MEMORANDUM

THE WHITE HOUSE
WASHINGTON

MEMORANDUM OF CONVERSATION

PARTICIPANTS: President Ford
Dr. Henry A. Kissinger, Secretary of State
Brent Scowcroft, Assistant to the President
for National Security Affairs

DATE AND TIME: Friday - October 1, 1976
9:53 a.m.

PLACE: The Oval Office
The White House

The President: Your speech sounded great. How did the Gromyko meeting go?

Kissinger: He was on his best behavior. They basically just want to get back into the game. On SALT, on the Middle East, he wants Geneva. I said they would get nowhere. If they kept mentioning the PLO they will get nowhere. He indicated some flexibility, but I am not sure we want the Soviets involved.

[There is some discussion of the campaign].

Kissinger: The Soviets will be little mad about my speech.

The President: I haven't looked at the brief.

Kissinger: He wants to consult on Law of the Sea, non-proliferation, and the Middle East. On SALT, they are ready to move. He wants me to come to Moscow. I am against it, but it is a crime what has happened.

The President: I agree completely. What some members of this Administration have done.
Kissinger: I would say this whole year has been bad. The campaign has not been fair to them, but their action in Angola and now their rhetoric in southern Africa are a serious block to better relations.

On SALT I made a pitch for the Rumsfeld position and he just brushed it aside. He'll never agree to exempt Backfire and cruise missiles.

You could have a SALT agreement by February. But we have to repair the damage. You can see from Genscher the Soviets are approaching the Europeans rather than us. We can keep the Europeans in control as long as they think we have the inside track, but otherwise they will establish their own contacts. So I would tell him we will repair things after November.

[Some discussion of the UN speech and Schlesinger's trip to China.]

On Panama, it would be helpful but not essential if Bunker could go to Panama under strict instructions. [Some discussion].

The President: Let me think for 24 hours.

Kissinger: On Africa, I think things are calming down. I had a breakfast for Doc Morgan -- about 40 Congressmen -- they were unanimous about Africa.

I am speaking at Hilton Head. I will talk extemporaneously for 15 minutes and take Q's and A's.

The President: Good.

[Discussion of why we were late in southern Africa.]
From speech sounds great. How did Complex react?

K: He was a bit deaf. They basically just want to get back into power. On Salt, one of ME, he wants Germany. I said they would get success if they keep moving. QRO they would get back in. The problem is politically, but I don't see we can do them much.

Armistice London + set stop by shogan today.

Actions:

+ Turkey, G, Egypt
+ Han, Party
+ Attorney Rights

Campaign Dimension

K: The same will be a little hard about my

P: I haven't looked at a thing

K: He wants to Gannick, non-party, ME. On Salt, they are ready to move. They want

+ China to continue. I agree with it, but it is a mine what has happened.

P: I agree completely. With some members of this

K: I would say this campaign will be hard. The campaign has not been fair to

K: They want to regroup & move

P: I think we need to discuss

K: I would send a letter to Duffield & he just

DECLASSIFIED
E.O. 12958, SEC. 3.5
NSC MEMO, 11/24/86, STATE DEPT. GUIDELINES: STATE/DOC 3/26/84
HASS DATE 3/26/84
We are fighting back from a position of advantage, not from a position of disadvantage. We are fighting back from a position of strength, not from a position of weakness.

In order to defeat the enemy, you must first understand them. You must know their strengths and weaknesses, their plans and strategies. You must be able to anticipate their moves and counter them accordingly.

Once we have achieved this, we can begin to build our own forces. We can recruit and train new troops, and we can develop new weapons and tactics. We can also begin to negotiate with other nations to form alliances and gain support.

As we grow stronger, we can begin to attack the enemy directly. We can launch surprise assaults, and we can launch strategic bombings and other attacks to weaken them and keep them occupied.

In summary, it is essential that we build a strong and united front against our enemies. Only then can we truly defeat them and ensure our survival.