

The original documents are located in Box 42, folder “Personnel - White House Rumsfeld, Donald” of the Philip Buchen Files at the Gerald R. Ford Presidential Library.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Gerald R. Ford donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
Presidential Libraries Withdrawal Sheet

WITHDRAWAL ID 01489

REASON FOR WITHDRAWAL Donor restriction
TYPE OF MATERIAL Memo(s)
CREATOR'S NAME Buchen, Philip
RECEIVER'S NAME Lazarus, Ken
DESCRIPTION Confidential statement of Donald
Rumsfeld's employment and financial
interests. With attachments.
CREATION DATE 11/20/1974
COLLECTION/SERIES/FOLDER ID . 001900449
COLLECTION TITLE Philip W. Buchen Files
BOX NUMBER 42
FOLDER TITLE Personnel - White House: Rumsfeld,
Donald
DATE WITHDRAWN 08/25/1988
WITHDRAWING ARCHIVIST LET

January 18, 1975

MEMORANDUM FOR: Ken Lazarus
FROM: Phil Buchen

Am returning unused your proposed memo for me to send Don Rumsfeld. He is no longer a co-trustee of the trust containing minor holdings of securities in AT&T and IBM, and John Robeson as his attorney has undertaken to have the remaining trustees "blind" all aspects of their trust management from Don Rumsfeld even though he is still a contingent remainder beneficiary.

Therefore, I believe there is now full compliance with the suggestion made in the second paragraph of the Scalia memo for insulating this official. Accordingly, Don should have his clearance promptly recorded.

Enclosure

~~WE~~ PWB:bw



Tuesday 1/14/75

4:05 On the Rumsfeld conflict of interest statement,
Ken said you wanted to talk with John Robson about the
trusteeships.

*I have and
am awaiting the
will draft thru*



THE WHITE HOUSE

WASHINGTON

January 8, 1975

MEMO FOR:

PHIL BUCHEN

FROM:

KEN LAZARUS KQ

The attached memo is for your signature.



THE WHITE HOUSE

WASHINGTON

January 8, 1975

MEMORANDUM FOR: DONALD RUMSFELD

FROM: PHILIP BUCHEN

SUBJECT: Conflict of Interest Review

The only potential problems arise from the trust holdings of AT&T and IBM. A blind trust does not appear practical to insulate you from these holdings. Nor does a waiver, as recommended by Justice, appear desirable. In the event that you were to participate in a decision affecting either one of these companies individually, such as an antitrust suit, major contract award, support of a claim against a foreign government, or subsidy, the fact that you have any interest at all could carry the appearance of impropriety.

The safest course would be to make no change in your relationship to these holdings, but refrain from making recommendations or otherwise participating in any matter specifically concerning either company. Such cases should arise rarely, if at all, and disqualification is not required for general recommendations that impact only indirectly on these companies and do not differentiate them from others in the same industry.

This completes your various clearances. Kindly advise if my recommended course of action regarding your conflicts clearance is acceptable in order that the appropriate forms may be filed with the Staff Secretary.



*Rumsfeld
Conflict of
Interest*

January 18, 1975

MEMORANDUM FOR: Ken Lazarus
FROM: Phil Buchen

Am returning unused your proposed memo for me to send Don Rumsfeld. He is no longer a co-trustee of the trust containing minor holdings of securities in AT&T and IBM, and John Robeson as his attorney has undertaken to have the remaining trustees "blind" all aspects of their trust management from Don Rumsfeld even though he is still a contingent remainder beneficiary.

Therefore, I believe there is now full compliance with the suggestion made in the second paragraph of the Scalia memo for insulating this official. Accordingly, Don should have his clearance promptly recorded.

Enclosure

ME PWB:bw



Tuesday 1/14/75

4:05 On the Rumsfeld conflict of interest statement,
Ken said you wanted to talk with John Robson about the
trusteeships.

*I have and
am awaiting
will redraft this*



THE WHITE HOUSE

WASHINGTON

January 8, 1975

MEMO FOR: PHIL BUCHEN

FROM: KEN LAZARUS **KQ**

The attached memo is for your signature.



THE WHITE HOUSE

WASHINGTON

January 8, 1975

MEMORANDUM FOR: DONALD RUMSFELD

FROM: PHILIP BUCHEN

SUBJECT: Conflict of Interest Review

The only potential problems arise from the trust holdings of AT&T and IBM. A blind trust does not appear practical to insulate you from these holdings. Nor does a waiver, as recommended by Justice, appear desirable. In the event that you were to participate in a decision affecting either one of these companies individually, such as an antitrust suit, major contract award, support of a claim against a foreign government, or subsidy, the fact that you have any interest at all could carry the appearance of impropriety.

The safest course would be to make no change in your relationship to these holdings, but refrain from making recommendations or otherwise participating in any matter specifically concerning either company. Such cases should arise rarely, if at all, and disqualification is not required for general recommendations that impact only indirectly on these companies and do not differentiate them from others in the same industry.

This completes your various clearances. Kindly advise if my recommended course of action regarding your conflicts clearance is acceptable in order that the appropriate forms may be filed with the Staff Secretary.



NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
Presidential Libraries Withdrawal Sheet

WITHDRAWAL ID 01490

REASON FOR WITHDRAWAL Donor restriction
TYPE OF MATERIAL Memo(s)
CREATOR'S NAME Rusmfeld, Donald
RECEIVER'S NAME Buchen, Philip
DESCRIPTION Confidential Statement of Employment
and Financial Interests. With
attachments.
CREATION DATE 11/26/1974
COLLECTION/SERIES/FOLDER ID . 001900449
COLLECTION TITLE Philip W. Buchen Files
BOX NUMBER 42
FOLDER TITLE Personnel - White House: Rumsfeld,
Donald
DATE WITHDRAWN 08/25/1988
WITHDRAWING ARCHIVIST LET

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
Presidential Libraries Withdrawal Sheet

WITHDRAWAL ID 01491

REASON FOR WITHDRAWAL Donor restriction
TYPE OF MATERIAL Memo(s)
CREATOR'S NAME Rumsfeld, Donald
RECEIVER'S NAME Buchen, Philip
DESCRIPTION Personal financial information. With
attachment.
CREATION DATE 01/27/1975

COLLECTION/SERIES/FOLDER ID . 001900449
COLLECTION TITLE Philip W. Buchen Files
BOX NUMBER 42
FOLDER TITLE Personnel - White House: Rumsfeld,
Donald
DATE WITHDRAWN 08/25/1988
WITHDRAWING ARCHIVIST LET

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
Presidential Libraries Withdrawal Sheet

WITHDRAWAL ID 01492

REASON FOR WITHDRAWAL Donor restriction

TYPE OF MATERIAL Letter(s)

CREATOR'S NAME Wiley, Richard A.

RECEIVER'S NAME Stennis, John

DESCRIPTION Personal financial information.

CREATION DATE 10/16/1975

COLLECTION/SERIES/FOLDER ID . 001900449

COLLECTION TITLE Philip W. Buchen Files

BOX NUMBER 42

FOLDER TITLE Personnel - White House: Rumsfeld,
Donald

DATE WITHDRAWN 08/25/1988

WITHDRAWING ARCHIVIST LET

Monday 11/3/75

11:30 Ken will send over Don Rumsfeld's file. He had a full-field investigation in 1972 and it was updated recently. He set up a blind trust so he thinks he's O.K.

They have started a full-field on Bush and they will probably ask you for a waiver. Last full-field was 1970.

attached



Monday 11/3/75

Rumsfeld
Donald

11:30 Ken will send over Don Rumsfeld's file. He had a full-field investigation in 1972 and it was updated recently. He set up a blind trust so he thinks he's O.K.

They have started a full-field on Bush and they will probably ask you for a waiver. Last full-field was 1970.



THE WHITE HOUSE
WASHINGTON

Rumsfeld
Donald

November 3, 1975

MEMORANDUM FOR: DONALD RUMSFELD

FROM: PHILIP BUCHEN *P.*

After checking the attached agreement which you had earlier signed, I find it relates only to your tenure as Assistant to the President. Therefore, I suggest you have executed the attached proposed amendment prior to your appearance before the Committee of the Senate which will review your nomination.

Attachment



AMENDMENT TO
NON-DISCLOSURE AGREEMENT

November , 1975

The undersigned, having entered into a non-disclosure agreement on January 27, 1975, do hereby amend the same by eliminating from the operative provisions of said agreement the words "the office of Assistant to the President of the United States" and inserting in place thereof, "any appointive federal office."

Jeannette H. Rumsfeld

Joan R. Ramsay

Donald H. Rumsfeld





GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

WASHINGTON, D. C. 20301

November 4, 1975

MEMORANDUM FOR Mr. Philip W. Buchen, Counsel to the President

Pursuant to our conversation, I enclose as illustrative of the forms expected by the Senate Armed Services Committee (1) a biographical sketch for Mr. Richard A. Wiley and (2) his letter to the Chairman of the Committee.

The first page of the letter must be redone because it may not be dated prior to appointment. It must, however, be submitted a day or two prior to the date of the hearing of the appointment.

For Mr. Rumsfeld, somewhere in the middle of the letter, before the listing of the directorships, he might insert a paragraph relating to his contingent remainder interest in the trust of which his mother is the current beneficiary.

Also, the Wiley letter states "I currently hold no stock in any corporation." In the event that the nominee has stocks, they should be listed in total, regardless of the amounts (but without indicating the amounts). This list of stocks is then checked against the statistical list of the Department of Defense, on which are recorded all companies having one or more contracts in the amount of \$10,000, or more. Any stock in a company which appears on the list, other than a regulated public utility, is marked with an asterisk, and after the listing, there is a recitation that the items marked by an asterisk appear on the Department of Defense Statistical List, and if confirmed by the Senate, the appointee will dispose of these within the customary 60 days.

The Committee does not require divestiture of shares in regulated public utilities because officials cannot exercise much influence on demand or price. It is customary to mark these with a double asterisk and an additional recitation is made to the effect that the companies marked with a double asterisk are regulated public utilities, and in accordance with the practice of the Committee, these items will be retained with the approval of the Committee.



It might be noted that widely-diversified, broadly-held mutual funds, or regulated investment trusts, also may be held by the appointee because he is insulated from the actual company in which the fund or trust holds the shares.

The financial interest letter should be submitted in an original and courtesy copy. The biographical sketch should be submitted in 50 copies. These may be delivered to Ed Braswell, the Committee Counsel, who will review them in advance to assure their acceptability. You may wish to have these delivered by your White House Liaison or Defense Liaison. You may want to deal with Ed Braswell directly. He is very helpful.

If there is anything further that you need, please give me a ring.



L. Niederlehner
Acting General Counsel

Enclosures



OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

EXCHANGE OF REMARKS
BETWEEN THE PRESIDENT
AND
DONALD RUMSFELD
AT THE
SWEARING-IN CEREMONY
OF
DONALD RUMSFELD
AS
SECRETARY OF DEFENSE

THE DEPARTMENT OF DEFENSE

11:10 A.M. EST

THE PRESIDENT: Mr. Clements, Secretary-designate Rumsfeld, Mrs. Rumsfeld, Mr. Justice Stewart, Mr. Vice President General Brown, distinguished guests, ladies and gentlemen:

We are assembled here today to swear in as the Secretary of Defense one of the most dedicated, talented public servants it has been my privilege to know in 27 years of public life.

A friend once asked him to give a thumbnail description of Don Rumsfeld's work pattern, and he said it could be summed up in two very simple statements: One, Don works at a stand-up desk, and two, his staff does not work at stand-up desks, but they do very little sitting down.

Don Rumsfeld, in a series of challenging legislative and administrative capacities, has demonstrated beyond question his ability to grasp the complexity of issues and organizations, to work tirelessly and effectively at whatever task may engage him, and to serve his country faithfully and well.

As a Member of Congress from Illinois, he demonstrated the unique talent for staying in tune with the will of the people that he served, for representing their interests with fidelity and with courage, and for winning the confidence and respect of his fellow Members of the Congress.

As head of the Office of Economic Opportunity, and later as Director of the Cost of Living Council, he exhibited the organizational and leadership abilities which have characterized his career in public service.

MORE



In these varied posts, he has also shown great awareness of and compassion for the social and economic needs of our Nation. That awareness and that compassion accompany him here.

As the United States Ambassador to NATO, he demonstrated a strong commitment to a strong defense for America and our allies in Western Europe. His service as Ambassador was distinguished by a strengthening of the commitment to Atlantic security and by his own diplomatic skills, which he successfully employed in a very extensive and a very important post.

As my Assistant at the White House, he has shown that he is a man of near inexhaustible energy, a man to take charge of a situation very quickly, forcefully and efficiently, and a man with a wide variety of gifts and interests and expertise.

Don Rumsfeld knows, as I know, that a strong national defense for America is the surest guardian of our Nation's independence and peace throughout the world. He knows, as I know, as everyone in this Administration knows, that it is the certainty of America's military strength that makes possible our negotiations for peaceful cooperation with other great powers of the world. He knows, as I know, that the price of that strength and security is high, but it is a price that must be paid, for the price is never greater than the worth of a strong defense.

You all know where I stand on defense. All of those who say they are for a strong defense and a strong foreign policy should join with me, the Secretary of Defense and the Secretary of State to maintain adequate defense projects in the Congress.

As I have said before, a military capability second to none permits us to act firmly and successfully in foreign policy around the world and in defense of our national interest.

As Don begins his new duties and assumes this new challenge, he does so with my personal best wishes and my thanks for accepting a very difficult and demanding assignment. Don Rumsfeld has my complete confidence and trust. He will earn that of the Nation and the Department of Defense because he will do a superb job as our new Secretary of Defense.

It is my pleasure to introduce for swearing in by Mr. Justice Stewart the 13th Secretary of Defense-designate, the Honorable Donald H. Rumsfeld.

(Justice Potter Stewart administered the oath of office.)

MORE



SECRETARY RUMSFELD: Mr. President, Mr. Vice President, Mr. Justice Stewart, members of the Cabinet, Members of the Congress, Mr. Deputy Secretary, General Brown and the Joint Chiefs of Staff, members of the Armed Services and the Department of Defense, honored guests:

Profoundly respectful of the leadership provided by the 12 good men who have served as Secretary of Defense I pledge to you, Mr. President, and the American people my full efforts to meet the high standards demanded by the responsibilities of this office.

These are times of stress for nations devoted to the principles of self-government, constitutional procedures, the secret ballot, the right to fair trial and the rights of free speech, of free press and the free practice of religion. These are times when the principles that characterize political decency are threatened and when democratic leadership everywhere is challenged.

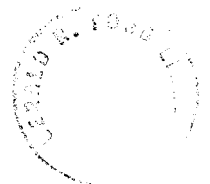
Once again we are living the lesson that it is not easy for free people to govern themselves. It is essential, in fact critical, for the survival of political liberty that we teach ourselves -- for there are no other teachers -- how to govern and defend ourselves in our new and changing circumstances.

No one knows the answers to all of the problems of the survival of free Government, but there are some guideposts. One essential ingredient of self-government is trust and it works in two directions. Each public official in America has his power from the people and from no other source. That power is entrusted under specified terms as the people determine to be used only for the good of the people. This is what is meant when it is said that trust is the foundation of self-government, and trust must be earned. Certainly, officials must use their own judgment often but ultimately the people must judge and it is up to them whether policies and programs stand or fall.

On this base of public trust rests our prospects for success. Our national cohesion and purpose are the source of our leadership in the world with friends, allies, uncommitted nations and potential adversaries.

The dangers of misperception are obvious and grave. Consider, for example, that widely misunderstood word "detente." To some, detente means that peace is close at hand and that we can cease our efforts to be strong and vigilant.

MORE



Others suspect it means giving advantages to potential adversaries without gaining corresponding benefits. To some of our allies, detente is a sign of hope, to others a sign of danger. This borrowed word "detente" means literally relaxation of tension. No one seeks to relax tension that does not exist. Detente must be seen for what it is, a word for the approach we use in relations with nations who are not our friends, who do not share our principles, whom we are not sure we can trust and who have military power and have shown an inclination to use it to the detriment of freedom.

With such nations, with vigilance and due caution, with our eyes open, we test to see if there are ways to reduce confrontations, to lessen dangers, to put affairs on a somewhat less precarious footing, to see if there might not be some interests that we share, never forgetting that in many basic things we are fundamentally opposed. On this there should be no doubt.

Finally, I would make four points: First, the safety of the American people and the hopes for freedom throughout the world demand a defense capability for the United States of American second to none. I am totally dedicated to that mission.

Second, we are rightly proud of the Armed Forces older than our Nation itself, and I will seek to strengthen that sense of pride among us all. We were born as a Nation out of military struggle. We owe our national life to men and women who had the will to fight for independence. The competence and dedication of their successors in today's Armed Forces will be drawn upon fully.

Third, that special kind of American military professionalism that is devoted to the constitutional principle of civilian control so fundamental to the political freedom in this country is a model for the world. One who has served in the Congress knows how indispensable it is that the defense of our country be a bipartisan and shared responsibility.

Finally, Let there be no doubt among us or in the world at large that the continuity of American policy can be relied upon by friend and foe alike. Our defense policies are geared to the interests of this Nation.

Mr. President, members of the Department of Defense, I look forward to working with you. American must pursue its goal, as it has throughout almost 200 years, as a guardian of liberty and a symbol by example and deed in the service of freedom.

END

(11:37 P.M. EST)

