

MSU - Box 34
Navy 150, 1 PPO
San Francisco, Calif.
Feb. 1, 1957

Dear Dean Taggart:

The subject matter of this letter is such that I do not choose to dictate it to a secretary, so I am writing it from my apartment, on "New Years Day." Will you please excuse the errors, etc.

Last December we discussed our program, our successes, our failures, our lack of progress and reasons for it. We discussed our future, both individually and as a program.

You agreed there was enough evidence to indicate there is serious trouble ahead, and you assured me there would be a solution of some kind very soon, - this is just too good a program and there is too much at stake to jeopardize its future. You discussed one form of correcting the condition, that of bringing Ralph back, not as the assistant as he was before, but with the responsibility of the program part and relieving Wes for full time as the President's political advisor. You felt, I thought when you left, that this solution should be worked out rather soon.

Based on our discussions, when the president asked me the next day if I would return, I told him that I thought I would under certain conditions. He thanked me and assured me that he thought that was the right thing to do. He even recommended that I return even if ICA should take over the program. Based on this understanding, I have pretty well cut the communications lines that were then established for my future back in the states, - Salinaso wants me back, and I was agreeable to go back in the capacity of Director of Public Safety.

Within two weeks after your leaving here, Wes announced that he was staying on til March, 1958, at the insistence of President Hannah. (His wife has said that she will not stay over here beyond their original departure date next September. Wes has told some of us that she would just desert him if he should try to stay on. However he tells us now that they have had a long talk about it and based on your insistence, she has agreed to it.) Then the first of this month we got the announcement that Ralph has been made the coordinator in the B. Lansing office of this program, which would indicate our original plans of him returning have been abandoned. None of us have heard of any other plans that will lead toward a relief here in the field. I find since I talked with you that Ralph has categorically state he would not return to work under Wes.

I had about an hour talk with Wolf one day. We talked very frankly about this problem. He seems to be fully aware of it, knows Wes' weak points, his strong points, and advised us on how best we could work under these conditions. Believe me I am putting every effort into making this go, in spite of the present handicaps.

I find myself in the position of having made a commitment to the president and to you based on an understanding that certain conditions would be rectified. I agreed to continue on temporarily with things as they are, making ever effort to make a go of it. I am not one to go back on my word. However I am sure I can not physically or mentally go through 14 more months of present conditions.

I have had indications from Shelby that he might be interested in returning "under certain conditions". We have not discussed Wes as a person naturally. He has put it on the condition we start moving ahead again as we were doing prior to early spring '56. You will recall that I regard Shelby as one of

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the best advisors we have over here. He has been able to find work to do, and continue plodding right along with a lot of so-called small things, while some of the rest are inclined to rest on their oars when there is no progress being made too side. Jack Lynn has not changed his mind, which means he will stay on. His attitude is mellowing a bit I think, he is getting some work done. Sloan definitely is interested in refusing. The rest will not. I feel there are others such as Hisbee who would consider it under other conditions.

I wonder if you could let me know the answers to some of these problems, just to ease my mind. If there is no relief in sight, and if you have changed your mind since getting the overall look from both home-side and field, I wonder if you would relieve me of my obligation. I am making my plans all pointing to returning this summer after a short home leave. I am hoping that conditions will have changed here in the field by then. I like this work and would like to stay and see it through. I know it can't be done under present conditions. It is just impossible for Wes to change. He is naturally nervous and flighty. But his primary interests here are in Wes Sigbel and promoting himself as an expert in far east affairs, and not in the details of this project. (Example, - the semi annual reports from all chiefs have been on his desk for over a month. The chiefs have for some time been asking for a full day or two or three, preferably away from Saigon, when we could just sit down and talk over this project, re-evaluate it, set our course, talk out any difficulties, etc. He has resisted this all along, but finally agreed to using all day yesterday, starting at 8:15. He did not arrive until 8:25, arranged another meeting that took the first hour and a half, then got up and left our meeting twice, once to go home and once on a supposed trip to see the president. The afternoon was spent with him talking the entire time on what a wonderful job we have done and what John D. Rockefeller said. We left at 5, completely worn out, having accomplished nothing, very evident that all the distractions were carefully planned to keep from coming to grips with problems and developing a definite program that can serve as a yard stick of measurement on progress. We did not face and solve any problems.)

You correctly evaluated him when you deducted that he could and would make things tough for anyone he did not like. Therefore am assuming this will be confidential. Not being a regular member of NSB staff, I don't want to get in the middle of empire building fights, which is part of the difficulty out here. I just want an opportunity to do the best job possible for this government and for our government and return with that satisfaction.

I appreciate very much the efforts you have put in in Washington in getting the amendments through and in getting other difficulties ironed out. Your personality and you knowing your way around is certainly working to our advantage. Some of us are hoping to hear something about our merit increases, and what kind of offers will be made for the next contract. I know that has a definite bearing on Shelby's decision.

The weather remains not too bad, hot but because of the dry season, quite bearable. Several changes have been made in the officialdom but so far we either have not met them or have not had time to evaluate them. I took a week off and went right back into the jungles, lived in the native huts, hunted from the backs of elephants, and in general roughed it. I did not get the tiger, but we got a number of deer, saw a lot of different wild animals and learned a lot about how to do it the next time. Hope you can join us one of these days on such a trip. We will get the tigers then.

Sincerely yours,

Howard H.

February 20, 1957

Howard W. Hoyt
MSUC Box 34 Navy 150
Fleet Post Office
San Francisco, California

Dear Howard:

Thank you for your letter of February 1. I appreciate your writing to me concerning some of your ideas and problems. I can assure that I feel no less strongly than I did before the importance of getting some support for the administrative functions of MSUC. As a matter of fact, I probably feel its imperativeness and importance even more now than I did then since returning and talking with some of the men here and reflecting upon the situation there. The only difficulty is that I haven't been able to do much about it as yet.

At one time I thought we had a fairly good chance of getting Ralph to return, but due to a number of personal and professional reasons, he chose not to do it at this time. I appreciate your feelings concerning Wes's desire to remain on. I am pretty sure that if he does we will have a top quality second man to work with him. We have located one or two very good candidates and are striving to get a commitment.

I hope you do not feel we have let you down too much by not being able to correct some of the problems that we all know exist. However, we are attempting to do this. We are asking Wes to return to East Lansing before making his final decision so that we might talk more intimately with him concerning some of the problems that we face, both on campus and in Vietnam.

I certainly hope you will be able to convince Shelby that he should stay on. He is making a real contribution. I am glad that Jack and Sloan are planning to return. This means to me that in spite of the difficulties under which you work, you are doing an excellent job, otherwise these men would not even be considering the possibility of returning for another tour of duty.

I understand we are moving along on recruitment for the police program and have four or five good men now definitely lined up.

I naturally will hold your letter in confidence. I did, however, talk about your point of view with President Hannah and Ralph Smackler, not in terms of your letter but in terms of my conversations with you. We did this in arriving at our decision to ask Wes to return to the States for a few weeks before making his final decision.

H.W.Hoyt
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I hope that you will hold this letter in confidence likewise.

I am looking forward to having a little more time for pleasurable pursuits when I return to Vietnam so that I may borrow a tiger gun and go hunting with you. Please give my greetings to Mrs. Hoyt.

Sincerely,

Glen L. Taggart, Dean
International Programs

glt/mj

MEMORANDUM OF AGREEMENT CONCERNING POLICE TECHNICAL ASSISTANCE WORK

It is mutually agreed that the following principles and policies will be observed in the assignment of police personnel and the manner in which they will carry out their assignments:

- 1) All personnel are to be appointed by NSU and will be regarded as responsible to the NSU technical assistance group in the same manner as other personnel assigned to the NSU group.
- 2) Such personnel are not to engage in direct operations but will have teaching and training as their primary duties.
- 3) The President of Vietnam is to be informed concerning their assignment and is to give his concurrence.
- 4) There is to be a single channel for the distribution of supplies, which distribution in Saigon is to be carried out in accordance with standard NSUG policies, as laid down by the Chief Advisor, the Executive Officer and the Deputy Advisor in charge of the Police Project of NSUG.
- 5) Terminal dates for the assignment of personnel engaged to carry out special training and teaching are to be made. Such personnel will leave Vietnam upon the termination of their teaching and training duties with NSUG.