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[June 1975]

MEMORANDUM FOR CORRESPONDENTS

STATEMENT BY SECRETARY OF THE ARMY HOWARD H. CALLAWAY

As you know, President Ford has announced that I will serve as his Campaign Manager for the 1976 election. To me this is indeed an honor to be chosen for such a challenging task. When I take on that job in a few weeks I will be totally committed to running an open, candid, and straightforward campaign.

Until then it will be inappropriate for me to comment in any way on my opinions and plans for the campaign. Therefore, I must decline any requests for public appearances or meetings with representatives of the news media dealing with that subject or my future capacity.

In the meantime I will continue wholeheartedly as Secretary of the Army and work toward completing several important Army programs that are underway. In the short time remaining I will continue my efforts to give the American people the highest quality Army in history and the best combat ready fighting force in any peace time period.

I do plan to have here in the Pentagon a final news conference as Secretary of the Army and will set the date and time as soon as I can.

SAD

*Approved June 18
1975*

BIOGRAPHICAL DATA

Howard H. "Bo" Callaway

Howard H. Callaway was appointed Secretary of the Army on May 11, 1973. Prior to his appointment he was President of Interfinancial, Inc., in Atlanta, Georgia and Chairman of the finance committee of Gardens Services, Inc., in Pine Mountain, Georgia. During the 89th Congress (1965-1967) he represented Georgia's Third Congressional District and in 1966 he was a candidate for Governor of Georgia.

Secretary Callaway was born on April 2, 1927, in La Grange, Georgia. He attended the Georgia Institute of Technology and received his B.S. degree from the U.S. Military Academy at West Point, N.Y. in 1949. From 1949 to 1952 he served as an officer in the U.S. Army.

During 1967-68, Secretary Callaway served as President of the Young Presidents Organization. He is a former member of the Advisory Commission on Intergovernmental Relations and the Board of Regents of the University System of Georgia.

Secretary Callaway is married to the former Elizabeth Walton. They have two daughters and three sons.

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Draft Statement By The Press Secretary

The President has asked Secretary of the Army Bo Callaway to become the Chairman of his Re-Election Campaign. Secretary Callaway has agreed, and will be submitting his resignation as Secretary of the Army in the near future. He will take over his responsibilities as Campaign Chairman within the next three weeks.

By Friday of this week, the President will authorize the establishment of a Campaign Committee in accordance with Federal laws. The reason for establishing the Committee at this time is to make certain that the re-election effort is conducted in a manner fully consistent with the requirements of the Campaign Reform Act of 1974. In addition, forming the Committee now will make it possible to begin work leading up to the formal ^{Public} announcement by the President of his candidacy sometime in the next few weeks.

The first filing of the report will list Dean Burch as Chairman of the Campaign Committee. This is a temporary arrangement because Secretary Callaway cannot formally take responsibility until such time as his resignation from the Army is effective. Thus, at that

point when Secretary Callaway takes over in early July, there will be an amended filing with the Federal Election Commission which will list Mr. Callaway as Chairman of the Campaign. Mr. Burch has agreed to continue to serve as Chairman of the ^{informal} Advisory Com-

mittee. *Laird, Holow, ~~Her~~ Hennen, Scranton, Plt. Douglas*

~~In addition, Dave Packard of California has agreed to serve as National Finance Chairman for the campaign, and Charles Chamberlain, former Republican Congressman from Michigan, has agreed to serve as Treasurer.~~

- Q. Name?
A. will have it when we file.
Q. How much money?
A. None.
Q.

July 2, 1975

FOR: BO CALLAWAY

Here are some suggestions for press activities for the President Ford Committee the week the President officially announces his candidacy.

Tuesday, July 8

11:30 am	Callaway, Burch, and Packard attend low-key, unannounced Presidential statement of candidacy in White House briefing room.
Following announcement	Callaway, Burch, Packard and advisory committee attend lunch with the President in White House residence.
Mid-afternoon	Callaway, Burch, and Packard meet informally with leading political writers at Ford Committee headquarters to answer questions. But no TV or radio tape so that broadcasts will use film and sound of the President's announcement.

Wednesday, July 9

Early morning	Callaway, Packard, and Burch each appears on one of the morning TV shows: Today, AM America, and CBS Morning News.
10:00 am	Callaway, Packard, and Burch hold press conference at Ford headquarters for TV film and radio tape recording.

Thursday, July 10, and Friday, July 11

Early morning	Callaway, Burch, and Packard switch places on morning TV shows if invited.
Later in day	Meetings with small groups of reporters such as columnists, magazine writers, and especially

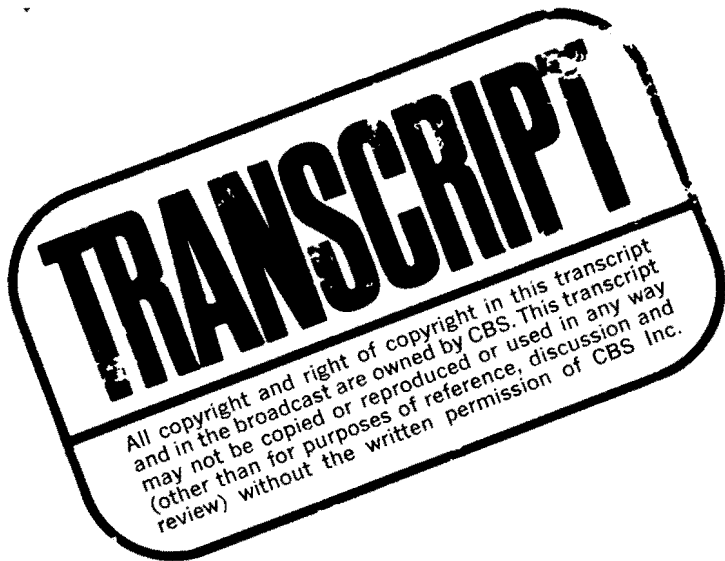
reporters from leading newspapers in key states and regions.

Callaway accepts invitation to attend Godfrey Spurling breakfast group. He should have one new item to disclose at this breakfast.

Sunday, July 13

1:30 pm

Callaway accepts invitation to appear on ABC's Issues and Answers.



CBS NEWS
2020 M Street, N. W.
Washington, D. C. 20036

FACE THE NATION
as broadcast over the
CBS Television Network
and the
CBS Radio Network
Sunday, December 7, 1975 -- 11:30 AM - 12:00 Noon, EST
Origination: Washington, D. C.

GUEST: HOWARD "BO" CALLOWAY
Campaign Chairman
President Ford Committee

REPORTERS:

George Herman, CBS News
Walter Mears, Associated Press
Connie Chung, CBS News

Producer: Mary O. Yates

Associate Producer: Joan Barone

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HERMAN: Mr. Calloway, what is the most important thing that President Ford and your campaign organization must do or win to insure the victory of the President in the nomination?

MR. CALLOWAY: Well, George, the most important thing in any campaign, particularly for an incumbent President, is to do a good job in being President. And if this President--which I think he definitely will and has done--can show the American people the leadership of doing a good job for President in a very difficult time, then we'll win clearly.

ANNOUNCER: From CBS News, Washington, a spontaneous and unrehearsed news interview on FACE THE NATION, with the Campaign Chairman of the President Ford Committee, Howard "Bo" Calloway. Mr. Calloway will be questioned by CBS News Correspondent Connie Chung, Associated Press Special Correspondent Walter Mears, and CBS News Correspondent George Herman.

HERMAN: Mr. Calloway, you've told us that what you think the President must do--must do most importantly to win nomination is to be a good President, but there's also campaigning to be done. What is the most important thing in the campaigning process that needs to be done to insure his nomination?

MR. CALLOWAY: George, I think probably the most important thing is what politicians call organization--that is, the canvassing, the identifying the vote that is for you; having identified that vote, see that they enthusiastically support the President, and then get to the polls. As you know, and particularly in a primary, much more so than a general election--and as you're well aware, there are more primaries this time than ever before; the old convention is much less important

than before--to identify our people and get them out probably is the most important job we have in the campaign.

MEARS: The President says he's going to campaign on his own record and not against other candidates, but you do have another candidate running against you. If President Ford isn't going to campaign against Ronald Reagan, who is? Or are you going to give him a free ride?

MR. CALLOWAY: Oh, I don't think there'll be a free ride. The President--one of the great joys of this job that I've got now is really getting to know the President intimately, and I really believe that of all the people I've ever seen that have run for any office whatsoever, he is more determined to run a high road on his own record and not throwing any mud at all. I believe that.

CHUNG: Mr. Calloway, you were one of the first to call Nelson Rockefeller Ford's number one problem in winning the nomination, and you said that President Ford might seek a younger man to be his running mate. Well, the President's ratings have not improved since Nelson Rockefeller stepped down; what hurdles have you achieved and what--how much better off is Ford now that Nelson Rockefeller is off the ticket?

MR. CALLOWAY: Well, Connie, as you know, that--I never said that Rockefeller was the number one problem. I did say that some Reagan people had said that he's the number one problem, and by that I got quoted, which is fair enough, I guess. I don't think we've had any particular advantage with Governor Rockefeller being off the ticket for the moment, but I do think it's an issue that Reagan very clearly--in all of his mail, Senator Laxalt was saying the Ford-Rockefeller

ticket, all of this was being done. And I think that that was going to be made into an issue, and now that cannot be made into an issue; so because of that in the long run, I think the ticket will be better. My only point from the very beginning--and Governor Rockefeller agreed with me totally--was that the President should not make any commitment to anyone for a Vice President, but should keep an open mind as to whom he would recommend to the convention. That was the only point I ever made, and Governor Rockefeller openly agreed with that.

CHUNG: Well, you also said at that time that Reagan leads the President in the south--this was last summer--because Rockefeller was still on the ticket. Do you still believe that Reagan leads Mr. Ford in the south?

MR. CALLOWAY: I don't recall I ever said it quite that way. Perhaps I did, but the south is probably Governor Reagan's strongest part of the country, and he is very strong down there; in every southern state he's very strong. But we've got places of the country where we're much stronger. I'm not concerned about that.

CHUNG: Are you saying, though, that he does have--is he that much stronger than the President?

MR. CALLOWAY: Oh, no; no, no. See, people think somehow that the south is one homogeneous mass, and that sort of thing. There's not a single southern state that has winner take all. So even if Governor Reagan did lead in the south--which I by no means say that he does--even if he did, he might win fifty per cent of the delegates and Ford might win fifty per cent of the delegates--that kind of thing. So then when we go to our strong point, then we go picking up. All he's able to do in the south to maybe hold his own; but we expect to win

every southern state.

HERMAN: Let me make sure I understand you. Did you at no point think that Governor--Vice President Rockefeller was a problem to the President's nomination and election?

MR. CALLOWAY: I never described him as a problem. I--

HERMAN: No, I'm talking about what you thought, rather than what you said. I don't want to get involved in semantic problems.

MR. CALLOWAY: Well--okay, let me just say that for the good of the nomination, I think having the issue of Governor Rockefeller as Vice President out of the way is very helpful to the campaign--

HERMAN: Do you think the situation has improved for the President since Mr. Rockefeller left?

MR. CALLOWAY: Yes, on that point, not because of anti or pro-Rockefeller, but because you've got it open. What you need to have is--you don't need to make decisions ahead of time. And because it's open, I think it's much better.

HERMAN: Can you give me some evidence, some signs that you've seen that it is better?

MR. CALLOWAY: Oh, I just--we get in touch with our field men every day; we stay in touch with what the issues are; we know how the people are feeling about New York, about the Supreme Court, about the major issues. And on this issue, it has been universal that it's a plus, in every single state, since--

MEARS: Mr. Calloway, why is President Ford's incumbency an advantage and Vice President Rockefeller's is not? I mean, you've given up here a very experienced, very widely known political leader, and now you say that you don't think he was a liability to the ticket, so

I don't see what you've accomplished by his departure.

MR. CALLOWAY: No, no, the Vice President was the first to admit the very controversial--you know, we all--we know that--very controversial person. And to have a very controversial person clearly on the ticket, when not another candidate out there has said who he wants for Vice President--and to have that where an entire campaign--and the Reagan campaign was clearly started that way, to everything they--every letter they wrote for money, everything they were doing was talking about Rockefeller, Rockefeller, Rockefeller. Now to take that issue away is a plus. It just is. The Vice President would agree with that.

CHUNG: Well--but Mr. Rockefeller said that it was your comments that first alerted him to the party squabbles that he was experiencing. In other words, it was you who started all of the talk about the Rockefeller problem. And prior to that, he said, he really wasn't quite alert or quite aware of it.

MR. CALLOWAY: Well, let me just, Connie, assure you I had nothing to do with that decision of his. I was as surprised as any man in America. What I'd like to do is get on and talk about this President. Rockefeller is not on the ticket now. This--we've got a President with some leadership; I hope I'll get some questions on him, some issues out there. Rockefeller is no longer an issue.

HERMAN: Are you prepared to define the President's stand on the issues. Is that--

MR. CALLOWAY: Sure. Well, no, I cannot speak for the President on what he will do on the issues, but I think I'm prepared to discuss the political effects of some of the issues that are there. I'm not

going to say what the President's going to do on any issue. I don't speak for him on that.

MEARS: Well, what will be the political effect if the President signs the bill that would permit picketing of an entire construction site if one union is on strike?

MR. CALLOWAY: When in the primary, I think, Walter, you would well know that not only the mail that the White House has received, but our chairmen from around the fifty states that we talk to are very much opposed to common situs picketing. I think that's very clear.

MEARS: And do you have input on that issue? Are you able to say this is going to hurt us if you sign this bill?

MR. CALLOWAY: Oh, yes--oh, yes, I have input on that, and very clear input with the President and with his advisors, which it should be. You know, you get the feeling from some people that politics is all bad. It isn't. Politics is the American democracy at work, and the fact that the American people feel some way should be taken into consideration by the President. But by no means do I think he should make his decisions just politically. He should and he does, and very clearly makes his decisions on what's best for the country.

MEARS: Do you think he will sign that bill?

MR. CALLOWAY: He hasn't told me. I don't know.

HERMAN: But do I gather correctly that you have urged him not to, or you have said it will be to his detriment if he does sign it?

MR. CALLOWAY: Yes, again, I don't urge him to do one thing or another, George. I'm not trying to get into semantics, but I do think politically, if you're talking about the nomination, the best thing for him to do would be to veto that bill.

HERMAN: And you have told him that?

MR. CALLOWAY: Yes.

CHUNG: Mr. Calloway, if President Ford does not win in New Hampshire and Florida--and you've predicted that he will--wouldn't it be a serious blow to his--to your campaign, to the campaign that you're running, and wouldn't it mean that you've obviously failed, and would you be willing to step down?

MR. CALLOWAY: Connie, let me answer those two questions. One, I didn't ask for this job. I'd be willing to step down any moment that I thought I could help President Ford. I have one mission in this job--is to help President Ford, and the minute I'm not doing that, I'm in the way and I would get out so willingly that there would be--there wouldn't be anything except I would get out. Now let's talk about New Hampshire and Florida, because you brought that up. New Hampshire and Florida are important, because they're important states in their own right, but because they're two of the first three, or perhaps the first four primaries, depending on what Vermont does. But they're not our best states. Everybody knows that. New Hampshire has some very particular things in New Hampshire. They have a governor, and the only statewide newspaper who's enthusiastically for Reagan--the only state where that's true in the whole country. Governor Reagan has clearly identified New Hampshire as his best northern state. Then we go to Florida, and Governor Reagan is concentrating so much on those two states, he's even said they're the first two primaries; they're not, but he just--that's all he's thinking. He has a two-state strategy. His campaign manager in Florida has said that they will win Florida by 66 per cent, and he stays with that. Florida is clearly

his best, or at least as good as any southern state.

Now if Reagan should win his best states, you know, we haven't gotten to Michigan; we'll fight him in Michigan, you know, that's our home state, of our governor. Here's what we're going to do. We're going into New Hampshire, Reagan's clearly--by his own admission--best northern state; we're going to beat him in his best northern state. Then the third primary, on the ninth of March, we're going to Florida; we're going to beat him in his best southern state. Then we're going to his home state of Illinois on the sixteenth of March, where he has tremendous home ties, and we're going to beat him in his home state. Having beaten him in his best northern state, his best southern state, and his home state, I think all of this talk about the President hasn't faced an electorate will be over.

HERMAN: You've kind of put yourself--in a phrase, you've kind of put yourself out on a limb by predicting these three victories.

MR. CALLOWAY: That's right.

HERMAN: If any of them should turn into a defeat, would that be serious?

MR. CALLOWAY: It would be very serious, George, very serious, but we're not over. We've still got our good states coming, you see. The luck of the draw, which he's taking proper advantage of, are his good states came early. All right. Now if we got beat in Michigan, yes, okay, I'd say now you've beat us in one of our states. That's not going to happen.

HERMAN: But these three which you've predicted--New Hampshire, Florida, Illinois--if you got beaten, say, in all three of those, would that be a fatal indication?

MR. CALLOWAY: I don't think there's such a thing as fatal. It would be serious. It would be very serious. But that's--we're not going to do that.

MEARS: What is the President going to do personally to--in these campaigns? How much time is he going to spend in those states?

MR. CALLOWAY: Well, Walter, one of the disadvantages of incumbency, of course, is that you've got other things to do. The running of the country is, again--as I said in the first question, I think the most important thing this President should do politically is to do an outstanding job as President, which I think he's doing. Now, in doing that he can't spend the time in New Hampshire. Governor Reagan has indicated he'll spend fifteen days there. Obviously, we're not going to do that. We'll probably spend a day or two.

MEARS: He spent a full day campaigning for a Senate candidate up there. Won't he do as much in his own campaign as he did for Louis Wyman?

MR. CALLOWAY: Well, that's one of the great things about this President, you know. All of this campaigning he's been doing, and criticized, rightly or wrongly, for doing campaigning when perhaps he should be in Washington--all of that has not been for himself. It's been for Senator Wyman, it's been for the Republican Party in various states, and prior to his going there, a great many Democrats were saying that the Republican Party, as a result of Watergate and other things, was at such a low ebb it needed help for the good of the two-party system. The President was working for that. The President hasn't raised a nickel in his own behalf--not yet -- everything for others. Now right or wrong, he did that. Now that time's over. We're

now getting into the President's campaign, and from now on most of what he does politically will be in his own behalf, which I of course--

(MORE)

MEARS: Is he going to spend as much time and do as much traveling then in his own behalf as he has been in the past four, five months, at the Republican Party's --

MR. CALLOWAY: Well, I would guess something like the same. This isn't decided, Walter, but something like the same, where he will be every week or so doing something in his own behalf -- 31 primaries, perhaps as many as 33 -- he won't campaign in all 33 states; he will be entered in all primary states, wherever that comes out, 31 or 33.

MEARS: But he will, as he said last summer, for the party, be going out every week, or every weekend, to campaign then?

MR. CALLOWAY: No, I'm not committing -- I'm saying something like that, and we've not yet worked that schedule; it depends on what the pressures of the presidency are, what's happening with the budget, which will be a very busy time for a while now, ^{as you know,} he's worked on that even in China and Manila; what's happening on the state of the union; what the pressures are; what trips he's taking for the presidency.

HERMAN: You offered a few moments ago to talk about the issues, which you said you thought was very important. Are there any other issues on which you have advised the President on political consequences?

MR. CALLOWAY: George, again, my job is not to tell the President what to do; he's got a Domestic Council --

HERMAN: But your job is to report to him --

MR. CALLOWAY: Yes, and I would say last week two big issues, last couple of weeks -- New York and the Supreme Court. Both of them came out very well politically. Now I'm not saying that the President picked Judge Stevens for a political purpose, but it came out well

politically; it's been well received, good. New York came out very well politically. Those who've tried to say the President is waffling, it just, you know, that won't sell. He stuck firm and New York did what it had to do to get its house in order -- a lot of leadership. There are three issues coming up now --

CHUNG: Is he in better shape in New York because of that?

MR. CALLOWAY: What's that?

CHUNG: Is he in better shape in New York because of that?

MR. CALLOWAY: I wouldn't say he's in better shape yet, Connie. The people of New York have had some pretty bad press, two editorials a day by the New York Times, New York Daily News saying drop dead. You don't get over that in a hurry, because it's been very severe against the President; 520 banks organized against the President to take them out of bankruptcy on their own bonds. You know, that's heavy, that's heavy stuff, you don't get over it quick, but around, away from New York, and away from the northeast, the President is perceived, and we know this, we check with our people, as one of great leadership in holding firm when Governor Carey and Mayor Beame thought they couldn't do it, and then they put it together.

HERMAN: We interrupted you when you were saying there were three issues coming up now?

MR. CALLOWAY: There are three coming up right now. There are 100, George, but there are three that are really sort of important from the campaign viewpoint -- common situs picketing, the tax cut, and the energy bill. Now those are some pretty tough decisions, you know. Reagan can talk about his rhetoric and what he did as governor and stuff like that, which he exaggerates a little bit here and there,

but we've got a man who's got to stand on there, and these three issues, all will cut both ways.

HERMAN: What is your advice on them?

MR. CALLOWAY: I think politically the President would be well advised to veto all three bills, but I'm not -- again, don't say that-- I'm not the one responsible for advising him. The Domestic Council has far better input on the domestic things; Frank Zarb has much better input on energy; but --

HERMAN: But you have a responsibility too to tell the President the political consequences; I presume you have done that?

MR. CALLOWAY: I have, and will continue to, yes.

CHUNG: You think he can veto a tax cut bill in an election year?

MR. CALLOWAY: Connie, I think he will not only do it, but I think he will do it in a way the American people will understand. He has said over and over that we've got to do something about big deficits, and he has said that if we have a tax cut that is not coupled with a spending cut, then he will veto it. Now, I think that makes sense. You know, the political thing, and people say what's he, a political president, the political thing is to veto tax cuts and put more spending in. We all know that, that's third-grade politics. He's not going to third-grade politics; he feels that the government is big enough and we ought to get a handle on it, and to cut taxes without cutting spending is in his view irresponsible and -- you know, again I'm a little out of my field in predicting what he's going to do, but I would not be at all surprised if he vetoed that tax bill, even as politically damaging as the conventional wisdom would say it would be.

CHUNG: Mr. Calloway, what is your field is the campaign, and you've been accused of running a clumsy, inept campaign, that you mishandled the Rockefeller situation. Do you think that you should really take all the blame for that? There has been also some talk that the campaign lacks White House direction. Would you say that you could use a little help from that side?

MR. CALLOWAY: Connie, naturally we started off in the campaign with a feeling in the White House that governmental should be separately from political, and after the last campaign, you know, I understand that; there's a lot of merit in that. But now, in the last few weeks, we are working much closely -- more closely together. Again, I have no responsibility for telling the President what to do. My only responsibility is to say here's what the political effect is, and then he weighs with a thousand other effects, and I'm -- now I have that opportunity. I've always had it with the President, but we are now working with the various advisors much more than we used to.

MEARS: Is your campaign in financial trouble?

MR. CALLOWAY: Not at all. We're not in the shape we'd like to be -- gosh, money is not coming in easy the way people thought it would. We've raised \$1,200,000; we've got some \$300,000 in the bank; and during the Christmas period when money is really hard to come by, we're spending it a lot faster than it's coming in, so that concerns us. We've got a new finance chairman, Bob Mosbacher, who in my judgment will do an outstanding job; he will be available to be here full time, which is just a great, great advantage to us in the campaign. He's well known, and I have no long range concerns. I will admit that things will get a little bit tight because traditionally people don't

give political money at Christmas time.

MEARS: Will you be -- will you accept, or will you recommend that the President accept the federal campaign subsidy after the first of the year?

MR. CALLOWAY: Walter, we haven't got there yet, but I think the likelihood is that we will. That cuts both ways politically; some people say, well, you shouldn't take federal money, because what's the federal government financing for; and others say, my goodness, I pay enough taxes, if it's there available in the federal checkoff, why don't you take it? So we haven't made that decision, probably will make it within a week; we have asked the Federal Election Commission to certify us for matching funds, so that if we do make that decision, we'll get it promptly.

MEARS: Will Reagan's decision on that have anything to do with yours?

MR. CALLOWAY: I don't think so.

MEARS: If Reagan turns down the money, doesn't that put you in a little more difficult position if you accept it?

MR. CALLOWAY: Oh, perhaps it could, but that would be far down the line. You know, believe it or not, we're not running this campaign to counter Reagan at all; we're running our own campaign.

CHUNG: You mentioned Mr. Mosbacher; he's a big oil and gas man out of Houston, and he is the President's finance chairman. Do you see any problem with the President squaring that with his energy policy?

MR. CALLOWAY: Well, I'm sure that Bob Mosbacher would say he could quickly raise Texas oil money a lot easier if the energy bill

is vetoed -- we know that -- but that's not -- I don't even mention things of that kind to the President. That's not -- I don't think that's worth mentioning -- the President knows that. He knows the oil companies are against this bill.

CHUNG: I'd like to get back to New Hampshire --

HERMAN: Can I just stop for a second there and say do you think that knowing that, he's in any way influenced by it?

MR. CALLOWAY: Well, George, you're influenced by everything in life, but I think it's a very minimal influence. His -- he has a balance in this energy bill, and it's a tough, tough call. I have no idea what he's going to do -- a balance between -- he's gone up with his bill -- the country needs a comprehensive energy bill. Here is a comprehensive energy bill that's done five or six or seven things that he wants to do, but in control of prices it's just opposite of everything he's tried to do in deregulation, in trying to lower the demand by increasing the prices if necessary. It's just backwards of everything he's said, so what do you do? You don't get a bill, you can take this and veto that. It's a tough call. You know, I could no more -- that's why he's President and I'm not -- it's a tough, tough call, and whatever you do, you make enemies.

MEARS: A couple of times you've said that you're not running against Reagan, but in a campaign don't you come down to a situation where somebody has to say, my guy is better than their guy, and here is why?

MR. CALLOWAY: We're prepared to do that, Walter.

MEARS: Who's going to do it? I mean, the President says he won't --

MR. CALLOWAY: Well, let me say this -- the President -- his record is well known in 50 states. Reagan's record is really only well known in one state, and that's California, because that's the only place he's really served and been looked at closely. And he's had a free ride -- nobody looking at him closely. I don't think he'll have a free ride much longer. I think it's interesting --

HERMAN: Does that imply some kind of a truth squad, or something of that sort?

MR. CALLOWAY: No, let me go what it might imply, and talk about that a little bit. I think it's very interesting that in California, that's the one state where Reagan is well known, and normally a major candidate of a state, his own governor, can get^a favorite son, just carry everybody in that state -- that's not too difficult -- it's normally done. We have the state chairman, party chairman, for President Ford, the national committeeman for President Ford; we have the largest state that has a Republican mayor (SIC) in the country for President Ford; we have a majority of the congressmen, and that's not ideological, that's all the way from Chuck Wiggins to Pete McCloskey for President Ford. We have the people he worked with in the legislature; the majority leader of the State Senate is actively for President Ford. Now they're coming to us and saying, you know, Reagan is getting away with murder, he's saying things about what he did in New York -- excuse me, in California -- and those people who knew him best, who worked with him, it just isn't so.

HERMAN: So how are you going to bring that out?

MR. CALLOWAY: Well, they have come to us, and they've said, look, we would like to -- to talk a little bit -- those who know him

would like to talk about what he really did -- change -- how the rhetoric was, and what the actuality was. We haven't made a decision; under the old days -- we just say, do what you want.

HERMAN: What are you thinking of?

MR. CALLOWAY: Well --

HERMAN: If not a truth squad?

MR. CALLOWAY: Well, if not a truth -- Reagan himself has said, look, I want to be judged on my record. Now the record is -- the record is not what he said it is --

HERMAN: How are you going to bring it out?

MR. CALLOWAY: Well, I think if Denny Carpenter, the majority leader of the senate, perhaps wanted to do that, which we understand he does, he can point out that this great fiscal conservative, as he says he is, went from 4.6 billion to 10.2 billion while he was governor.

HERMAN: Would you finance this? I'm trying to find out what you're going to do with all this material?

MR. CALLOWAY: George, I don't know. Under the new law we've got to -- under the old law, as I said, we could just say, do what you want to. Now if he comes in and goes from California to New Hampshire, and the people in New Hampshire have an article of faith -- they say no new taxes, and he says that you know under Reagan personal income taxes went up 500 per cent -- that's on the record.

HERMAN: Will you bring somebody into New Hampshire to say that?

MR. CALLOWAY: George, we haven't made that decision. It's a decision we haven't made. But you know the taxes did go up 500 per cent, personal income taxes, under Reagan. Somebody needs to make that record --

HERMAN: What somebody, and how are you going to do it?

MR. CALLOWAY: Well, I'll say Denny Carpenter --

HERMAN: Besides you here on this program.

MR. CALLOWAY: Well, but -- okay -- but I'm saying Denny Carpenter but that decision is not made, and if Denny hears this and he's watching, he'll say --

HERMAN: When will you make it?

MR. CALLOWAY: Oh, I think -- everything is in a lull for politics during Christmas; it will be made in January, I think.

MEARS: Can I put another question on this Reagan-Ford situation. It's been demonstrated in past campaigns that the ideological candidate, the candidate who represents one wing of the party, tends to do better in primaries. You're casting the President in the middle and saying he's going to stay home and be president; doesn't that give him a particular problem against Reagan--

MR. CALLOWAY: It does.

MEARS: -- who has an identifiable constituency wherever he goes?

MR. CALLOWAY: Tough, tough problem, because Reagan would tend to get the activists who get out in primaries. Now, on the other hand, when you get to the general election, Reagan's got most of his votes already in the primary, and we take our primary votes, the Republican votes, add independent votes --

MEARS: Yes, but your problem is to get to the general election, and that's what I'm asking you -- how are you --

MR. CALLOWAY: We're going to get there by winning in his best northern state, his best southern state, and his home state, and then come to see me -- I think he'll look better.

CHUNG: Mr. Calloway --

MEARS: Sure will. (LAUGHTER)

CHUNG: Mr. Calloway, if the President does not do that well in New Hampshire, and if Reagan comes through with a fairly good showing, isn't that a good enough showing for Reagan, because look at McCarthy in '68, and McGovern in '72 -- they didn't win, but they came up pretty well, and that was something that moved their campaign on.

MR. CALLOWAY: Different kind. Different. What they have done, and the Reagan forces have done this, they have said this President has never had a constituency outside of Grand Rapids, let's give him one. They have said this is our best northern state, it's the state we're going to win,; we're going to win Florida by 66 per cent. And you know the old saying in politics that close counts in horseshoes -- close doesn't count in politics. If we win by 50 plus one vote, 50 per cent plus one vote, it will have been a dramatic victory because Reagan has made this his best northern state.

CHUNG: Well, couldn't that apply to you too, because you're predicting victory in New Hampshire, and you're predicting victory in Florida?

MR. CALLOWAY: Connie, if we lose New Hampshire and Florida, as I've said to George, we're in serious trouble, but we're not over, it's his best state.. Now if we lose in Michigan, we're in serious, serious trouble. Compare Michigan with New Hampshire, his best state with our best state, or our home state. Or Illinois with Michigan, his home state with our home state. See, those are the ground rules we think are appropriate.

HERMAN: And our ground rule is that we've run out of time. Thank

you very much, Mr. Calloway, for being with us on Face the Nation.

ANNOUNCER: Today on FACE THE NATION, the Campaign Chairman of the President Ford Committee, Howard "Bo" Calloway, was interviewed by CBS News Correspondent Connie Chung, Associated Press Special Correspondent Walter Mears, and CBS News Correspondent George Herman. Next week, Shimon Peres, Defense Minister of Israel, will FACE THE NATION.

FEBRUARY 17, 1976

TO: BO CALLAWAY
FROM: BRUCE WAGNER
SUBJECT: COPY RESEARCH

Bo, I just got off the telephone with our advertising research supplier (Lieberman Research in New York City), and I thought I would attempt to provide you with a fast, topline assessment.

Needless to say, we should await dissemination of these comments until I have the opportunity to look at a final, written report tomorrow afternoon.

Overall, the "Accomplishment" commercial is reported to be somewhat more intrusive and emotionally effective. Following reviewing of this commercial, respondents appeared to be more impressed with both the message and President Ford. Interestingly, the clarity of the copy was good and well-recalled; all in all, it seemed to have penetrated rather well. Respondents are reported to be very much aware of the specific copy points we enumerated such as "the courage to say etc."

Regarding the "Candid" commercial, there was less substantive awareness of the specific issue comments made by the people in this commercial. Rather, viewers seemed to take away an overall impression of the so-called "enthusiasm" for President Ford, and they did not seem to remember too much about exactly what the "Candid" people were specifically saying.

Overall, we judge this commercial to be effective in terms of accomplishing our primary objective of displaying enthusiasm and conviction for the President, but not totally effective in terms of delineating specific "reasons why" for this enthusiasm.

The research people probed extensively for any confusion or negative comments regarding this advertising, and it's gratifying that there does not appear to be any confusion over what we were saying. Nevertheless, we've perhaps uncovered one opportunity to improve the "Accomplishment" type of advertising, i.e., 18% of the viewers of the "Accomplishment" commercials found it difficult to believe that the President "has brought us out of inflation or our hard times." In other words, we may have over-promised a bit in this area of the copy; Pete Dailey and I will be keeping this in mind as we develop additional commercials and indeed, it seems to me that we could probably soften this claim

somewhat with our next recording session for the existing commercial.

Again, Bo, this is just a topline report, but I believe it reflects the basic substance of what we will be reviewing over the next several days in terms of specific research results. Please let me know if you have questions.

cc: P. Dailey

[March 1976?]

Second Day lead - Helen Thomas - UPI

Greensboro Dateline:

12:56 EST

President Ford's Campaign Manager Howard (Bo) Callaway temporarily quit his job today because of allegations he tried to use government influence in the development of a Colorado Sky Resort owned by Callaway. Ford expressed full confidence in Callaway, who said he was sure there had been "No impropriety," involved in the resort issue.

Callaway Said he asked Ford to relieve him of duty on a campaign flight from Illinois and told reporters here that any hearings on the allegations "Could cast a pall over the campaign." by Ford to return to the White House. But a White House aide said he did not feel Ford's Republican nomination battle with Ronald Reagan would suffer. "I have full faith in Bo Callaway -- he is a man of integrity." A grim-looking Ford told a news conference after landing here from a campaign trip from Illinois.

AP - Frank Cormier -- Dateline Greensboro

(Second lead)

President Ford's campaign manager, Howard (Bo) Callaway today was relieved from his job, at his own request; at least until questions involving his role in a promotion of a Colorado Sky resort are resolved. Callaway told reporters aboard AF #1 as he flew here that he expects "Complete exoneration." The action comes in the wake of disclosures that Callaway, a former Secretary of the Army, won permission to expand his Colorado Sky resort on government land after personally arguing his case before Agriculture Dept. officials last summer in his Pentagon office. The approval reversed a previous U.S. forest service recommendation. "I have full faith in Bo Callaway," Ford told a news conference at Guildord College. "He is stepping aside, but on a personal basis, he is a man of high integrity." Ford said the sky resort cast would be investigated by the "proper authorities" which would include the defense Dept. and any other agencies which might have been involved in the decision. Senator Lloyd Haskell, Democrat of Colorado, already had said a Senate Subcommittee would conduct an investigation. Callaway will be succeeded by Stuart Spencer as acting campaign Chairman.

[March 1976]

CALLAWAY INVESTIGATION

Q. Has anyone in the Counsel's Office been given the responsibility of overseeing the Callaway investigation?

A. Not to my knowledge.

Q. Will the President be kept informed?

A. The Callaway investigation will follow the usual procedures for any investigation of this type.

I don't anticipate the White House being informed about the progress of the investigation. If there was some action required by the President, I guess then it might be that one of the agencies involved would let the President know.

FYI

FYI

March 12, 1976

Mr. Chancellor: ...get favorable treatment from the Federal Government on a ski resort he owns. Callaway is now President Ford's campaign manager...

...owned by President Ford campaign manager Bo Callaway. A Senate subcommittee is looking into allegations that while Callaway was Secretary of the Army, he pressured a Government agency into giving the resort permission to expand. Our report is by James Polk.

Mr. Polk: This mountain is owned by the American taxpayer. The Crested Butte ski resort is built on Federal land belonging to the National Forest Service. A government go ahead for expansion of this ski resort has led to a Senate investigation because the resort firm of Crested Butte is owned by President Ford's campaign manager Howard Callaway.

NBC News has learned that Callaway, while Secretary of the Army last year, personally intervened to ask top Government officials for favorable treatment for his ski resort.

Mr. Chancellor: Callaway's company has been seeking permission to expand to a second mountain, also on the Federal land. A year ago Forest Service officials in a preliminary report turned down the expansion plan. The Forest Service said there was no need for a bigger ski area.

Last summer Callaway went over the head of the Forest Service to complain to its parent agency, the Department of Agriculture, that its Forest Service was moving too slowly on Crested Butte's proposal. That meeting took place in Callaway's office in the Pentagon.

The Forest Service eventually reversed itself. Shortly before Christmas it recommended the expansion. Callaway was questioned about his role as he campaigned today with President Ford in Chicago.

Question: What took place at the meeting in the Pentagon?



Mr. Callaway: We just said we have been asking for this thing for four or five years and we would certainly appreciate a chance to have our views known.

Mr. Polk: I was told the meeting with Callaway was attended by the number two man in the Agriculture Department, Under Secretary Phil Campbell and his aide Richard Ashworth. Both men were political appointees from Callaway's home State of Georgia. 7/3

Several weeks after the meeting but long before the Forest Service decision was made public, the ski resort was told the Government would permit Callaway's firm to expand after all. That assurance came not from the Forest Service but instead from Ashworth, the Deputy Under Secretary of Agriculture.

Ashworth was a speechwriter in Callaway's 1966 campaign for Governor of Georgia. Ashworth's assurance on the reversal was given in a letter to Callaway's brother-in-law who is President of the ski resort. That letter was sent in September, three months before the Forest Service backing for the expansion was made public in Colorado.

In the century old mining town of Crested Butte, the expansion plans have touched off a struggle and the Forest Service's formal approval of the expansion has been held up. Towns people complained to Colorado Senator Floyd Haskell about the expansion and Haskell has scheduled a hearing April 6 by his Senate Interior Subcommittee to find out why the Forest Service did change its mind.

Callaway
~~Senator Haskell:~~ I would welcome any hearings. I mean it is sort of almost absurd to think that there would be special consideration. There is no hint of anything that was done other than correctly."

Mr. Polk: After being told of NBC News findings tonight, Senator Haskeal said he definitely will call President Ford's campaign manager to testify in ~~xxxx~~ next month's hearings.

XXXXXXXXXX



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NBNC NIGHTLY NEWS

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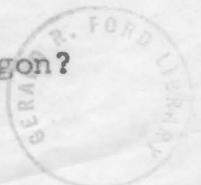
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FROM: WHS R
TO: JOHN CARLSON

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SPECIAL INSTRUCTIONS:

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1976 MAR 12 23 33

THE WHITE HOUSE
WASHINGTON

3/12/76

FOR: JOHN CARLSON

FROM: ROBERTS

ATTACHED IS THE

DENVER POST

ARTICLE WE DIS-

CUSSED TODAY

Senate Panel To Investigate

Callaway Links to Ski Area

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Ma 79

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FOR COMMCENTER USE ONLY

FROM: Dave Berger
Ron Nessen
John Carlson
Dick Cheney

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CITE _____

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1976 MAR 13 02 54

Haskell-Ski 490

By DONALD M. ROTHBERG
Associated Press Writer

WASHINGTON AP - Sen. Floyd Haskell said Friday night he has ordered an investigation of the use of U.S. Forest Service land for a private ski area in western Colorado and the possible involvement of President Ford's campaign manager in the transaction.

The Colorado Democrat said his Senate Interior environment and public lands subcommittee would investigate an apparent reversal of the Forest Service's position on establishment of a new ski area within Crested Butte Ski Area.

In a telephone interview, Haskell said, "I've been very concerned as to how the Forest Service dishes out ski areas..."

Haskell said he was told, but had no first-hand information, that Howard "Bo" Callaway, the former Georgia congressman and former secretary of the Army, who now heads the Ford campaign, owns an interest in the ski area.

Haskell said Callaway once told him that he owned a ski area in Colorado. Haskell said that when he asked Callaway which one, Callaway replied, "Crested Butte."

Haskell said he also had been told, but had no documentation, that Callaway's brother-in-law, R.O. Walton, Jr., was president of the Crested Butte Development Corp.

The Senator

~~XXXXXXXXXX~~ said he understood the Department of Agriculture/^{reversed} their decision rejecting development of the new ski area.

Haskell said he had no direct knowledge of involvement of Callaway or Walton in the reversal of the decision.

A Haskell spokesman said several Forest Service personnel who opposed the expansion of the Crested Butte area were transferred, and their replacements reversed their decision.

The proposed expansion would permit use of 2,000 acres of leased U.S. Forest Service land for a new ski area that would include a multimillion-dollar resort complex on nearby land.

The Denver Post said in a copyright story Friday that Forest Service officials acknowledged the reversal followed protests, or "challenges" of the original opposition were made by officials of the corporation and its president, Walton.

The newspaper said that documents it had obtained showed that Walton "pressed his request for the reversal at the top levels of the Forest Service in Washington shortly after Callaway was named to head Ford's presidential election campaign June 18, 1975."

The Post said it had obtained documents that showed Callaway's interest in Crested Butte was well-known to Forest Service personnel before he left the secretary of the Army post.

Crested Butte, like most ski areas in Colorado, leases public land for its mountain skiing areas and uses mountain base land and other nearby land it owns for resort development. The ski lifts are owned and operated by the leaseholder.

Haskell said he is concerned that the Forest Service has no real procedures to determine when and under what circumstances to grant a ski permit on public lands. Without safeguards, he said, such a project "can be used as bait for private real estate development."

Haskell has tentatively set April 6 for a hearing.

2105-pED 3/12

President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

March 29, 1976

Dear Mr. President:

I am submitting to you my resignation as Campaign Chairman for the President Ford Committee, effective whenever you deem appropriate.

The job you asked me to do last June is complete. Your nomination is virtually assured. The campaign is well organized with dedicated and capable people and is financially sound. We have complied both in detail and in spirit with all requirements of the new federal election law. We have conducted an open and honest campaign. I am proud of our accomplishments and am proud to have served you in this capacity.

I would have enjoyed working with you through the election in November. It is unfortunate that I will not be able to do so. However, in view of recent publicity, I do not feel it is in your best interest, nor in the interest of the campaign committee, for me to continue.

The opportunity to work closely with you during the last nine months has been one of the true rewards of my life.

With warm personal regards.

Sincerely,



The President
The White House

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WASHINGTON

March 30, 1976

Dear Bo:

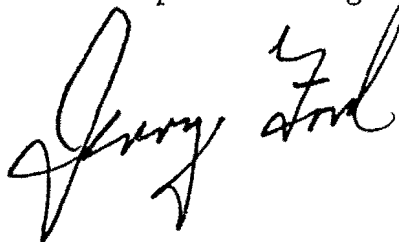
When I received your letter of yesterday submitting your resignation as chairman of my campaign committee, I was deeply saddened. I understand your reasons and appreciate the thoughtfulness both for me and for the committee which led to your decision. I accept your resignation effective April 2nd with the greatest reluctance because I am confident that the allegations raised recently will be proven groundless and because the campaign will sorely miss your tireless efforts.

Under any circumstances the job of directing a Presidential campaign is an enormous task. But this year the job is far more difficult than it has been in the past. The Federal Election law imposed a tough new set of obligations and responsibilities on those who seek the Presidency. There were few guidelines and no precedents to mark the proper path. In choosing a campaign chairman, I knew that I would have to find a person who possessed not only the skills and energy necessary to shape a winning team, but also a profound commitment to the new election law and a sincere desire to adhere to it both in letter and in spirit. In the nine months you have directed the committee, you have amply demonstrated that you possessed the qualities which I sought.

Today the campaign is in good shape. It is well planned and well organized. It has developed the momentum which will carry us through to nomination in August and election in

November. It has, above all, been the open and honest campaign which I wanted and which the Nation deserves. You can be justly proud of these accomplishments. They are the mark of a man who has served his country, his President and his party well for many years. As you step down, I want you to know that you have my deepest thanks and my best wishes for the future.

With warmest personal regards,

A handwritten signature in cursive script, reading "Jerry Ford". The signature is written in dark ink and is positioned below the typed text of the letter.

The Honorable Howard H. Callaway
Chairman
President Ford Committee
1828 L Street, N. W.
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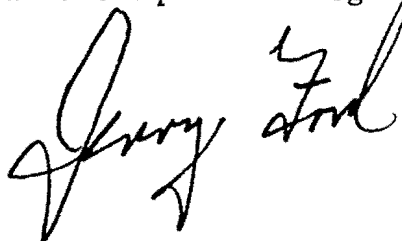
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Dear Bo:

When I received your letter of yesterday submitting your resignation as Chairman of my campaign committee, I was deeply saddened. I understand your reasons and appreciate the thoughtfulness both for me and for the committee which led to your decision. I accept your resignation effective April 2nd with the greatest reluctance because I am confident that the allegations raised recently will be proven groundless and because the campaign will sorely miss your tireless efforts.

Under any circumstances the job of directing a Presidential campaign is an enormous task. But this year the job is far more difficult than it has been in the past. The Federal Election law imposed a tough new set of obligations and responsibilities on those who seek the Presidency. There were few guidelines and no precedents to mark the proper path. In choosing a campaign chairman I knew that I would have to find a person who possessed not only the skills and energy necessary to shape a winning team but also a profound commitment to the new election law and a sincere desire to adhere to it both in letter and in spirit. In the nine months you have directed the committee, you have amply demonstrated that you possessed the qualities which I sought.

Today the campaign is in good shape. It is well planned and well organized. It has developed the momentum which will carry us through to nomination in August and election in November. It has above all been the open and honest campaign which I wanted and which the Nation deserves. You can be justly proud of these accomplishments. They are the mark of a man who has served his country, his Presidency and his Party well for many years. As you step down, I want you to know that you have my deepest thanks and my best wishes for the future.

With warmest personal regards,

JERRY FORD

President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20035 (202) 457-6400

March 29, 1976

Dear Mr. President:

I am submitting to you my resignation as Campaign Chairman for the President Ford Committee, effective whenever you deem appropriate.

The job you asked me to do last June is complete. Your nomination is virtually assured. The campaign is well organized with dedicated and capable people and is financially sound. We have complied both in detail and in spirit with all requirements of the new federal election law. We have conducted an open and honest campaign. I am proud of our accomplishments and am proud to have served you in this capacity.

I would have enjoyed working with you through the election in November. It is unfortunate that I will not be able to do so. However, in view of recent publicity, I do not feel it is in your best interest, nor in the interest of the campaign committee, for me to continue.

The opportunity to work closely with you during the last nine months has been one of the true rewards of my life.

With warm personal regards.

Sincerely,



The President
The White House