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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: 13589
Folder ID Number: 13589-005

Folder Title:
[Swearing-in of Bob Gates as Director of Central Intelligence] 11/12/91 [OA 6039]

Stack:	Row:	Section:	Shelf:	Position:
G	26	17	4	4

GATES SWEARING-IN \ CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991 \ 9:00 A.M.

THANK YOU, DICK [KERR], FOR THAT INTRODUCTION AND FOR THE OUTSTANDING JOB YOU'VE DONE AS ACTING DIRECTOR. IT'S A TRIBUTE TO BOB GATES THAT SO MANY OF HIS COLLEAGUES ARE HERE TO WITNESS THIS EVENT. I REFER, OF COURSE, TO VICE PRESIDENT QUAYLE, SECRETARY NICK BRADY, GEN. COLIN POWELL AND GEN. SCOWCROFT. THANK YOU TO JUSTICE O'CONNOR FOR COMING, AND I'M PLEASED SO MANY MEMBERS OF CONGRESS COULD BE HERE AS WELL.

- 2 -

EVERY TIME I VISIT LANGLEY IT'S A HOMECOMING. TODAY I THINK OF THAT JANUARY DAY IN 1976 WHEN PRESIDENT FORD STOOD HERE AS I TOOK THE OATH OF OFFICE AS DCI. \ \

I'LL ALWAYS APPRECIATE HAVING HAD THAT ONE YEAR HERE -- GETTING TO KNOW THE PEOPLE AND THE INSTITUTION. THAT WAS WITHOUT QUESTION ONE OF THE MOST REWARDING TIMES OF MY LIFE. \ \

CIA STILL HAS A MYSTIQUE ABOUT IT, AND I STILL GET ASKED, "WHAT WAS SO SPECIAL FOR YOU ABOUT BEING DCI?" I SAID, AND I STILL SAY: IT'S THE PEOPLE HERE -- THE DEDICATED, SELFLESS MEN AND WOMEN WHO SERVE THEIR COUNTRY, NOT SEEKING RECOGNITION OR HONORS. THEY ARE TRUE PATRIOTS. \\

TODAY MARKS AN HISTORIC TRANSITION. WE EXPRESS THE NATION'S THANKS FOR THE DEVOTED SERVICE OF FORMER DIRECTOR BILL WEBSTER AND ACTING DIRECTOR DICK KERR. \\

WE WELCOME BOB GATES, A NEW DIRECTOR OF CENTRAL INTELLIGENCE FROM A NEW GENERATION -- A GENERATION MOVING INTO LEADERSHIP WITHOUT THE FAMILIAR STRATEGIC BACKDROP OF THE COLD WAR. \\

BOB GATES IS NO STRANGER HERE. HE HAS SPENT HIS ENTIRE CAREER -- A QUARTER OF A CENTURY -- AS AN INTELLIGENCE PROFESSIONAL. HE'S A KEEN ANALYST AND AN INDEPENDENT THINKER.

HE STOOD BY MY SIDE AND GAVE ME WISE COUNSEL DURING THE PANAMA CRISIS, AND DESERT STORM, AND THE DRAMA OF AUGUST IN MOSCOW. HE HAS MY DEEPEST TRUST. \\
\\

UNDER YOUR NEW LEADER, YOU MEN AND WOMEN OF THE CIA FACE AS CHALLENGING A MISSION AS YOU'VE EVER HAD. YOU MUST CHANGE THE AMERICAN INTELLIGENCE COMMUNITY AS RAPIDLY AND PROFOUNDLY AS THE WORLD ITSELF HAS CHANGED.

UP UNTIL NOW, A VERY LARGE PROPORTION OF OUR INTELLIGENCE RESOURCES HAS BEEN DEVOTED TO MONITORING THE THREAT POSED BY A SECRETIVE ADVERSARY -- THE SOVIET EMPIRE. THE COLLAPSE OF THE WARSAW PACT AND OF SOVIET COMMUNISM ALLOWS US TO MAKE BETTER USE OF THE ASSETS WE ONCE NEEDED TO PENETRATE SOVIET AND EAST EUROPEAN SECRECY.

MAKE NO MISTAKE: WE WILL NOT LET OUR GUARD DOWN.

\\

WE'RE NOT ABOUT TO DISMANTLE THE CAPABILITIES THAT WE'VE WORKED SO HARD TO REBUILD, BUT WE MUST ADAPT THEM TO NEW REALITIES. \\
\\

THE INTELLIGENCE COMMUNITY'S NEW CHALLENGE UNDER BOB GATES'S LEADERSHIP IS TO MOVE BEYOND THE COLD WAR TO THE COMPLEX PROBLEMS OF THE 21ST CENTURY. OUR WORLD WITHOUT THE SOVIET JUGGERNAUT IS A SAFER WORLD, BUT IT'S NO NEW GARDEN OF EDEN. \\
\\ THIS IS NOT THE END OF HISTORY. \\
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MEN AND NATIONS STILL HAVE THEIR PROPENSITIES FOR VIOLENCE, GREED AND DECEIT. THEREFORE WE MUST WORK AS VIGILANTLY AS BEFORE FOR BETTER WORLD CONDITIONS AND STRUCTURES FOR PEACE. \\
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WE NEED A STRONG INTELLIGENCE COMMUNITY TO CONSOLIDATE AND EXTEND FREEDOM'S GAINS AGAINST TOTALITARIANISM. WE NEED INTELLIGENCE TO VERIFY HISTORIC ARMS REDUCTION ACCORDS. WE NEED IT TO SUPPRESS TERRORISM AND DRUG TRAFFICKING.

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IN SUM, INTELLIGENCE REMAINS OUR BASIC NATIONAL INSTRUMENT FOR ANTICIPATING DANGER -- MILITARY, POLITICAL AND ECONOMIC. \\
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INTELLIGENCE IS AND ALWAYS WILL BE OUR FIRST LINE OF DEFENSE, ENABLING US TO WARD OFF EMERGING THREATS WHENEVER POSSIBLE BEFORE ANY DAMAGE IS DONE. \\
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WHITE HOUSE STAFFING MEMORANDUM

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

PRESIDENTIAL REMARKS: GATES SWEARING-IN

SUBJECT: CIA HEADQUARTERS - TUES. NOV. 12 - 9:00 a.m.

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT <i>Rm 2057 WORKING 2334</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY <i>Beach 2898</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than NOON, FRIDAY, NOVEMBER 8, with a copy to this office. Thank you.

RESPONSE:

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

31 NOV 7 P 1: 39

PRESIDENTIAL REMARKS: GATES SWEARING-IN
CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991
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[Acknowledgments]

Every time I visit Langley it's a homecoming. Today I think of that January day in 1976 when President Ford stood here as I took the oath of office as DCI. \\

I'll always appreciate having had that one year here -- getting to know the people and the institution. That was without question one of the most rewarding times of my life. \\

Today marks an historic transition. We express the nation's thanks for the devoted service of former Director Bill Webster and Acting Director Dick Kerr. \\ We welcome Bob Gates, a new Director of Central Intelligence from a new generation -- a generation moving into leadership without the familiar strategic backdrop of the Cold War. \\

Bob Gates is no stranger here. He has spent his entire career -- a quarter of a century -- as an intelligence professional. He's a keen analyst and an independent thinker. He stood by my side and gave me wise counsel during the Panama crisis, and Desert Storm, and the drama of August in Moscow. He has my deepest trust. \\

Under your new leader, you men and women of the CIA face as challenging a mission as you've ever had. You must change the

American intelligence community as rapidly and profoundly as the world itself has changed. Up until now, a very large proportion of our intelligence resources has been devoted to monitoring the threat posed by a secretive adversary -- the Soviet empire. The collapse of the Warsaw Pact and of Soviet communism allows us to make better use of the assets we once needed to penetrate Soviet and East European secrecy.

Make no mistake: We will not let our guard down. \\ We're not about to dismantle the capabilities that we've worked so hard to rebuild, but we must adapt them to new realities. \\

The intelligence community's new challenge under Bob Gates's leadership is to move beyond the Cold War to the complex problems of the 21st century. Our world without the Soviet juggernaut is a safer world, but it's no new garden of Eden. \\ This is not the end of history. \\ We should work hopefully for better world conditions and structures for peace, but human nature remains what it always has been. Men and nations still have their propensities for violence, greed and deceit. \\

We need a strong intelligence community to consolidate and extend freedom's gains against totalitarianism. We need intelligence to verify historic arms reduction accords. We need it to suppress terrorism and drug trafficking. And we must have intelligence to thwart anyone who tries to steal our technology or otherwise refuses to play by fair economic rules. \\

We must have vigorous intelligence capabilities if we are to stop the proliferation of weapons of mass destruction. This is truly a life-or-death mission. \\

In sum, intelligence remains our basic national instrument for anticipating danger -- military, political and economic. \\ Intelligence is and always will be our first line of defense, enabling us to ward off emerging threats whenever possible before any damage is done. \\

As you work to transform the intelligence community to face our new era, I pledge to do all I can to keep American intelligence strong. \\ Under Bob Gates's direction, we will dramatically expand our human intelligence collection efforts. We will give our officers and analysts the very finest in support technology. We will show no tolerance for those who leak secrets that protect our intelligence professionals' lives.

As the CIA's Deputy Director during the 1980s, Bob Gates was an innovative leader who deserves much of the credit for putting the strength and pride back into American intelligence. Bob is a man of skill and integrity. He will be a very strong and effective manager here. Now I am looking to him, and to all of you, to commit yourselves anew to the excellence that always has been the hallmark of our intelligence community.

Thank you, and may God bless you.

And now, let us witness the swearing-in of Director Robert Gates.

#

THE WHITE HOUSE

WASHINGTON

November 7, 1991

91 NOV 8 P4:20

MEMORANDUM FOR TONY SNOW

FROM: ROGER B. PORTER *RBP*

SUBJECT: Presidential Remarks: Gates Swearing In

We have reviewed the attached presidential remarks and have noted a few suggested comments on the draft.

If you have any questions or we can be of assistance, please do not hesitate to contact us.

cc: Phillip D. Brady

Document No. 285029ss

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The intelligence community's new challenge under Bob Gates's leadership is to move beyond the Cold War to the complex problems of the 21st century. Our world without the Soviet juggernaut is a safer world, but it's no new garden of Eden. \\ This is not the end of history. \\ We ^{MUST VIGILANTLY} ~~should~~ work hopefully for better world conditions and structures for peace, ~~but human nature remains what it always has been. Men and nations still have their propensities for violence, greed and deceit.~~ \\

We need a strong intelligence community to consolidate and extend freedom's gains against totalitarianism. We need intelligence to verify historic arms reduction accords. We need it to suppress terrorism and drug trafficking. And we must have intelligence to thwart anyone who tries to steal our technology or otherwise refuses to play by fair economic rules. \\

3

We must have vigorous intelligence capabilities if we are to stop the proliferation of weapons of mass destruction. This is truly a life-or-death mission. \\

In sum, intelligence remains our basic national instrument for anticipating danger -- military, political and economic. \\ Intelligence is and always will be our first line of defense, enabling us to ward off emerging threats whenever possible before any damage is done. \\

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Thank you, and may God bless you.

And now, let us witness the swearing-in of Director Robert Gates.

#

STAFFED

with Jim Baker
congrat
Bill Webster

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

PRESIDENTIAL REMARKS: GATES SWEARING-IN
CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991
9:00 A.M.

[Acknowledgments]

Every time I visit Langley it's a homecoming. Today I think of that January day in 1976 when President Ford stood here as I took the oath of office as DCI. \\

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*Janet
Bing*

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J. Baker per Bob working

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#

8219

WHITE HOUSE STAFFING MEMORANDUM

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

PRESIDENTIAL REMARKS: GATES SWEARING-IN

SUBJECT: CIA HEADQUARTERS - TUES. NOV. 12 - 9:00 a.m.

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than NOON, FRIDAY, NOVEMBER 8, with a copy to this office. Thank you.

RESPONSE:

TO: TONY SNOW November 8, 1991

The NSC concurs with the proposed remarks.

Brent Scowcroft
Brent Scowcroft

cc: Phillip D. Brady

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

31 NOV 7 P1:39

PRESIDENTIAL REMARKS: GATES SWEARING-IN
CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991
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01 NOV 8 P4: **WHITE HOUSE STAFFING MEMORANDUM**

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

PRESIDENTIAL REMARKS: GATES SWEARING-IN

SUBJECT: CIA HEADQUARTERS - TUES. NOV. 12 - 9:00 a.m.

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than NOON, FRIDAY, NOVEMBER 8, with a copy to this office. Thank you.

RESPONSE: *No comment*

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

31 NOV 7 P1:39

PRESIDENTIAL REMARKS: GATES SWEARING-IN
CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991
9:00 A.M.

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And now, let us witness the swearing-in of Director Robert Gates.

#

WHITE HOUSE STAFFING MEMORANDUM

31 NOV 8 11:09

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

PRESIDENTIAL REMARKS: GATES SWEARING-IN

SUBJECT: CIA HEADQUARTERS - TUES. NOV. 12 - 9:00 a.m.

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than NOON, FRIDAY, NOVEMBER 8, with a copy to this office. Thank you.

RESPONSE: No comment.

Thanks,
a
Elizabeth Luttig

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

WHITE HOUSE STAFFING MEMORANDUM

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

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GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

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RESPONSE:

OK BT for SR

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

31 NOV 7 P 1: 39

PRESIDENTIAL REMARKS: GATES SWEARING-IN
CIA HEADQUARTERS
TUESDAY, NOVEMBER 12, 1991
9:00 A.M.

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JAD

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

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Tony/ Joe - Good speed; just one question.

Thanks J. 11/7

(Duggan/Simon)
October 7, 1991
Draft Two
CIA

91 NOV 7 P1:39

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*Careful -
Beard is
Ken no.
Gates?*

American intelligence community as rapidly and profoundly as the world itself has changed. Up until now, a very large proportion of our intelligence resources has been devoted to monitoring the threat posed by a secretive adversary -- the Soviet empire. The collapse of the Warsaw Pact and of Soviet communism allows us to make better use of the assets we once needed to penetrate Soviet and East European secrecy.

Make no mistake: We will not let our guard down. \\ We're not about to dismantle the capabilities that we've worked so hard to rebuild, but we must adapt them to new realities. \\

The intelligence community's new challenge under Bob Gates's leadership is to move beyond the Cold War to the complex problems of the 21st century. Our world without the Soviet juggernaut is a safer world, but it's no new garden of Eden. \\ This is not the end of history. \\ We should work hopefully for better world conditions and structures for peace, but human nature remains what it always has been. Men and nations still have their propensities for violence, greed and deceit. \\

We need a strong intelligence community to consolidate and extend freedom's gains against totalitarianism. We need intelligence to verify historic arms reduction accords. We need it to suppress terrorism and drug trafficking. And we must have intelligence to thwart anyone who tries to steal our technology or otherwise refuses to play by fair economic rules. \\

We must have vigorous intelligence capabilities if we are to stop the proliferation of weapons of mass destruction. This is truly a life-or-death mission. \\

In sum, intelligence remains our basic national instrument for anticipating danger -- military, political and economic. \\ Intelligence is and always will be our first line of defense, enabling us to ward off emerging threats whenever possible before any damage is done. \\

As you work to transform the intelligence community to face our new era, I pledge to do all I can to keep American intelligence strong. \\ Under Bob Gates's direction, we will dramatically expand our human intelligence collection efforts. We will give our officers and analysts the very finest in support technology. We will show no tolerance for those who leak secrets that protect our intelligence professionals' lives.

As the CIA's Deputy Director during the 1980s, Bob Gates was an innovative leader who deserves much of the credit for putting the strength and pride back into American intelligence. Bob is a man of skill and integrity. He will be a very strong and effective manager here. Now I am looking to him, and to all of you, to commit yourselves anew to the excellence that always has been the hallmark of our intelligence community.

Thank you, and may God bless you.

And now, let us witness the swearing-in of Director Robert Gates.

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91 NOV 7 14:00 **WHITE HOUSE STAFFING MEMORANDUM**

DATE: 11/7/91 ACTION/CONCURRENCE/COMMENT DUE BY: FRIDAY, 11/8/91 NOON

PRESIDENTIAL REMARKS: GATES SWEARING-IN

SUBJECT: CIA HEADQUARTERS - TUES. NOV. 12 - 9:00 a.m.

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than NOON, FRIDAY, NOVEMBER 8, with a copy to this office. Thank you.

RESPONSE:

Handwritten signature/initials

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702