Happy Birthday, Mr. President!

[From President Ford's remarks at the National Press Club, June 1, 1998]

Between Betty's 80th birthday, our forthcoming 50th wedding anniversary, and my all too fast approaching 85th birthday this is a special year in the Ford household. When I learned that the National Press Club was celebrating its own 90th birthday, Betty said that I could come back this year - on condition that I not tell any of my golf jokes, which she says are older than any of us. Back when she first raised the subject a few years ago, I took the easy way out. I told her that I would stop telling golf jokes the day Washington balanced the federal budget.

At 85, I'm not sure how many more opportunities I'll have to address this audience. So what follows is not a valedictory, but rather the distillation of a lifetime that has spanned revolutionary changes while reinforcing my basic confidence in the American people and their capacity for self-government. You see, it was 50 years ago this month that my name first appeared on the ballot, as a maverick Republican taking on an entrenched isolationist Congressman from Grand Rapids who thought the world ended at the Michigan-Indiana line. Having just returned from a naval tour of duty in the South Pacific, I agreed with my hometown hero, Senator Arthur Vandenberg, that America could no longer evade the responsibilities of global leadership.

The party establishment, needless to say, was none too happy about my upstart challenge. But they at least knew that my campaign was motivated by principle, and they never doubted where I stood. Much to the surprise of the pundits, a majority of Republican primary voters agreed with my views. In the process they taught me a lesson I've never forgotten - that only those who are prepared to lose for their convictions deserve to win at the voting booth or in the judgment of posterity.

Fifty years later, I'm concerned about a new isolationism that would build high tariff walls around the world's most dynamic economy. I worry, frankly, that the news media is failing to inform citizens for whom the course of Russian democracy or nuclear proliferation in South Asia takes a backseat to the latest sensational murder trial or Hollywood blockbuster.

It's been alleged that we are guilty of criminalizing activities once deemed strictly political... I don't know about that. But I do know that we've trivialized them. Which may be worse for the long term health of a democracy.

In politics as in sports, many Americans today feel like mere spectators at a game, rather than participants in the action. They're turned off to a political culture that measures democra-
cy in decibels. They are tired of made
for television campaigns wherein can-
didates without ideas hire consultants
without convictions, to produce TV
spots without content. The result,
increasingly, is elections without voters.

Not that the love-hate relationship
between television and politicians is any-
thing new. Forty years ago Adlai
Stevenson’s campaign interrupted the
most popular program on the air to
broadcast a five minute commercial.
Afterward the candidate was inundated
with angry letters, one of which read
simply, “I love Lucy. I like Ike. Drop
dead.”

Tomorrow California voters go to the
polls in a critical primary election. The
candidates cannot be said to suffer from
media overexposure. Indeed, it’s been
suggested that the best way to get tele-
sion to cover a race for Governor
would be to stage it as a high speed high-
way chase. At least then the skydams
might pay some attention. It’s easy to
blame local affiliates whose pursuit of
ratings resembles one of these high
speed chases. But the main fault, it
seems to me, lies with politicians and
their handlers who talk in sound bites
and listen to their pollsters at the
expense of their conscience. I would
remind you that anyone can take a poll.
Only a leader can move a nation.

At the end of the day, no leader worth
his salt will take comfort from the con-
sultants he hired, the attack ads he ran,
or the tactical victories he may have
scored. For true leadership is much
more than tactical. It is the ability to see
beyond the next election, to the next
generation and yes, the next century. It
is the willingness to defy conventional
wisdom and reject focus group findings
where lasting values are at stake.

Among the principles that can never
be compromised is respect for others
whose principles differ from yours.
During my 28-1/2 years in this city, I
often disagreed with people. But I ques-
tioned their ideas, not their motives -
and never their patriotism. I had oppo-
nents, to be sure, but not enemies. As a
conservative, my distrust of government
programs is exceeded only by my faith
in the problem solving capacities of
growthowners. Americans. It is precisely
because I fear a government grown too
intrusive as well as too expensive, that I
want the government out of my wallet,
out of the classroom, out of the board-
room, and out of the bedroom. I want it
to leave the most personal of life's deci-
sions to me, my wife, and my family. You
might not guess it from watching the
McLaughlin Group, but at heart most
Americans are pragmatists. We want to
make things work. We want to do the
decent thing by one another, for we
believe that no first class democracy can
tolerate second class citizens. When it
comes to choosing leaders, we value
authenticity at least as much as ideology.
Unfortunately there are some in both
parties who prefer the politics of divi-
sion to those of multiplication. Equating
civility with weakness and compromise
with surrender, they confuse the clash of
ideas with a modern day Holy War.

Fortunately, I have seen too much of
the American past to harbor doubts
about the American future. It was a big
idea that lured me into politics 50 years
ago. It's a big idea that prompts me in
this tabloid era to insist that the only way
politics will regain its luster is for prin-
ciple and moderation to go hand in hand.

It is traditional for speakers here at
the Press Club to mark their visit by sign-
ing the club's famed Gold Book. Early
in this century the great Russian novelist
Leo Tolstoy added his own name to the
extraordinary company of history mak-
ers who have graced this podium. He
also wrote a personal sentiment that
bears repeating as we near the end of
this century scarred by war but also
ennobled by freedom's triumph over
those who would put the soul itself in
bondage.

"Without faith," wrote Tolstoy, "man is
an animal." In the evening of my life, I
have a robust faith in the creativity and
resourcefulness of my countrymen. I
believe in their character and their
courage. I take heart from what Lincoln
called the better angels of our nature.

The view at 85 confirms the optimis-
tic outlook I brought home as a young
naval veteran, to Washington as a fresh-
man Congressman, as my party's leader
on Capitol Hill, and as a President unex-
pectedly called on to heal a divided
nation that had lost faith in its leaders
and institutions. It's been a grand
adventure, one shared with countless
friends, and blessed every step of the
way by a loving wife and supportive
family. So before I conclude, may I take
this opportunity to publicly thank those
who have done the most to confirm my
faith and who have returned my love with
compound interest... Betty... Mike...
Jack... Steve, and Susan. Thank you, and
God bless you all.
Foundation Awards Journalism Prizes

President Ford presented the eleventh annual Gerald R. Ford Prizes for Distinguished Reporting at a National Press Club luncheon in Washington on June 1. The two $5,000 awards recognize journalists whose high standards for accuracy and substance help foster a better public understanding of the Presidency and national defense issues. Kenneth Walsh, a senior writer and chief White House correspondent for U.S. News and World Report, received this year's prize for reporting on the presidency, and David Wood, a military reporter for Newhouse News Service, won the prize for reporting on national defense.

In selecting Kenneth Walsh, the judges cited the range and depth of his coverage of the Presidency, and the insight he brought to it. "In his perceptive and elegantly written stories of the Clinton Presidency in 1997, Kenneth Walsh demonstrated the breadth and diversity of Clinton himself. At the beginning of the second Clinton term, Walsh offered a revealing account of the President's ambitious plan to reanimate the office of the Presidency by going around the opposing Republican House and Senate. In later articles, Walsh uncovered the motivation for the President's initiative on race relations and detailed the rational for his total commitment to elect Vice President Gore as his successor."


David Wood has written on defense and national security issues for Newhouse News Service since 1984. Prior to that he worked for TIME magazine and The Los Angeles Times. He has covered conflict and foreign affairs from Washington, Asia, Africa, Central America, the Middle East and Europe for more than 20 years.

The judges praised Wood's vivid descriptions, drawn from the perspective of a muddy-boot soldier, and his use of on-the-scene reports to introduce and discuss a series of larger issues concerning U.S. planning for conflict in the 21st century. In particular they cited his ability to raise and judiciously discuss a series of significant and complex defense policy issues in a wire-service format that places a limit on the length of his articles. At a time when national defense appears to have receded from the center of public discussion, short but informative articles such as his serve an important function in maintaining public understanding of current U.S. defense-planning issues.

For the selection of this year's recipients the Foundation is indebted to the service of two distinguished panels of judges, headed by Chairs Ronald O'Rourke, a defense analyst at the Congressional Research Service, and James Cannon, author, journalist, and aide to Nelson Rockefeller, Gerald R. Ford and Howard Baker.
From the Library/Museum Director’s Office

What do you give a former President on his 85th birthday? The staff of the Ford Library and Museum believe that the best gift combines personal affection, profound admiration, and thoroughgoing professionalism, all enlisted in conveying Gerald Ford’s story to the widest possible audience. Birthdays, needless to say, are a time for taking stock. The confluence of Ford family anniversaries makes 1998 a rare opportunity to assess the state of the Library, Museum and Foundation which together constitute a major part of the Ford legacy. Clearly the last few years have been for us a period of renewal—physical, programmatic and institutional renewal. Consider the following:

April, 1997 brought completion of a $5 million renovation of the Museum’s permanent exhibits made possible by Ford Foundation generosity. At the same time, the Museum took $60,000 from its own Trust Fund to revamp and modernize the gift shop. Not surprisingly, attendance is up sharply, topping 100,000 for the first time in years. Similar increases have been reported in admission and gift shop revenue.

Our temporary exhibit program, also funded by the Ford Foundation, continues to generate high visibility and visitation to match. Opening July 4 is The Great War: World War I and the American Century, an 80th anniversary commemorative of unprecedented scope. For six months visitors will be able to experience No Man’s Land through a replica trench, complete with periscopes, battlefield sound effects and a recreated field headquarters. Among the hundreds of historic artifacts to be displayed are a Faberge Imperial Writing Standard used by Nicholas and Alexandra, Woodrow Wilson’s death mask, the naval cape worn by Kaiser Wilhelm II, Harry Truman’s uniform, and personal memorabilia associated with Winston Churchill, Dwight Eisenhower, General John J. Pershing and Sargent Alvin York.

Reflecting the opportunities created by the new Museum galleries, we have devised entirely new educational programs. Tailored to various grade levels, President For a Day enables students of all ages to experience the American presidency in uniquely personal fashion.

The Library’s rejuvenated conference series has staged nationally televised programs examining “The Trouble With Washington” and asking “Does America Need The CIA?” This fall President Ford will join us for another conference, one recalling the historical origins and assessing the current prospects of women in politics. Since his presidency gave us such distinguished public servants as Carla Hills, Anne Armstrong, Elizabeth Dole and Shirley Temple Black - to cite but a few - it seems only appropriate that we recognize the path breaking role played by the Ford Administration in challenging the political glass ceiling.

A new Ford Oral History Project has already preserved firsthand recollections of some two dozen Cabinet members, White House staffers, journalists and others who have unique knowledge of the Ford presidency. Another twenty-plus invitations to prospective participants have recently gone out from President Ford’s office.

Thanks to the Internet, researcher use of Library holdings has skyrocketed. The Library staff has recently added Cabinet minutes and declassified NSC materials to our web-site. We have also begun to post President Ford’s most recent speeches and to promote Gift Shop merchandise. Doing good while doing well, you might call it.

Organizational renewal includes a reconstituted Ford Library Advisory Board involving University of Michigan President Lee Bollinger, former President Robben Fleming, and other members of the university community. Meanwhile the Ford Foundation has itself added nine new trustees to its ranks, thereby ensuring that what has been started in recent years is but a prologue to even greater tomorrows. Under Marty Allen’s visionary leadership, the Foundation has also launched an ambitious program of paid advertising to promote the new Museum, and started a nationwide Friends of Ford organization to bolster our public and scholarly efforts.

None of this could have happened without the enthusiastic involvement of President and Mrs. Ford, the Ford family, and their countless friends and admirers. Yet it is just a beginning. As I write, we have just received word of the State Department’s willingness to donate to the Museum the staircase atop the former US Embassy in Saigon that became, in 1975, a poignant symbol of humanity’s yearning for freedom.

Still larger construction projects loom on the horizon. Recognizing the need to consolidate in a single location our entire memorabilia collection (one-third of which is currently housed in Ann Arbor), and gain desperately needed archival storage space and quarters for the Ford Foundation, we have undertaken an exhaustive space survey
of both buildings. Following up on proposals originally made back in 1991, we envision a small addition, perhaps 10,000 square feet in all, to address shortages in both buildings. To do nothing is to risk permanent damage to historic artifacts that are currently housed in conditions that fall far short of the environmental and other standards required by NARA.

So maybe there’s another birthday present we can give the Fords - a library and museum that are physically as well as programmatically adequate to the demands of the next century. We’ll keep you posted!

Richard Norton Smith
Museum and Library Director

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**New Foundation Trustees**

The Gerald R. Ford Foundation is delighted to welcome the following new Members of the Board of Trustees, elected at the June 1, 1998 annual meeting:

- **James M. Cannon**, Author, Washington, DC
- **Douglas L. DeVos**, Senior Vice President/Managing Director, Amway Corporation, Ada, MI
- **David G. Frey**, NBD Corporation, Grand Rapids, MI
- **Danny Gaydou**, Publisher, Grand Rapids Press, Grand Rapids MI
- **James P. Hackett**, President & CEO, Steelcase Corporation, Grand Rapids, MI
- **Hank Meijer**, Co-Chairman, Meijer, Inc., Grand Rapids, MI
- **Seymour Padnos**, Chairman & CEO, Louis Padnos Iron & Metal Co., Holland, MI
- **Peter H. Pocklington**, Chairman, Pocklington Financial, Edmonton, Alberta, Canada
- **David L. Van Andel**, Senior Vice President/Operations, Amway Corporation, Ada, MI

In addition, President Ford and the Board of Trustees gratefully acknowledge the contributions of the following Directors who have completed their service on the Board:

- Harold L. Davidson
- Lawrence B. Lindemer
- Wyatt A. Stewart, III
- Werner Veit

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**Gerald R. Ford Foundation**

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and Betty Ford
Honorary Co-Chairmen

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Richard Norton Smith
Betty Ford: A Woman of Candor, Courage and Character

AFTER TAKING THE OATH OF OFFICE on August 9, 1974, the new President’s first public statement included the following testimonial: “I am indebted to no man, and only to one woman - my dear wife...” It was an acknowledgment of the extraordinary public and private partnership of Gerald and Betty Ford.

“Two weeks after their wedding, Jerry Ford was elected to Congress...”

Elizabeth Ann Bloomer was born April 8, 1918. She grew up in Grand Rapids and, after a stint with the Martha Graham Concert Group, returned to support herself as the fashion coordinator for a local department store. After a brief first marriage ended in divorce, she began dating “the most eligible bachelor in Grand Rapids.”

In February 1948, Jerry Ford offered her this mysterious proposal: “I’d like to marry you,” he said. “But we can’t get married until next fall, and I can’t tell you why.” The reasons for the delay and the secrecy lay in his first campaign for the U.S. House of Representatives. Two weeks after their wedding, Jerry Ford was elected to Congress, and Betty Ford’s life as a political wife began.

As a model congressional spouse and mother of four children, Mrs. Ford ran the household, joined women’s clubs, taught Sunday school, attended political functions, and escorted visiting constituents around Washington. She found herself often without her increasingly prominent husband. During the busiest of years, Minority Leader Ford was away from home 258 days.

In 1973, at a time when Mrs. Ford looked forward to a quiet retirement and spending more time with her husband, she was swept up in the events of Watergate and found herself the most scrutinized woman in America. Now a public figure in her own right, she rose to the occasion. Her warmth, good humor, and penchant for straight talk reassured Americans that the White House was no longer a fortress but the residence of a family with whom they could identify.

“She put her popularity to work in an aggressive effort to persuade state legislators across the country to approve the Equal Rights Amendment.”

As First Lady, Mrs. Ford won respect and admiration for her frankness about subjects ranging from breast cancer and premarital sex to equal rights for women. At times her opinions diverged from those of her husband and generated public debate over the proper role of a First Lady. Her controversial 60 Minutes interview in August 1975, for example, triggered a deluge of nearly 35,000 letters and telegrams, many of them critical. Yet she pleased far more people than she offended. Several months after the interview, a Harris Poll found that Mrs. Ford had become one of history’s most popular First Ladies and an asset to her husband in the 1976 Presidential campaign.

She put her popularity to work in an aggressive effort to persuade state legislators across the country to approve the Equal Rights Amendment. Fortified by her own experience with breast cancer, she used her position to alert women to the benefits of early detection. These experiences revealed the influence and power she could wield as First Lady - “Not my power,” as she put it later, “but the power of the position, a power which could be used to help.”

“...Mrs. Ford worked tirelessly to establish the Betty Ford Center...”

After her family left the White House, candor remained her trademark. She went public with her decision to seek professional help for prescription drug and alcohol depend-
Celebrating the First Lady’s 80th

On April 8 Grand Rapidians assembled in the Museum’s auditorium to celebrate Mrs. Ford’s 80th birthday, beginning with a welcoming video greeting from the guest of honor, and ending with a fashion show of nearly 20 outfits not seen since they were worn at the White House. Mrs. Ford’s long-time friend and designer Frankie Welch displayed a series of beautiful silk scarves she had made for the First Lady. In the enthusiasm of the moment, Ms. Welch presented a collection of her headwear to Director Richard Norton Smith for inclusion in the Museum’s permanent holdings.

In keeping with the broader theme of First Ladies history, Nancy Kegan Smith, author of 20th Century First Ladies, shared personal stories collected from archival and taped materials in presidential libraries. Kathleen Wilson recalled Ellen Wilson’s use of Americana and regional crafts to create beautiful White House rooms. Kaki Hockersmith, Hillary Clinton’s interior designer, presented a fascinating slide show detailing the changes that have taken place in the Clinton White House, among them the addition of contemporary American crafts and sculpture to traditional settings. What do you give a President who has everything? If he’s a music buff - and a sax player - how about a soundproof “musical instrument room.” That’s what Mrs. Clinton gave the President one Christmas.

Following the morning program, luncheon guests were treated to a behind-the-scenes account from Edith Mayo, America’s foremost authority on First Ladies, and the woman largely responsible for redesigning the Smithsonian’s famed First Ladies Galleries. Kudos to all the participants, and a special thank you to Leesa Tobin of the Library staff for her superb performance in researching and narrating a fashion show that was more than a fashion show. All in all, it was a great day in honor of a great First Lady.
"I believe a marriage, you see, should be a seventy-thirty proposition. You don't go into a marriage as a fifty-fifty thing. You go into it, both of you, as a seventy-thirty proposition. In other words, I'm giving seventy, he can give thirty. He's giving seventy, I give the opposite. And when you're going overboard like that, trying to please each other, you can't help but be happy."

—Betty Ford, 60 Minutes, August 10, 1975
Years of Family

19__?

Mike and Gayle's wedding — July 5, 1973

"...the strength of our family has made a tremendous impression. The family unit makes a lot of sense to me..."

— Jack Ford,
The Ann Arbor News, August 30, 1976

Vice President — December 6, 1973

President
August 9, 1974
26th Wedding Anniversary

"He came, and we had a private lunch in the family dining room (Heinz Bender, the White House pastry chef, sent us two hearts sculpted out of ice cream) and then we went out on the Truman balcony, me still in my bathrobe, and Tennessee and his group gathered below on the South Lawn and they sang "The Anniversary Waltz." It was a fantastic anniversary. Just to be well and alive and home was wonderful. I was a very happy person on the fifteenth of October in 1974.

— Betty Ford, The Times of My Life

A private conference...
January 4, 1975

Liberty and Misty
May 19, 1975

Christmas, 1975
Advice to a Teenage Daughter

"In today's confusing and complex society a teenage daughter needs to know that there are certain century old fundamental principles which, if adhered to are the best path to future good health and happiness.

She should reciprocate the love of her parents with her love. She should respond to the friendship of others with her own in return. She must realize that respect and admiration are a two way street. She must understand that her mind and body are a priceless heritage, once given, that she must use wisely for health and happiness. She must recognize that what she does today will have an impact on the future.

A teenage daughter must be taught through example, not just words, that happiness and success depend on unselfishness, giving more than receiving. It makes one secure and confident. She must be guided to believe that certain intangibles - love, integrity, God - are the anchor in adversity and the best insurance for a better life."

—Gerald R. Ford, handwritten notes from the writing of A Time to Heal, 1977-1979

Definition of a Successful Marriage

"A successful marriage cannot thrive on simply mutual interests important as that ingredient is over the years for compatibility. There must be understanding, compassion and emotion which fit under the umbrella of love.

A marriage that has these attitudes can weather the storm clouds that are inevitable in an intimate relationship. They can strongly bind a man and wife who are challenged by temporary disagreements, financial problems, individual illnesses, children's disappointments and career opportunities and failures. There must be a belief on the part of both that there is nothing of a higher priority than the sanctity and continuation of the relationship."

—Gerald R. Ford, handwritten notes from the writing of A Time to Heal, 1977-1979

"Amidst the seasons of success and failure, joy and sorrow, good times and bad times, you both have modeled how to love and serve one another as life partners with truth and grace."

—Mike Ford, June, 1998

The Residence

Ford has a "Betty" idea

High welcomes

Campaign '76
"We have always felt greatly loved as your children and grandchildren."
—Susan Ford, June 2, 1993

Character Sketch of My Grandad

Grandad has two of the most beautiful eyes in the world. They are sky blue and have a twinkle in the corner. His dimples are big and round and he has a big, bellow laugh to go with them. I am always told I look like him and act like him.

Grandad has a nickname, which is Bahgah (be-ga).
“Bahgah” was first said when my sister was young and she couldn’t say “Grandpa” so she sputtered out “Bahgah.” When we eat dinner with my Grandad we usually talk politics (I never understand) and Grandad gets real deep in the conversation. Bahgah will always voice his opinion and everyone has learned to respect it. It seems that he can answer any question and he will always put down his pen when he sees you trudging into his office. He’s prepared to listen.

You would never think Grandad is eighty because he’s in such great shape. He swims about fifty laps in the pool each day and lifts weights when he can (he’s real strong). He loves to sneak up behind me and squeeze my neck. Grandad doesn’t have a lot of hair and that’s another joke in our family, but whenever my dad, Aunt Susan, Uncle Jack or Uncle Steve (badly the second) comment on his shiny head he gets them back by telling an embarrassing childhood story.

Bahgah is very friendly and we meet so many nice people because of him. Grandad and I are very much alike. We are both left-handed, we both love sports and we are both willing to say our share. Grandad is a great friend, teacher and athlete, but most of all he is a great Bahgah.

— Bakah Ford, 6th grade
Don't Force Airline Deregulation to Make an Emergency Landing

BY JOHN E. ROBSON

[Mr. Robson was Chairman of the Civil Aeronautics Board in the Ford Administration when airline deregulation was initiated. He is now an investment banker in San Francisco. He currently serves as co-chair of the Airline Competition Committee, with honorary co-chairs President Ford and President Carter.]

Two decades after a bold reversal of government policy deregulated the airlines, Washington is returning to the airline business. The Department of Transportation has just issued regulations on what it says constitutes fair competition by airlines, including rules on airline pricing and service levels, central elements of the regulatory regime we wisely abandoned twenty years ago.

With an intense national debate, airline deregulation was initiated under President Ford and legislatively formalized with President Carter's signing of the Airline Deregulation Act in 1978. Yet few issues continue to be placed on the examining table as often or probed as rigorously as airline deregulation. Not even deregulation's staunchest advocates thought the new free market for airlines would unfold without turbulence. And indeed, over the last twenty years we have seen winners and losers. But as the airline industry enters its third decade free from government control, it is clear this change in policy has worked very well.

Airline deregulation's goal was to replace government price and service dictates with market forces in order to lower fares, increase service and opportunities for new startup carriers, create more efficient route systems and more cost-conscious airlines. By every reasonable measure that is exactly what has happened. Airlines passengers paid on average about one-third less in 1996 (the most recent figures available) than they would have paid if the airlines had remained regulated, an estimated savings of $12 billion per year. Twice as many people fly today than did twenty years ago. More passengers have infinitely more choices of carriers, timing and routings for their trips. And employment in the industry has doubled.

Fares have also fallen as established carriers meet the competitive challenge of new entrants to the marketplace. But, to mollify startup airlines who assert they are victims of predatory behavior by the big carriers, DOT's new regulations attempt to define what is an acceptable competitive response by established carriers to new entrants. Yet there is ample evidence that the market, not the government, is the best regulator of price and service. In any number of sectors — transportation, energy, telecommunications — we have seen deregulation squeeze out fat and inefficiency and unleash competition's creative powers. But the beneficial dynamic of having the market sort out airline fares and routes will be undermined by DOT's new rules prescribing what is "acceptable" pricing and competitive behavior. This substitutes the judgment of bureaucrats for the market's reaction to the ever-changing supply and demand for seats.

With today's economy "hot" and corporate travel on the rise, business fares are up. Higher business fares are the market at work, assigning a higher value to a seat based on growing demand and the business traveler's need to make and change travel plans at the last minute. The leisure traveler can make firm reservations well in advance and gets a price break because the airline has no risk that the seat will go unoccupied as it does for the inventory of seats it holds for business travelers.

With seven major airlines, a half dozen mid-sized carriers and 23 new entrants since 1993, the industry is dynamic, competitive and demanding. Even in good years, however, 1997 being one, the airlines' financial performance and return on equity lag well behind that of most major industries. But even a so-so performance is better than the industry's record from 1990 to 1994, when it lost in excess of $14 billion. Where was the government during those traumatic times of recession-level fares and high-profile bankruptcies? In its rightful place, I would submit — on the sidelines. The market separated winners from losers based on a carrier's ingenuity, efficiency, capitalization, management and reliability. And, although the financial losses and job layoffs were catastrophic, the government did not place an artificial regulatory floor under plummeting fares in order to help struggling carriers survive. Nor did the business travelers,
now complaining about high fares, rally round to express concern about loss of service from airline failures and financial pressures.

The first priority of Congress and DOT should not be to create a new airline regulatory regime. It should be to fix an aviation infrastructure that presently inhibits competition. Today's air traffic control system is a vacuum-tube relic in a microchip world. Its inadequacies are largely to blame for traffic limits at key airports and the large amount of fuel wasted by aircraft waiting to land, a cost borne ultimately by the flying public. Congress should demand FAA's long-overdue upgrade of this system.

Preserving airline competition and the demonstrated benefits of airline deregulation are clearly in the public interest. The Department of Justice should protect consumers from anti-competitive practices by vigorously and objectively enforcing anti-trust laws when airlines have transgressed those laws. But the last thing consumers and the industry need today is a new team of government regulators or "pricing police" back on the beat. That regulatory oak fell twenty years ago. We should not let Congress and the administration replant those acorns.

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**Gerald R. Ford Foundation Research Grant Awards**

The Gerald R. Ford Foundation semi-annually awards grants of up to $2,000 to support research in the Ford Library's collections. For grant application forms and information, please contact Geir Gunderson, Gerald R. Ford Library, 1000 Beal Avenue, Ann Arbor, MI 48109 or call (734) 741-2218 (Internet: geir.gunderson@fordlib.nara.gov). Application deadlines are March 15 and September 15. The recipients of the spring 1998 awards and their topics are:

**Laura Arnold/Rebecca Deen**
Southern Illinois University/
University of Texas at Arlington
*Presidential-Congressional Relations: Veto Threats and Policy Outcomes*

**Allida Black**
George Mason University
*First Women: Power, Image and Politics from Betty Ford through Hillary Rodham Clinton*

**Derek N. Buckaloo**
Emory University
*Fighting the Last War: The “Vietnam Syndrome” as a Constraint on US Foreign Policy, 1973-1991*

**Richard Conley**
University of Florida
*Floating Coalitions: President Ford’s Legislative Strategy on Veto Overrides*

**Jussi Hanhimaki**
London School of Economics
*Kissinger, Ford, and the Helsinki Accords*

**Douglas J. Hoekstra**
Michigan State University
*Presidential Theory and Presidential Practice: The Ford Presidency*

**Richard Jensen**
University of Illinois-Chicago
*Political Realignment: The 1970s in Perspective*

**Andrew L. Johns**
University of California, Santa Barbara
*The Republican Party and the “Democrats’ War” in Vietnam, 1960-1969*

**Julie T. Longo**
Wayne State University
*Between National Mythology and Local Reality: The American Revolution Bicentennial in Detroit, Michigan, 1968-1983*

**Christine Nemacheck**
The George Washington University
*The President’s Choice of a Supreme Court Nominee*

**Denton L. Watson**
State University of New York-College at Old Westbury
*Clarence Mitchell, Jr.: Struggle for the Enforcement of Civil Rights Laws*

**Edmund F. Wehrle**
University of Maryland
*Reprehensible Repercussions: The AFL-CIO and the Vietnam War, 1950-1975*

**Cees Wiebes**
University of Amsterdam
*The Netherlands and International Crisis during the Cold War: American Perceptions*
JULY 4 - JANUARY 16, 1998. The Great War: World War I and the American Century. The largest Ford Museum exhibit ever, this nationally significant retrospective includes hundreds of historic artifacts assembled from dozens of institutions and private collections.

JULY 14. President Ford's 85th Birthday. Join the celebration at the Museum, with birthday cake for thousands, and lots of family fun.

NOVEMBER 11. The Museum observes the 80th anniversary of "the War to end War" by honoring all American Vets.

NOVEMBER 19. The Library stages its third annual major conference. We've Come a Long Way Baby looks at the evolution of and prospects for women in American politics. President Ford will be on hand to offer the male perspective (lest we forget, he was the President who officially declared 1975 the first Year of the Woman).

NOVEMBER 20. Join President Ford as the Museum inaugurates its annual Christmas on the Grand celebration, with over 40 lighted trees, inside and outside, plus seasonal music and refreshments. Also opening that night, First Families, a very special exhibit of intimate White House photos - from the Kennedys to the Clintons - by noted photographer Harry Benson.

Join the Friends of Ford!

The Federal government may operate the Ford Library and Museum but it is the Gerald R. Ford Foundation that makes possible all the exciting temporary exhibits, conferences, public programs and educational outreach that bring life to both institutions—and fulfill President Ford's publicly stated wishes for a dynamic and constantly changing institution. You can help us realize this goal by joining the nationwide support group called Friends of Ford. Elsewhere in this newsletter you will find a brochure with full details. It's a great way to ensure the Ford legacy—on this birthday and always!
About once every three weeks, President Gerald R. Ford met with his Cabinet to gather information and discuss administration policies. Assembled were the ranking members of the executive branch. As many as 30 officials could be present, including Vice President Nelson A. Rockefeller, the 10 department Secretaries, the Attorney General, other officials of Cabinet rank, agency directors, and senior White House aides.

Our new online exhibit contains text and images of meeting minutes, biographical information on members of the Cabinet, and some background on Gerald Ford’s use of the Cabinet. For most meetings during the first 14 months of the administration, the Secretary to the Cabinet (originally Warren Rustand and then James Connor) took notes and later created formal typed minutes. For meetings in the later months of the administration, Connor did not produce any minutes, although his files contain handwritten notes for some meetings. When formal minutes were not available for use in this exhibit, other documents, such as press briefings and memoranda of conversations, have been substituted to provide some substantial information on the discussions.