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THE WHITE HOUSE
WASHINGTON

Bill Tennino

Please file as
appropriate
R.F.



SECRETARY OF THE ARMY
WASHINGTON

6 September 1974

Dear Mr. President:

This is in further response to your telephone call asking my evaluation of General Abrams' replacement as Army Chief of Staff.

Because of the personal nature of your call and the sensitivity of the subject, this letter is being sent directly to you without the normal coordination with the Office of the Secretary of Defense.

The Army is at a critical juncture. We are not only rebuilding after Vietnam, but we are also going through some rather fundamental changes in outlook, leadership techniques, organizational and command arrangements, materiel development and procurement procedures, and in training and readiness concepts. General Abrams understood all this. He had a vision of a tougher, leaner, more hard-hitting Army with tighter discipline and superb leadership. He understood how to tug ever so gently, or as violently as necessary, on each rein to elicit just the right response from each participant. The Army is moving now in a disciplined, deliberate, forthright way to accomplish each of those actions necessary to realize the larger goal. Under Abe, everybody concerned believed. I hold no illusions about finding another such man to fill his shoes.

Whoever his successor may be, he must realize that he will be compared to a man who became a legend in the Army in his own lifetime, a man who adhered to the system while changing it, a man of unquestioned integrity and dedication, an unpretentious man whose humility and self-effacing qualities elicited fierce loyalty throughout the Army. Whoever his successor, he will have a tough job with comparisons inevitably unflattering.

The two men we discussed for this critical post were General Fred Weyand and General Al Haig. I offer my views on each with the idea of assisting you with your difficult task of selection, but

hasten to add that the Army will fully support whatever your decision may be.

General Weyand would obviously be the Army's choice. He has performed every task assigned with distinction, all within the system. He is known and respected throughout the Army. For the past few years he has been Abe's closest advisor. He would execute Abe's programs with the full and unreserved support of the Army's leadership. Abe is clearly perceived to be the best and most loved Chief of Staff of the Army since George Marshall. Fred Weyand is sensitive to this perception and is capable of subjugating his personality so as to capitalize on this aspect of his task without losing the moral force or personal drive essential for effectiveness.

As a former Chief of Legislative Liaison, as well as Vice Chief of Staff, Fred has strong Congressional support. He is well known and respected by the leadership of the Committees we deal with as well as by a great many of the individual members. As an ROTC graduate, he would be especially good at building our Reserve forces and molding them into the framework of the Army's readiness requirements.

He has a fine combat record. He is articulate, loyal to you and to the Army. The Army would unquestionably make progress under his leadership. I have attached a summary of his career.

General Haig is brilliant, imaginative, innovative, hard working and truly effective in moving the bureaucracy. These are qualities the Army can always use more of in its senior leadership. They are not, however, the predominant qualities demanded at this point. Those qualities which would promote continuity and equilibrium, while maintaining the drive and push for substantive excellence which is Abe's legacy, are more important now. These are the qualities Fred Weyand embodies, along with a healthy share of Al Haig's brilliance. On a personal note, I emphasize my high regard for Al. My relations with him have always been warm and cordial. I envision no personal difficulty in working with him in a close and effective manner.

Al would start with an obvious hardship. Many in the Army have resented his rise from colonel to 4-star rank during the period he served in the White House. The resentment is due to the perception of many that the promotions were based on political influence rather than military performance. This concern is more substantive than the expected petty jealousies. Al's career has not embraced broad logistical concerns, installation management or command above the brigade level. I recognize that Al would be able to overcome much of this in a relatively short time. However, Al's effectiveness could be hampered until he demonstrated professional acumen in these areas with which he is perceived to be unfamiliar.

Far more significant, however, is the possible deep resentment within the Army of his returning to the Army as the Chief of Staff after having served in a political capacity. The feeling could be exaggerated by the awe with which the position of Chief of Staff is viewed within the Army. It is held sacred. To some, the appointment of Al as Chief of Staff would be viewed as an alternative to his proposed assignment to NATO made necessary by press accounts of NATO opposition. In the Army's eyes, the NATO command is of lesser importance than the position of Chief of Staff. The appointment of any officer as Chief of Staff who has been objected to by NATO could be interpreted as not in the Army's best interests, and possibly as a first step in politicizing the Army.

In the Army's history we have never had a Chief of Staff who has come from outside the system. To be sure, the list includes a wide range of abilities and career patterns, but none approximate the extreme of Al Haig's rise to prominence outside the Army. The closest parallel would be General Maxwell D. Taylor who was recalled to active duty by President Kennedy to be Chairman of the Joint Chiefs. However, he had attained the position of Army Chief of Staff under President Eisenhower by advancement totally within a pattern of typical military assignments. When designated Military Advisor to President Kennedy, General Taylor was not perceived to be involved in politics, certainly not partisan politics, and certainly not to the extent of Al Haig's involvement. Even so, he had his own problems eliciting the loyalty, trust and confidence of the other Chiefs when he returned to

the fold. The Army Chief of Staff is not so well insulated as the Chairman of the Joint Chiefs. His position requires far more personal leadership and the ability to lead by personal charisma, moral force, and unstated, but real, moral elevation. Al's brilliant performance as White House Chief of Staff, a performance for which this Nation is indeed indebted, might preclude his ability to capture the support essential to effectiveness as Chief of Staff. The initial resistance in the Army could be strong, perhaps even bitter.

The same resistance could be expected from the Congress and, I believe, from the public. This resistance could become extremely strong. So far those who would like to attack your Administration before the November election haven't found much to attack. They could settle on this. If the attackers are mostly partisan politicians, they will hurt little. However, to the extent they reflect a deep-seated national feeling of belief in the Army and its traditional, rigid dissociation with politics, it will be meaningful. The furor would probably not die out quickly, since the Senate confirmation hearings would keep it before the public. Obviously, you would want to win the support of Senator Stennis. If he can be counted on to strongly support the move, he could be most helpful. However, initial, and tentative, contacts by his staff indicate that Senator Stennis supports Fred Weyand.

How the appointment would be presented would be most important. I feel the announcement should emphasize General Haig's combat record and his reluctance to give up his Army career, rather than his service to Kissinger and Nixon. It should show that he is the Army's man, coming back home.

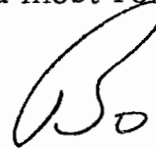
If General Haig is appointed Chief of Staff of the Army, he should expect and understand the possibility of resentment and counter it with an attitude of genuine humility and by demonstrating a willingness to work strictly within the Army's institutional system. In spite of the strong resentment, initially, the prevailing Army attitude would be "wait and see" following his appointment. It is important that they respect and identify with what they see as they watch.

I assure you, Mr. President, without any reservation, that whatever your decision I will support it wholeheartedly. Not only

will I personally support it but I will make it my business to explain and enthusiastically present your decision to the Army's senior military and civilian leadership. I am positive that I can obtain their full and unmitigated professional support. It is the commitment of their collective souls that will determine the direction and velocity of the Army in the years ahead. This greater commitment is one the man you appoint must ultimately earn for himself.

I have attempted to candidly and openly lay out the issues as I see them and am available for any task you deem appropriate to assist you with this tough decision and with the follow-on confirmation and effective integration into the Army structure.

Sincerely and most respectfully,



Howard H. Callaway

Inclosures

The President

The White House





BIOGRAPHY

UNITED STATES ARMY OFFICE, CHIEF OF INFORMATION DEPARTMENT OF THE ARMY

CURRENT AS OF: ~~January~~ ^{August} 1974

GENERAL FRED C. WEYAND
VICE CHIEF OF STAFF, U.S. ARMY

General Fred C. Weyand was born in Arbuckle, California, 15 September 1916. He was commissioned a second lieutenant on graduation from the University of California in 1938 and entered on active duty in December 1940. In 1944 and 1945 he was assigned to various units in China, Burma and India.

After World War II, his assignments included duty with the War Department; Headquarters, US Army, Pacific; Joint Task Force 7; and the staff of the Commander in Chief, Pacific.

During the Korean conflict, he served with the 3rd Infantry Division in Japan and Korea in 1950 and 1951.

In 1954 following duty as an instructor at the Infantry School, he was assigned to the Office of the Secretary of the Army.

From 1958 to 1960, General Weyand was assigned in West Berlin as Commanding Officer, 3rd Battle Group, 6th Infantry; as assistant to the U.S. Commander, Berlin; and in France as Chief of Staff, U.S. Army Communications Zone. He then served as Chief of Legislative Liaison at Department of the Army.

From 1964 to 1967 General Weyand commanded the 25th Infantry Division in Hawaii and South Vietnam. In May 1967, he assumed command of II Field Force Vietnam. In late 1968 he became Chief, Office of Reserve Components. In 1969 and early 1970 he was Military Advisor to the Chairman, U.S. Delegation, U.S. Embassy, Paris, France.

Following brief service in mid-1970 as Assistant Chief of Staff for Force Development, Department of the Army, he returned to Vietnam as Deputy Commander, U.S. Military Assistance Command Vietnam. In June 1972 he was appointed Commander, USMACV.

In March 1973, after withdrawal of U.S. forces from the Republic of Vietnam, he assumed command of the United States Army, Pacific. General Weyand was sworn in as the Vice Chief of Staff of the Army on 1 August 1973.

PERSONAL DATA

Date and Place of Birth: 15 September 1916, Arbuckle, California

Parents: Mr. and Mrs. Fred C. Weyand
(Father deceased)

Marriage: Date: 20 September 1940
Wife: Arline Langhart Weyand.
Children: Robert C.
Carolyn Ann
Nancy Diane

EDUCATION

University of California - AB Degree - 1939
Command and General Staff School - 1942
Coast Artillery School - 1943
Task Force Officers School - 1944
Advanced Infantry Officers Course - 1950
Armed Forces Staff College - 1953
National War College - 1958

CHRONOLOGICAL LIST OF PROMOTIONS

	<u>TEMP</u>	<u>PERM</u>
Second Lieutenant 6 May 38 (ORC)	6 Dec 40	
First Lieutenant	25 Jun 41	28 Jun 46
Captain	1 Feb 42	1 Jul 48
Major	17 Nov 42	2 Jul 53
Lieutenant Colonel	4 Mar 45	15 Sep 61
Colonel	20 Jul 55	15 Sep 66
Brigadier General	29 Jul 60	16 Aug 68
Major General	1 Nov 62	16 Aug 68
Lieutenant General	16 Aug 68	
General	31 Oct 70	

CHRONOLOGICAL LIST OF ASSIGNMENTS

	<u>FROM</u>	<u>TO</u>
USAR Inactive	May 38	Nov 40
S1, 6th Artillery Regiment (CA)	Dec 40	Jun 42
Command and General Staff School, Fort Leavenworth, Kansas	Jul 42	Aug 42
S1, Harbor Defense Command, San Francisco, California	Sep 42	Dec 43
Office of G2, War Department General Staff, Washington, DC	Jan 44	Apr 44
Assistant Chief of Staff, G2, US Army Forces, China-Burma-India Theater	May 44	Feb 45
HQ China Theater, Chungking	Mar 45	Sep 45

CHRONOLOGICAL LIST OF ASSIGNMENTS (CONT.)

	<u>FROM</u>	<u>TO</u>
Military Branch, Military Intelligence Service, War Department	Oct 45	Jul 46
Assistant Chief of Staff, G2, US Army Forces, Middle Pacific	Aug 46	Aug 49
Student Training Regiment, The Infantry School, Fort Benning, Georgia	Sep 49	Jul 50
Deputy Chief of Staff, 3d Infantry Division, Korea	Aug 50	Dec 50
Battalion Commander, 7th Infantry Regiment, Korea	Jan 51	Jul 51
Assistant Chief of Staff, G3, 3d Infantry Division, Korea	Aug 51	Dec 51
Committee Chairman, Tactical and Academic Depart- ments, The Infantry School, Fort Benning, Georgia	Jan 52	Jan 53
Armed Forces Staff College, Norfolk, Virginia	Feb 53	Jul 53
Military Assistant, Office of the Assistant Secretary of the Army (Financial Management), Washington, D.C.	Aug 53	Jul 54
Military Assistant and Executive to Secretary of the Army	Aug 54	Jul 57
National War College, Washington, D.C.	Aug 57	May 58
Commander, 3d Battle Group, 6th Infantry, USAREUR	Jun 58	Dec 59
Office of the US Commander, Berlin	Jan 60	Jun 60
Chief of Staff, USAREUR (REAR)/COMZ	Jul 60	Apr 61
Deputy Chief of Legislative Liaison, DA	Apr 61	Aug 62
Chief of Legislative Liaison, OSA	Sep 62	Aug 64
Commanding General, 25th Infantry Division, Schofield Barracks, Hawaii	Aug 64	Mar 66
Commanding General, 25th Infantry Division, Vietnam	Mar 66	Mar 67
Deputy Commanding General, II Field Force, US Military Assistance Command, Vietnam	Mar 67	May 67
Acting Commanding General, II Field Force, USMACV	May 67	Jun 67
Commanding General, II Field Force, US Army, Vietnam	Jul 67	Jul 68
Chief, Office of Reserve Components, USA, Washington, D.C.	Aug 68	Mar 69
Military Advisor to the Chairman of the US Delegation, US Embassy, Paris, France	Mar 69	Jun 70
Assistant Chief of Staff for Force Development, US Army, Washington, D.C.	Jun 70	Aug 70
Deputy Commander, USMACV	Sep 70	Jun 72
Commander, USMACV	Jun 72	Mar 73
Commander in Chief, US Army, Pacific	Mar 73	Jul 73
Vice Chief of Staff, U.S. Army	Aug 73	

LIST OF CITATIONS AND DECORATIONS

Distinguished Service Cross
Distinguished Service Medal (2 OLC)
Silver Star

LIST OF CITATIONS AND DECORATIONS (CONT.)

Legion of Merit (OLC)
Bronze Star Medal with V Device (OLC)
Air Medal (9 Awards)
Joint Service Commendation Medal
Army Commendation Medal (OLC)
Gallantry Cross w/Palm (5 Palms)
National Order of Vietnam, 1st Class
National Order of Vietnam, 3d Class
National Order of Vietnam, 4th Class
National Order of Vietnam, 5th Class
Distinguished Unit Citation
Meritorious Unit Citation
South Korean Presidential Citation
Order of Military Merit, Eulji (Korea)
Order of Sikatuna, Rank of Maginoo (Philippines)
Order of Knight Grand Cross, First Class (Thailand)
American Campaign Medal
American Defense Service Medal
Asiatic-Pacific Campaign Medal
World War II Victory Medal
Army Occupation Medal (Japan and Berlin)
Korean Service Medal (5 Campaigns)
National Defense Service Medal (OLC)
United Nations Service Medal
Vietnam Service Medal (9 Campaigns)
Republic of Vietnam Campaign Medal w/60 Device

BADGES

Combat Infantryman Badge
General Staff Identification Badge
Joint Chiefs of Staff Identification Badge

CURRENT AS OF: AUGUST 1974

BIOGRAPHY
GENERAL FRED C. WEYAND
VICE CHIEF OF STAFF, U. S. ARMY

General Fred C. Weyand was born in Arbuckle, California, 15 September 1916. He was commissioned a second lieutenant on graduation from ROTC at the University of California in 1938 and entered on active duty in December 1940. In 1944 and 1945 he served successively in India, Burma and China.

After World War II, his assignments included duty with the War Department where he was head of the Military Intelligence Division; Headquarters, U.S. Army, Pacific; Joint Task Force 7 which conducted atomic experiments in the Pacific Ocean area; and the staff of the Commander in Chief, Pacific.

During the Korean conflict, he served with the 3d Infantry Division in 1950 and 1951 as a battlefield commander and operations officer.

In 1954 following duty as tactics instructor at the Infantry School, he was assigned to the Office of the Secretary of the Army where he served as principal assistant to the civilian head of the Army.

From 1958 to 1960, General Weyand was assigned in West Berlin as a commander of U.S. troops, then as special assistant to the U.S. Commander, Berlin, and finally in France as Chief of Staff for the principal Army staff officer dealing with the Congress.

From 1964 to 1967 General Weyand commanded the 25th Infantry Division in Hawaii and South Vietnam. In May 1967, he assumed command of II Field Force which comprised the major portion of U.S. Army forces in Vietnam and included the contingents from Australia, New Zealand and the Phillipines. In late 1968 he coordinated Army Reserve and National Guard activities in the United States. In 1969 and early 1970 he served as Military Advisor to Ambassador Henry Cabot Lodge, the Chairman of the U.S. Delegation engaged in the early stages of negotiation with the Hanoi Delegation in Paris, France.

Following brief service in Washington in mid-1970 as the officer responsible for the development of U.S. Army forces, he returned to Vietnam as Deputy Commander of the U.S. Military Assistance Command.

In June 1972 he was appointed Commander, USMACV, and was responsible for the final disengagement and return of U.S. forces to the United States.

In March 1973, after withdrawal of U.S. forces from the Republic of Vietnam, he assumed command of the United States Army, Pacific. General Weyand was sworn in as the Vice Chief of Staff of the Army on 1 August 1973.

RESUME OF SERVICE CAREER

As of August 1974

of

FREDERICK CARLTON WEYAND, General, 565-01-7616

DATE AND PLACE OF BIRTH: 15 September 1916, Arbuckle, CaliforniaYEARS OF ACTIVE SERVICE: Over 32PRESENT ASSIGNMENT: Vice Chief of Staff, Office, Chief of Staff, Army
Washington, D. C.MILITARY SCHOOLS ATTENDED

The Coast Artillery School, Advanced Course
 The Infantry School, Advanced Course
 United States Army Command and General Staff College
 Armed Forces Staff College
 The National War College

EDUCATIONAL DEGREES

University of California - AB Degree - Criminology

MAJOR PERMANENT DUTY ASSIGNMENTS (Last 10 years)

	<u>From</u>	<u>To</u>
Deputy Chief, later Chief of Legislative Liaison, Office of the Secretary of the Army, Washington, D.C.	Apr 61	Aug 64
Commanding General, 25th Infantry Division, United States Army, Pacific-Hawaii	Sep 64	Mar 66
Commanding General, 25th Infantry Division, United States Army, Pacific-Vietnam	Apr 66	Feb 67
Deputy Commanding General, II Field Force, United States Army, Pacific-Vietnam	Mar 67	May 67
Commanding General, II Field Force, United States Army, Pacific-Vietnam	May 67	Aug 68
Chief, Office of Reserve Components, United States Army, Washington, D.C.	Sep 68	Mar 69
Military Advisor, United States Peace Delegation, Paris, France	Mar 69	Jun 70
Assistant Chief of Staff for Force Development, United States Army, Washington, D.C.	Jun 70	Aug 70
Deputy Commander, United States Military Assistance Command, Vietnam	Sep 70	Jun 72
Commander, United States Military Assistance Command, Vietnam (also Commanding General, United States Army, Vietnam, United States Army, Pacific-Vietnam from Jun 72 to Oct 72)	Jun 72	Mar 73
Commander in Chief, United States Army, Pacific	Mar 73	Aug 73
Vice Chief of Staff, Office, Chief of Staff, Army, Washington, D. C.	Aug 73	

FREDERICK CARLTON WEYAND, General, 565-01-7616

<u>PROMOTIONS</u>	<u>DATES OF APPOINTMENT</u>		
	<u>Temporary</u>	<u>Permanent</u>	<u>Other (ORC)</u>
2LT			6 Mar 38
1LT		28 Jun 46	24 Jun 41
CPT	4 Apr 42	15 Jul 48	
MAJ	17 Nov 42	2 Jul 53	
LTC	4 Mar 45	15 Sep 61	
COL	20 Jul 55	15 Sep 66	
BG	1 Aug 60	11 Sep 68	
MG	1 Nov 62	24 Apr 70	
LTG	1 Jul 67		
GEN	1 Nov 70		

MEDALS AND AWARDS

Distinguished Service Cross

Distinguished Service Medal (with 2 Oak Leaf Clusters)

Silver Star

Legion of Merit (with Oak Leaf Cluster)

Bronze Star Medal with V Device (with Oak Leaf Cluster)

Air Medal (19 Awards)

Joint Service Commendation Medal

Army Commendation Medal (with Oak Leaf Cluster)

Combat Infantryman Badge

SOURCE OF COMMISSION: ROTC

THE WHITE HOUSE

WASHINGTON

October 12, 1974

ADMINISTRATIVE CONFIDENTIAL

MEMORANDUM FOR:

BILL TIMMONS

FROM:

JERRY JONES 

The President asked you to file the attached. However, you may prefer that we keep this in our secure files here. It's your choice - but please let me know.

Attachments

cc: Don Rumsfeld