every individual soldier, sailor, airman, and Marine contributes to America's strength, and I pledge to do my utmost to provide you the quality, equipment, and support you must have to do the job we ask you to do for all of us. You, our uniformed men and women, are my number one priority. You and your families are the mind, body, and soul of America's military might.

To America's friends and allies around the world, I look forward to working with you in our common quest. Collective security is the only strategy for our democracies. We, therefore, must deepen our cooperation, especially to stretch scarce defense resources. And where we have differences, we must deal with them in recognition that cohesion is the most potent power and weapon of free nations.

To the United States Congress, fresh as I am from your ranks, I appreciate your constitutional responsibility for America's defense. I pledge my full cooperation as, together, we wrestle with a shared challenge -- too many claims on too few dollars. I've got

the federal government is the defense of the nation. You support that aim with your tax dollars and the sacrifices of your sons and daughters in uniform. We who are appointed to lead these defense preparations owe you, the American people, a high return on your investment and great care for the lives of your loved ones who serve. I accept that responsibility. And with the support of my family, and the President of the United States, and with many other dedicated Americans sharing the solemn stewardship, I am ready and eager to serve. (Applause.)

END

2:35 P.M. EST