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[PARTIAL LIST]

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TRANSCRIPTS OF INTERVIEWS  
CONDUCTED BY OSD HISTORICAL OFFICE

This list includes unclassified transcripts for which the interviewee has stipulated no limitation on access.

#42<sup>21</sup>



CARTER, LtGen Marshall S.	4/22/77	59 pp.	Joint interview w/Gen. George V. Underwood, Jr., Executive Office of Sec/Def; Sec/Def Marshall & Lovett, President Truman; MacArthur dismissal.
CLIFFORD, Clark M.	3/4/74	54 pp.	The Cold War and Truman's response; Nat. Sec. Act of 1947, 1949 amendments; Forrestal as Sec/Navy & Sec/Def; recognition of Israel 1948.
COLLINS, J. Lawton (USA Chief of Staff 1949-1953)	7/2/81	51 pp.	National Security Act of 1947 & his role in its development; impressions of Forrestal, Johnson, Marshall (especially), Lovett; role of USA Chief of Staff; Korean War; MacArthur dismissal; NATO; Germany and nuclear weapons.
ELLSWORTH, Robert F. (ASD-ISA 1974-75 Dep. Sec/Def '75-'77)	9/2/88	48 pp.	Background leading to OSD positions-- his role as NATO ambassador; impressions of Vietnam, McNamara; relations with various organs in OSD; his outlook on the Soviet threat; flexible response and limited nuclear war; French role in NATO; Diplomacy towards China; reasons for Vietnam failure; his role in the Mayaguez incident, Cyprus Conflict, & Yom Kippur War; his support for new weapons systems; Future role of NATO; his major achievements at OSD.
ELSEY, George M. (Asst to Pres 1947-51; Asst. to Dir for Mutual Security, 1951-53)	8/1/78	35 pp.	Truman's relationships w/Secs/Def; relationships w/USSR; Korean War; MacArthur's dismissal; work w/Averell Harriman on mutual security.
ENTHOVEN, Alain (Dep. Comp. & Dep. Asst. Sec., 1961-65; Asst. Sec. for Systems Analysis, 1965-69)	2/3/86	39 pp.	His experience at Rand in the '50's; circumstances of appt at Defense in 1960 & appt. as Dep. Comp. in 61; budget overhaul; creation of position of Asst Sec for Systems Analysis; selection of staff members; working relations with McNamara and others in OSD; relations with service secretaries and JCS; friction with Congress, particularly Reps. Rivers & Hebert; nuclear weapons strategy; development of flexible response strategy; continuing contacts with Rand personnel; McNamara's strategic thinking; interservice rivalries; Vietnam; ABM; evaluation of McNamara's and his own impact on policy.

GOODRICH, Nathaniel H. (Asst Gen. Counsel 1948-51; Dep Gen Counsel 1952-53; Off. of ASD(Legal & Legislative Affairs)	4/10/84	77 pp.	Writing of Reserve Retirement Act of 1948; night of Forrestal's death; Johnson-Acheson feud; Anna Rosenberg confirmation hearings; trips to Europe w/congressional cmte members before they considered legislation; Carter operation; unification; decision-making; comments on Steve Early, John Adams, Adm. Houser, Paul Nitze, Gen. Persons, Marx Leva, Gen. Burns, Nash, Dan Edwards, Coolidge, Roger Kent, & Marshall.
HENSEL, H. Struve (Gen. Counsel 1953-54; ASD(ISA) 1954-55)	10/26/83	43 pp.	Work as Gen. Counsel & Asst Sec/Def; working relationships w/OSD officials; responsibilities of Defense vs. State; reorganization plans; relations w/Congress; Soviet threat; New Look Policy; massive retaliation; interservice rivalry; military budget; crisis in Dien Bien Phu; Cold War; question of restoring sovereignty to Germany; Eisenhower presidency. Comments on Wilson, Kyes, Anderson, and McNeil.
LAIRD, Melvin R. (Appropriations Subcom. of House Appropriations Com, 1958-68)	8/18/86	34 pp.	Events leading to his subcommittee appointment and comments on the function of the committee; his views on Congressional involvement w/ DoD and on the efficacy of various DoD reforms; committee's role w/ intelligence; his views on various Defense personalities and former secretaries; his achievements while at the subcommittee.
LAIRD, Melvin R. (Sec/Def 1969-73)	9/2/86	43 pp.	<hr/>
LEVA, Marx (Asst to Sec/Def, Gen Counsel, & ASD(Legal & Legislative) 1947-51)	3/8/74	44 pp.	Describes work on Nat. Security Act of 1947 & between 1947 & 1951 in several positions. Detailed comments on Forrestal (his views, major efforts, & health); comments on work for Johnson & Marshall.
LEVA, Marx	6/10/77 6/14/77	86 pp.	Some of same topics; especially detailed cmts on Forrestal; also Leva's work as ASD(L&L); cmts on Johnson, Lovett, McNeil, & others.
MCNEIL, Wilfred J.	5/31/74	44 pp.	Forrestal, work & strains on health; budget process 1947-59; Secs/Def

			through McElroy; US-USSR strategic arms competition.
MCNEIL, Wilfred J.	6/7/76	142 pp.	Budget & budget process; Secs/Def from Forrestal through Wilson, especially on Wilson and Defense issues during the Eisenhower administration.
MORRIS, Thomas D. (ASD/Install & Logis, 1961-64 & 1967-69; ASD/Manpower, 1965-67)	4/6/87	52 pp.	Background of 1961 appointment; relationships with McNamara and within DoD; relations with Congress; base closings; impact of systems analysis; budget process; Defense Supply Agency; the draft and recruitment problems; black marketeering in Vietnam; working with Clifford; Vietnamization; DoD organization, management, and personalities.
OHLY, John H. (Spec. Asst to Sec/Def 1947-49)	4/24/74	3 pp.	Notes of a short meeting prior to scheduled interview. Role in DoD for Forrestal and Johnson, & work beginning in 1949 on military assistance program; comments on National Security Act of 1947.
RANDALL, MG Carey A. (Military Asst. to Sec/Def 1951-60)	4/26/88	93 pp.	How USMC background helped prepare him for his OSD position; Thoughts on NSA and service unification; relations w/Lovett & Marshall; Marshall's legacy; Lovett's impact on reorganization; Wilson's relations with Eisenhower, Dulles, McNeil, Bureau of Budget, and the military.
RANDALL, MG Carey A.	4/27/88	109 pp.	Reasons for resignation of Sec'y Gardner; Wilson's approach to "flaps" in his admin; the missile race and U.S. preparedness for war; role of nuclear weaponry in future wars; Wilson's relations with "Ike," industry; Views on NATO, SEATO, U.S. role in Suez and Indochina; effectiveness of Wilson's administrators; Randall's role in USMC while at OSD; McElroy's appointment, approach to mgmt.; McElroy's vs. Wilson's approach; McElroy's relations w/Dulles; impressions of Sec'y Gates; guidelines for a successful military asst.; "Ike's" vs. Truman's role w/ Dod; Joe McCarthy; Randall's views on DoD organization.

- RIDGWAY, Gen. M.B. 4/18/84 47 pp. Experiences on Military Staff Committee of UN including memo on Russian objectives; appointment as Commander in Chief Far East Command & UN Command & problems faced including defense of Japan & Korea; American policy in Far East; lessons drawn from Korean War concerning concept of limited war, intelligence, & POWs; problems faced as SACEUR; extensive comments on NATO--problems in strategy & impact of Korean War; role as Army Chief of Staff--problems faced including question of atomic capability; interservice rivalry, and roles & missions of the services.
- RIDGWAY, Gen. M.B. 4/19/84 43 pp. Working relationships w/Wilson, Kyes, Anderson, JCS members, & Dulles; comments on strategic planning, New Look Policy, nuclear weapons, Dien Bien Phu crisis; general remarks on draft, military manpower, cold war policies, arms control & disarmament, Radford, Eisenhower, & decision to leave post as Army CoS.
- RUSH, Kenneth 6/15/87 57 pp. His previous contacts w/ DoD as private industry captain & FRG ambassador; Role of FRG in allied security; his working relations in & out of DoD (incl. w/ Nixon, Kissinger, & Laird); Views on organization, budget, & interservice rivalry; Perceptions of threat to U.S. security, strategic policy, & NATO; Comments on rapprochement w/ China, Cold War policy, & Indochina; Formation of foreign policy during his tenure as Dep. Sec. State; His role as ambassador to France and France's future role in Atlantic Alliance.
- RUSK, Dean 7/17/86 62 pp. His experience in WWII; the State Dept and the Korean War; Secs/Def Johnson, Marshall, and McNamara relations with State Dept; background to his appt as Sec State; reorganization in Kennedy admin; differences between JFK's and LBJ's style in foreign affairs; Bay of Pigs episode; nuclear weapon strategy; aircraft carrier controversy; Skybolt; ABM problem; Glassboro summit conference; Berlin crisis; use of the reserves in Vietnam; NATO; De Gaulle &
- [1 CONFIDENTIAL p.]

YORK, Herbert F.  
(Director, DR&E 1958-61)

12/31/84 54 pp.

French policy; Cuban missile crisis; Indochina & Vietnam; Laos; press reporting on Vietnam War; *Pentagon Papers*; defense of containment policy; McNamara & Clifford..

Background in previous service w/ scientific programs sponsored by DoD, including Director of Lawrence Livermore Laboratory 1952-58, Chief Scientist ARPA 1958, member, President's Science Advisory Committee 1957-58. Circumstances of appointment as DDR&E; concept of position, selecting & organizing staff; impact of Sputnik. Working relationships w/Secs/Def McElroy, Gates, McNamara; Comptrollers McNeil, Lincoln, & Hitch; ISA heads Irwin & Nitze; relations w/ARPA & WSEG, w/military services & JCS, Congress, NASA. Perceptions of the threat, the "missile gap" and U-2 flights; "window of vulnerability" 1961; attitude toward nuclear weapons, massive retaliation, flexible response, budget, NATO programs. Impact of DoD R&E on university research; Test Ban issue and arms control; national security organization & management in science & technology; comments on personalities; Pres. Eisenhower's farewell address and "military-industrial complex." Major achievements as DDR&E. Consultant to Harold Brown as Sec/ Def 1977-81, B-1 decision.

October 1990

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**Categories of Access**

- 1 - Open**
- 2 - Permission of interviewee required to cite or quote**
- 3 - Open only to DoD historians**
- 4 - Permission of OSD Historian required**

**Note:** The category of access and the security classification are shown in brackets under the number of pages of the transcript. Security classifications, where they exist, are in addition to any limitations on access stipulated by the interviewee. Several interviewees have not yet stipulated the category of access.

- AILES, Stephen  
(Under/Sec Army, 1961-64,  
and Sec Army, 1964-65)      6/6/86      24 pp.  
[1-U]      Circumstances of appt as Under  
Sec Army; role and  
responsibilities; reorganization of  
reserves; impact of McNamara reforms  
on Army; Army's role in Cuban missile  
crisis; Berlin crisis, 1961-62; Indochina;  
his meeting with Pres. Diem;  
improvements in Army training;  
circumstances of appt as Sec Army,  
1964; working relations with McNamara  
& Vance; McNamara's management  
style; relationships with others in  
Defense; dealings with State, White  
House, & Congress.
- AILES, Stephen      7/2/86      29 pp.  
[1-U]      His conception of the strategic threat;  
nature communist threat; cost analysis  
vs. strategic analysis; interservice  
rivalries; defense budget formulation;  
Army's "C-System"; Vietnam; Gulf of  
Tonkin crisis; NATO; service secretary's  
role; impressions of certain individuals--  
McNamara, Louis Johnson, Vance,  
Gilpatric, LBJ, JFK, among others.
- ANDERSON, George W.      5/17/84      39 pp.  
[not yet  
decided]      Early career, service in WWII,  
role in preparation of unification plans  
under Sec/Navy Forrestal 1945-47; views  
of Gen. Eisenhower as SACEUR; Plans &  
Operations Officer SACEUR; Special  
Assistant to Adm. Radford, Chairman of  
JCS 1953; Dien Bien Phu; CS CINCPAC;  
landings in Lebanon 1958; Commander  
Sixth Fleet. Appointment as CNO;  
relations with Sec/Navy, JCS, Sec/Def  
McNamara and OSD, the Congress, and  
President Kennedy; Soviet threat;  
strategic planning; NATO; Berlin crisis  
of 1961.
- ANDERSON, George W.      5/31/84      30 pp.  
[not yet  
decided]      Cuban missile crisis 1962, including  
relations with Sec/Def McNamara &  
President Kennedy; involvement in  
Indochina, including role of JCS;  
Kennedy, McNamara, the TFX (F-111)  
issue; views on military aid; perspectives  
on OSD management and organization;  
comments on various personalities,  
including Forrestal, McNamara, Gates,  
Adm. Radford, Gens. Lemnitzer, Taylor,

			LeMay; his relief & role as Amb. to Portugal.
BROWN, Harold (Sec/Def 1977-81)	12/04/81	30 pp. <i>[?-S]</i>	His work as Sec/Def, especially his areas of influence, role in Iranian hostage crisis, and relations with White House, Congress, and military services; need for organizational changes in OSD; detailed comments on Carter, Vance, Brzezinski.
BRZEZINSKI, Zbigniew (Pres. Natl Sec Adviser, 1977-81)	10/6/86	17 pp. <i>[2-U]</i>	Circumstances of appointment as Carter's assistant for National Security Affairs; previous experience in international affairs; his and Carter's view of Brzezinski's role; relations with Carter; his being given cabinet status; disagreements with Carter over MX missile, neutron bomb, & Mariel convicts; assessment of Carter; relations with Brown & OSD, JCS, CIA, Congress, & White House staff; reviews of Soviet strategic threat--PRM-10 & PD-59; creation of RDF (Rapid Deployment Forces); essential equivalence & PD-18.
BRZEZINSKI, Zbigniew	2/25/87	27 pp. <i>[2-U]</i>	PD-59 as a radical departure in strategic thought; Carter Doctrine & Afghanistan; interservice rivalries; DoD budget; B-1 bomber; MX missile, neutron bomb; NATO 1979 decision to modernize theater nuclear forces; his involvement with NATO affairs; relations with China; his visit to China in 1978; decision to press Japan for a larger defense effort; possibility of withdrawing troops from Korea; Camp David accords; Iranian crisis, failure of U.S. intelligence process in; Huyser mission to Iran; hostage crisis; Soviet invasion of Afghanistan; U.S. aid to Afghanistan resistance; Panama Canal treaty; organization of national security system; achievements and disappointments of Carter administration.
BURKE, Arleigh A. (Chief of Naval Operations and JCS member 1955-61)	11/9/83	69 pp. <i>[not yet decided]</i>	Role in WWII, including C/S, Task Force 58; service on General Board with Sec/Nav Forrestal 1947, comments on Nat. Sec. Act of 1947; role as OP-23, B-36-carrier controversy; appointment as

CNO; defense budget relations w/ Pres. Eisenhower, Secs/Def McElroy, Wilson, and McNamara. Comments on Sec/Def Forrestal, JCS (including Gens. Radford, Twining, White, Lemnitzer, & Taylor), Sec/State Dulles; '58 reorganization of DoD; massive retaliation, Polaris, NATO; Suez crisis '58; Quemoy & Matsu 1958; Lebanon crisis 1958; Bay of Pigs 1961, involvement in Indochina; OSD organization.

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|--|---------|-----------------|---|
| CARLUCCI, Frank C.<br>(Dep Sec/Def 1981-83)  | 4/12/89 | 23 pp.<br>[2-U] | Background before entering DoD: contacts w/ OSD at OMB & CIA, relations w/ Weinberger & Reagan; role as Dep. Sec/Def: procurement, budget, DRB, & "Carlucci Initiatives"; working relations in & out of DoD: Sec/Def, JCS, service secretaries, State Dept., & Congress.  |
| CARLUCCI, Frank C.<br>(Dep. Sec/Def 1981-83)   | 4/21/89 | 24 pp.<br>[2-U] | His outlook on Soviet threat during Reagan admin., strategic planning, and the "forward strategy"; interservice rivalry; his role in budget formation and DRB process; military morale; strategic weapons: their role and development (B1, Midgetman, MX, & Stealth); role in Lebanon and Falklands crises; NATO and burden-sharing; arms control; typical day as Dep Sec/Def; accomplishments & disappointments while in office. |
| CARLUCCI, Frank C.<br>(Packard Commission 1985-86<br>NSC 1986-87, Sec/Def 1987-1989) | 5/1/89  | 23 pp.<br>[2-U] | Packard Commission: his role, success of its implementation, Packard's role; his functions at NSC: relations w/ Reagan, Shultz, & Weinberger, efforts at NSC reorganization; influence of NSC position on later DoD appointment; his role as Sec Def: responsibilities of Sec/Def vs. Dep Sec/Def, changes made in OSD organization, parameters of Sec/Def's responsibility.  |
| CARLUCCI, Frank C.<br>(Sec/Def 1987-89)  | 5/4/90  | 15 pp.<br>[2-U] | Relations in and out of OSD: w/ Dep Sec/Def, State, President, Congress; threat perception/ strategic planning; financial management & budget problems; weapons & manpower during his   |

tenure.

- CARLUCCI, Frank C.  
(Sec/Def 1987-89)      5/17/90      20 pp.  
[2-U]      Views on strategic vulnerability & weapons issues; acquisition process; B1, B2, LHX, & Bradley Vehicle programs; manpower issues (base closings); views on SDI; role in foreign area problems: Soviet "benign initiatives," role in Persian Gulf (creation of CENTCOM), NATO, Central America; his visits to USSR, China, & Japan.
- CARLUCCI, Frank C.  
(Sec/Def 1987-89)      5/19/89      18 pp.  
[2-U]      Defense & State Departments relations concerning roles in Panama, Persian Gulf, & arms control; his views on War Powers Act; how time was employed as Sec/Def; critical issues now facing Sec/Def; thoughts on OSD organization and its officials (incl. Crowe, Taft, Perle); relations w/ Presidents Reagan & Nixon; achievements and disappointments as Sec/Def.
- CARNEY, Robert B.  
(Chief of Naval Operations, 1953-55; Commander-in-Chief, Allied Forces Southern Europe, 1951-53)      2/22/84      50 pp.  
[3-U, no attr., no media access]      His work in various positions including Dep CNO, CNO, and SACEUR; comments on New Look Policy, reorganization Plan No. 6 of '53, and Soviet threat; detailed comments on relationships with Secs/Def Wilson & Forrestal, Kyes, Eisenhower, Radford, Anderson, Twining, Thomas, & Ridgway; comments on work as member of JCS.
- CARPENTER, Donald F.  
(Chairman, Military Liaison Cmte 1948; Chmn Munitions Board 1948-49)      6/12-13/81      12 pp.  
[1-U]      His role as Chmn of MLC, especially controversy over custody of atomic weapons between DoD and AEC, & relations between military and AEC; recollections of Vannevar Bush, Forrestal, Johnson; experiences as Chmn of Munitions Board, including weapons stockpiling questions.
- CARTER, Jimmy      3/12/86      30 pp.  
[1-U]      His early agenda of national security issues; factors that shaped his views on national security; Truman as a role model; zero-base budgeting; relationship with JCS, SecDef Brown,

and Schlesinger; decision-making process; issues in which he took a personal interest; Panama Canal issue; Middle East; Korea; his role in the evolution of strategic doctrine; PD-59; the "China card"; Carter doctrine; defense budget formulation; MX missile; SALT II; deployment of neutron bomb; TNF; Helmut Schmidt.

CARTER, Marshall S.	4/22/77	59 pp.	Joint interview w/Gen. George V. Underwood, Jr., Executive Office of Sec/Def; Sec/Def Marshall & Lovett, President Truman; MacArthur dismissal.
		[4-U]	
CLAYTOR, W. Graham Jr.	1/8/81	33 pp.	Work of Dep/Sec/Def, especially budget & administration; responsibilities of Service Secretaries; interservice rivalry, Carter administration defense programs.
		[2-S]	
CLIFFORD, Clark M. (Counsel to Pres. 1946-50)	3/4/74	54 pp.	The Cold War and Truman's response; Nat. Sec. Act of 1947, 1949 amendments; Forrestal as Sec/Navy & Sec/Def; recognition of Israel 1948.
		[1-U]	
CLIFFORD, Clark M. (Sec/Def 1968-69)	5/6/85	21 pp.	Discusses background in Truman administration & on Committee on Defense Establishment (Symington Cmte); appointed by Pres-Elect Kennedy member & chairman of Foreign Intelligence Advisory Board 1961-68; Pres. Kennedy & Bay of Pigs, trips to Far East 1965, '66, '67; Pres. Johnson & Vietnam War; domino theory; Pueblo affair 1968; background of appointment as Sec/Def; departure of Robert McNamara; impact of Tet offensive; priorities as Sec/Def; relations w/Paul Nitze, Dep/Sec/Def, and top staff in OSD, view on Vietnam War.
		[not yet decided]	
CLIFFORD, Clark M.	6/4/85	31 pp.	Working relations w/Dep/Sec/Def Nitze & policy group in OSD, Chairman JCS Bus Wheeler & JCS, Sec/State Dean Rusk (differences over Vietnam). Relations
		[not yet	

*decided]* w/White House, Congress; views of Soviet threat; comments on NATO, strategic planning, impact of Tet, Pres. Johnson's March 31, 1968, speech on Vietnam & decision not to run again; reflections on domino theory; question or reserves & role of press in Vietnam; dealing with Soviets & SALT talks; personalities: Wheeler and Taylor; major achievements & disappointments.

COLLINS, J. Lawton  
(USA Chief of Staff  
1949-1953)

7/2/81 51 pp.

[1-U]

National Security Act of 1947 & his role in its development; impressions of Forrestal, Johnson, Marshall (especially), Lovett; role of USA Chief of Staff; Korean War; MacArthur dismissal; NATO; Germany and nuclear weapons.

De Laur, Richard D.  
(Under Sec/Def R&E  
1981-1984)

4/22/86 52 pp.

[not yet  
decided]

Relations w/ DoD prior to appointment as USD (at Navy & TRW); views on role of USD, organization of his office, & problems faced; strategic threat & Soviet technology; working relations in and out of OSD: w/Weinberger, service secretaries, DRB, ISA, & press; basic vs. applied research & role of universities; weapons systems and signal processing development; inter-service rivalry; budget for R&E; joint foreign R&D programs; private vs. public sector management; views on Cold War policies, military assistance, arms control, & military industrial complex; typical day as USD; his major achievements and disappointments.

EISENHOWER, John S. D.  
(Defense Liaison Officer  
& Asst. Staff Secretary  
to President 1958-61)

10/22/84 60 pp.

[3-U]

Background of appointment; functions; U-2 flight; relations w/Gen. Goodpaster, Staff Sec. to President, and State & CIA. Comments on Pres. Eisenhower's perceptions of Soviet threat, impact of Korean War, New Look Policy, SAC, limited war & massive retaliation, Defense budget & national economy, UMT. President's relations w/JCS & the services, attitudes toward NATO, Berlin crisis 1958-59, Gen. de Gaulle, Suez crisis 1956, Lebanon landing 1958, Bay of Pigs 1961. Pres. Eisenhower's attitudes towards American involvement in Vietnam, French & Dien Bien Phu crisis; DoD

reorganization & unification, use of NSC. Reflections on personalities Secs/Def Wilson, McElroy, Gates, Forrestal; military-industrial complex speech--origins and significance.

<p>ELLSWORTH, Robert F. (ASD for ISA '74-'75 Dep Sec/Def '75-'77)</p>	<p>9/2/88</p>	<p>48 pp.  [1-U]</p>	<p>Background leading to OSD positions--his role as NATO ambassador; views on Vietnam, McNamara; relations with various OSD organs; outlook on Soviet threat; views on flexible response, French role in NATO; Diplomacy towards China; reasons for Vietnam failure; his role in Mayaguez incident, Cyprus conflict, Yom Kippur War; his support for new weapons systems; the future of NATO; legacy of Vietnam; his major achievements.</p>
<p>ELSEY, George M. (Asst to Pres 1947-51; Asst. to Dir for Mutual Security 1951-53)</p>	<p>8/1/78</p>	<p>35 pp.  [1-U]</p>	<p>Truman's relationships w/Secs/Def; relationships w/USSR; Korean War; MacArthur's dismissal; work w/Averell Harriman on mutual security.</p>
<p>ENTHOVEN, Alain (Dep. Comp. &amp; Dep. Asst. Sec., 1961-65; Asst. Sec. for Systems Analysis, 1965-69)</p>	<p>2/3/86</p>	<p>39 pp.  [1-U]</p>	<p>His experience at Rand in the '50's; circumstances of appt at Defense in 1960 &amp; appt as Dep Compt in 61; budget overhaul; creation of position of Asst Sec for Systems Analysis; selection of staff members; working relations with McNamara and others in OSD; relations with service secretaries and JCS; friction with Congress, particularly Reps. Rivers &amp; Hebert; nuclear weapons strategy; development of flexible response strategy; continuing contacts with Rand personnel; McNamara's strategic thinking; interservice rivalries; Vietnam; ABM; evaluation of McNamara's and his own impact on policy.</p>
<p>FOSTER, William C. (Dep/Sec/Def 1951-53)</p>	<p>2/27/74</p>	<p>28 pp.  [2-U]</p>	<p>Foster's work at Pentagon; relationship w/Lovett, service secretaries, JCS, and Truman; NATO developments.</p>
<p>FOSTER, William C.</p>	<p>10/25/77</p>	<p>13 pp.  [2-U]</p>	<p>Many of same topics discussed in 1974: organization &amp; functions of OSD; relationships w/ Lovett, ASDs, &amp; others; views on Truman.</p>

GILPATRIC, Roswell L. (Dep/Sec/Def 1961-64)	11/14/83 50 pp. [2-U]	Work as Under Sec/Air Force & Dep/ Sec/Def & relationships w/OSD, JCS, Pres. Kennedy, & Congress; discusses threats facing US, problem of interservice rivalry, Bay of Pigs, Cuban missile crisis, Indochina, arms control & disarmament; detailed comments on Secs/Def McNamara, Marshall, Lovett, Burke & Truman.
GLASS, Henry E.	11/18/83 5 pp. [2-U]	Comments on McNeil, Gen. Moore, Lyle Garlock, & congressional appropriation of funds 1951-55.
GLASS, Henry E.  (Econ. Adviser to Comptroller 1953-65, Asst. to Sec/Def 65-68)	10/19/87 55 pp. [3-U]	His business, economics, & USAF back- ground helped prepare him for his appointment at OSD; describes his appointment, evolution of job as adviser; relations between comp- troller, other DoD organs, and Congress; McNeil's influence in DoD; Eisenhower's dealings with the budget; DoD/BoB and the budget approval process; the legacy of McNeil and his influence in DoD; the comptroller's impact on DoD reorganization acts.
GLASS, Henry E.	10/23/87 46 pp. [3-U]	Contributions of McElroy & Gates (APRA and DIA respectively); Eisenhower's cutbacks on conv. forces due to strategic importance of nuclear weapons; role of comptroller's office in defense, strategic policy, logistics, & defense mobilization; "Ike's" intention to reduce NATO forces; Army & AF missile development; comptroller's role w/NATO, SEATO; the McNamara regime and revision of the Eisenhower budget; the overall interrelation between defense, budget, and all OSD policies.
GLASS, Henry E.	10/28/87 68 pp. [3-U]	Discusses his role in OSD from '61- '68; how he became "Special Asst." to Sec/Def; his rapport w/ McNamara, Gil- patrick, Vance, Nitze, service secretaries, BoB, & State. Influences on the budget in Johnson & Kennedy admins.;

McNamara's relations w/ Congress, his methods of organization (esp. centralization of authority); changes in posture statements during his tenure; shift in McNamara's outlook from a damage limiting to a deterrent strategy.

- GLASS, Henry E.                      11/4/87    53 pp.    Covers later service at OSD and Rand; attitude toward Soviet threat in McNamara era (communism seen as a monolithic bloc); policy shift from massive retaliation to flexible response; OSD role in Vietnam strategy (incorporation of systems analysis); OSD reaction to Tonkin Resolution, calling up of reserves; Pentagon Papers; reasons for Vietnam failure; McNamara's views on NATO, DeGaulle's withdrawal; Glass's relations w/ Clifford, Laird, Packard, & Nitze; his retirement & major achievements.
- [3-U]
- GOODPASTER, Andrew J.            1/19/84    41 pp.    Role as Def. Liaison Officer & Staff Secy to Pres., including evolution of office; working relationships with Pres. Eisenhower, Cabinet members, Sec/Def, Sec/State, and perceptions of Soviet threat; comments on "Solarium" project, impact of Korean War, strategy-making & planning, origin of New Look Policy, use of nuclear weapons, limited war, civil defense, budget & manpower problems, inter-service rivalry, Cold War policy, national security & management, major achievements & disappointments; discusses major events: Suez crisis 1956, Hungarian affair, & Sputnik; comments on Secs/Def Wilson, McElroy, Gates, Gen. Taylor.
- [2&4-U]
- GOODPASTER, Andrew J.            2/7/84    38 pp.    Roles as Asst to Chmn Joint Chiefs & Dir. Joint Staff; relationship between Jt. Chiefs & Sec/Def McNamara; influence in strategy-making; role in Indochina-- his experiences, Vietnam, & Limited Test Ban Treaty; comments on role of press in Vietnam; duty as Commandant, Nat. War College, role as Supreme Allied Commander, NATO; McNamara & Vance.
- [2&4-U]

GOODRICH, Nathaniel H. (Asst Gen. Counsel 1948-51; Dep Gen Counsel 1952-53; Off. of ASD(Legal & Legislative Affairs)	4/10/84	77 pp. [1-U]	Writing of Reserve Retirement Act of 1948; night of Forrestal's death; Johnson-Acheson feud; Anna Rosenberg confirmation hearings; trips to Europe w/congressional cmte members before they considered legislation; Carter operation; unification; decision-making; comments on Steve Early, John Adams, Adm. Houser, Paul Nitze, Gen. Persons, Marx Leva, Gen. Burns, Nash, Dan Edwards, Coolidge, Roger Kent, & Marshall.
HARRIMAN, W. Averell	5/29/75	59 pp. [2-U]	Louis Johnson dismissal; Korean War, MacArthur's mistakes, dismissal; US involvement in Vietnam; Soviet threat (since 1944) & how to deal with it.
HARRIMAN, W. Averell	6/18/77	31 pp. [2-U]	Harriman's work w/ECA 1948-50; the "Three Wise Men" & NATO 1951-52; & Mutual Security Agency 1951-53; also comments on roles and contributions of various associates.
HENSEL, H. Struve (Gen. Counsel 1953-54; ASD(ISA) 1954-55)	10/26/83	43 pp. [1-U]	Work as Gen. Counsel & Asst Sec/Def; working relationships w/OSD officials; responsibilities of Defense vs. State; reorganization plans; relations w/Congress; Soviet threat; New Look Policy; massive retaliation; interservice rivalry; military budget; crisis in Dien Bien Phu; Cold War; question of restoring sovereignty to Germany; Eisenhower presidency. Comments on Wilson, Kyes, Anderson, and McNeil.
IGNATIUS, Paul R. (Asst. Sec. Army I&L 1961-63, Under Sec. Army 1964 Asst. Sec/Def I&L 1964-67)	3/31/87	48 pp. [3-U]	Background of his DoD appointments; transition to government; direction & organization of his staffs; role with Army budget; impact of McNamara's reforms; role in Berlin & Cuban crises; his role w/ NATO; Involvement in Reserve & National Guard merger; relationship w/ predecessors; his role in Vietnam; working relations w/ McNamara & Congress; his major achievements in office.

IGNATIUS, Paul R. (Asst. Sec/Def I&L 1961-63, Sec. Navy 1967-69)	4/27/87	47 pp. [3-U]	His views on Soviet threat & military readiness; logistical planning during Johnson admin.; Interservice rivalry; his impact on defense budget; NATO (France's departure); background of his Sec. Navy appointment; problems faced while Sec. of Navy; new priorities w/ Clifford admin.; remarks about DoD colleagues (incl. McNamara, Clifford, & Brown); legacy of Vietnam; views on Cold War & alliance system; his major achievements as ASD & Sec. Navy.
KAUFMANN, William (National Security Specialist & Strategic Analyst 1961-79)	7-14-86	38 pp. [2-U]	Background of his Rand appointment, contacts w/DoD, and nat'l security experience; evolution of his & McNamara's strategic thought; nuclear weapons: tactical & strategic, limited war & flexible response; Soviet threat; NATO; contributions of McNamara & Schlesinger.
KAUFMANN, William (National Security Specialist & Strategic Analyst 1961-79)	7-23-86	35 pp. [2-U]	His involvement in Berlin & Cuban crises of 1961 & '62; comments on Vietnam: the war's legacy, his & McNamara's involvement; views on Cold War policies, arms control, & MLF; Rand's impact on DoD & role of DoD consultant; comments on various Secs /Def w/ whom he had worked; achievements & frustrations while DoD consultant.
KOMER, Robert W. (Under Sec/Def for Policy 1979-81)	3/25/81	76 pp. [4-U]	Concerns mainly his work as Under Sec/Def for Policy; also deals w/period as NATO Adviser 1977-81. Useful comments on work w/Sec/Def, Dep/Sec/Def, Under Sec/Def for R&E.
LEBARON, Robert (Chairman Military Liaison Cmte 1949-54)	5/4/76	44 pp. [4-U]	Wide-ranging comments on early days of atomic testing & production; AEC-DoD relationships on atomic questions; comments on personalities.
LEMAY, Gen. Curtis E. (Commander SAC 1948-57; Chief of Staff/AF 1961-65)	12/30/84	43 pp. [2-U]	Work as Commander, SAC, and Chief of Staff AF; Bay of Pigs, NATO, RAND, Cuban missile crisis, OSD management and organization, various personalities.

LEMNITZER, Lyman L. (Dir., Ofc of Military Assistance, OSD 1949-50)	3/21/74	52 pp. [3-U]	Role in planning the initial military aid program; Louis Johnson as Sec/Def; West Germany & NATO; US preparedness & Korean War; military aid to French in Indochina.
LEMNITZER, Lyman L.	3/4/76	42 pp. [3-U]	Covers many subjects discussed in 1974. Also comments on possible use of atomic weapons in places such as Korea & Vietnam during Truman & Eisenhower administrations.
LEMNITZER, Lyman L. (Chief of Staff/Army 1958-60; JCS Chairman 1960-62)	1/19/84	47 pp. [3-U]	Discusses work as JCS Chairman, particularly strategic bombing problem, interservice rivalry, handling of splits among JCS, resolution of SIOP, perception of Soviet threat, strategic planning & flexible response, & differences between McNamara & Gates. (Note: pp. 29-32, 44, not available.) Comments on Vietnam, idea of containment, military aid, arms control & disarmament, reorganization of JCS, OSD organization; remarks on McElroy, McNamara, Eisenhower, Kennedy, & Johnson.
LEMNITZER, Lyman L.	1/24/84	45 pp. [3-U]	Appointment as SACEUR 1963-69; Cuban missile crisis; Bay of Pigs, NATO policy decisions; use of nuclear weapons; work w/McNamara; comments on Harmel Report, Soviet threat, British, German, & French views in NATO. Comments on Gilpatric, Johnson, Kennedy, Gen. Sunay, & accomplishments as SACEUR.
LEVA, Marx (Asst to Sec/Def, Gen. Counsel, & ASD(Legal & Legislative) 1947-51)	3/8/74	44 pp. [1-U]	Describes work on Nat. Security Act of 1947 & between 1947 & 1951 in several positions. Detailed comments on Forrestal (his views, major efforts, & health); comments on work for Johnson & Marshall.
LEVA, Marx	6/10/77 6/14/77	86 pp. [1-U]	Some of same topics; especially detailed cmts on Forrestal; also Leva's work as ASD(L&L); cmts on Johnson, Lovett, McNeil, & others.
LOVETT, Robert A.	5/13/74	25 pp.	Comments on support for an

(Dep/Sec/Def 1950-51; Sec/Def 1951-53)	[2-U]	independent AF; B-36 controversy 1948-49; Forrestal's work as Sec/Def; work in Truman administration as Under Sec/State, Under Sec/Def, & Sec/Def.
LOVETT, Robert A.	6/7/76 35 pp. [2-U]	Some of same topics; more detailed comments on work in DoD, 1950-53; Marshall's style, relationships w/Acheson; the Korean War; JCS.
MCCLOY, John Jay (Asst Sec/War 1941-45)	10/24/83 52 pp. [4-C]	Problems in WWII--possible bombing of extermination camp, Japanese relocation following Pearl Harbor; founding of Army's official historical program; position of HICOG; Morgenthau plan; role in connection w/European Defense Community; contributions to national security policy; creation of new Arms Control & Disarmament Agency; work as negotiator & presidential adviser. NATO, European recovery, Soviet threat, role in Cuban missile crisis, position on atomic bombing of Japan; lengthy comments on Churchill; remarks on Presidents Roosevelt, Truman, Kennedy, Eisenhower, Johnson; Secs/Def Forrestal, Marshall, & Lovett.
MCNAMARA, Robert S. (Sec/Def, 1961-67)	4/3/86 32 pp. [3-U]	Background of appt as SecDef; JFK's agreement to allow McNamara to select key Defense personnel; early problems he faced; development of the Posture Statements; organizational changes at Defense; the "Rand intellectuals"; continuities with Gates' policies; introduction of PPBS; selection of Charles Hitch as Comptroller; dearth of previous written analyses in Defense of strategic force structure; working relationships within Defense; relationship with State and Rusk; development of ISA; relations with JFK & LBJ; relations with Congress; B-70 controversy; Skybolt; elimination of National Guard divisions; military hospitals & Congressman Hebert; changes in his perception of strategic threat; controversy over speech review board created by McNamara; relationship between operations and intelligence evaluations regarding Bay of Pigs and Vietnam.

- MCNAMARA, Robert S.      5/22/86    27 pp.    His role in strategic planning; "missile gap" controversy; rejection of massive retaliation and adoption of flexible response strategy; counterforce doctrine; Athens & Ann Arbor speeches; W. European strategic role; dissemination of Rand studies within Defense; influences on his own conception of nuclear strategy; degree to which JFK & LBJ were involved with military strategy; McNamara's strategic legacy; problem of interservice rivalry; dealing with narrow local & industrial interests; B-70 controversy & Skybolt; defense budget formulation; inadequacy of nuclear weapons; TFX & ABM controversies; merging the reserves with the National Guard; McNamara's favoring activation of reserves in Berlin crisis in 1961 and later in Vietnam; presidential opposition to use of reserves; MLF; France & DeGaulle; Harmel Report; NATO; Bay of Pigs.
- [3-U]
- MCNAMARA, Robert S.      7/24/86    37 pp.    Cuban missile crisis; relations with China; Kennedy & Vietnam; Tonkin Gulf crisis; 1965 decisions to bomb N. Vietnam and commit U.S. ground forces; relations with JCS; evolution of his views on Vietnam; genesis of *Pentagon Papers*; systems analysis & Vietnam; press coverage of the war; Berlin crisis; 1967 Mideast crisis.
- [3-U]
- MCNAMARA, Robert S.      8/27/86    36 pp.    Vietnam buildup in 1965; role in handling racial and other civil disturbances; James Meredith's admission to U. of Mississippi; Defense's role in alleviating domestic social problems; "Operation One Hundred Thousand"; discrimination within the armed services; evaluation of containment and detente policies; use of military aid for political leverage; his 1966 Montreal speech; Israel; arms control and disarmament; ABM; summit meetings with Soviets; his role in the Glassboro summit; possibility of his visiting USSR as SecDef; typical work day; conception of the SecDef role; optimum tenure for SecDef; circumstances of retirement; need for further structural changes at
- [3-U]

			Defense; roles of JCS, services; service secretaries; information flow from JCS to SecDef; establishment of functional defense agencies, like DIA; assessments of people--Taylor, Lemnitzer, Wheeler, LeMay, Rusk; Keenan appointment controversy; the military-industrial complex; closure of New Hampshire sub base.
MCNEIL, Wilfred J.	5/31/74	44 pp. [1-U]	Forrestal, work & strains on health; budget process 1947-59; Secs/Def through McElroy; US-USSR strategic arms competition.
MCNEIL, Wilfred J.	6/7/76	142 pp. [1-U]	Budget & budget process; Secs/Def from Forrestal through Wilson, especially on Wilson and Defense issues during the Eisenhower administration.
MOORER, Thomas H. (CNO 1967-70; Chairman JCS 1970-74)	12/11/84	33 pp. [2&4-U]	Background of appointment, including earlier naval career, Tonkin Gulf incident, Aug. '64. Relations w/Sec/Def McNamara, (TFX issue, nuclear-powered carriers question), Clifford & Laird. Comments on Presidents Johnson & Nixon; nuclear & conventional weapons & flexible response strategy; NATO and DeGaulle; Pueblo incident; June '68 bombing in Vietnam; domino theory & war in Vietnam; arms control & disarmament--SALT I; major achievements & frustrations as CNO.
MOORER, Thomas H.	1/24/85	24 pp. [4-U]	Background of appointment as Chairman of JCS; relations w/NSC, Sec/Def Laird, President Nixon; priorities, dealings w/Congress, Defense budget & services, Kissinger; views on conduct of war in Vietnam, including bombing, Vietnamization, & mining of Haiphong Harbor; NATO problems.
MORRIS, Thomas D. (ASD/Install & Logis, 1961-64 & 1967-69; ASD/Manpower, 1965-67)	4/6/87	52 pp. [1-U]	Background of 1961 appointment; relationships with McNamara and within DoD; relations with Congress; base closings; impact of systems analysis; budget process; Defense Supply Agency; the draft and recruitment problems; black

marketeting in Vietnam; working with Clifford; Vietnamization; DoD organization, management, and personalities.

- NICHOLS, K.D.                      4/17/84    49 pp.    Various positions held in atomic energy field; thermonuclear weapon development; use of atomic weapons in Korea. Remarks on LeBaron, Finletter, Keller, Lovett, & Oppenheimer.  
[4-U]
- NITZE, Paul H.                      10/3/84    52 pp.    Service as Dir. & Vice Chairman Strategic Bombing Survey 1944-46 & reactions to early movement for unification of services; work on NSC 68 (1950) & Gaither Committee Report (1957)--their origins & significance; Korean War & theorists of limited war, John Foster Dulles & massive retaliation; background of appointment as ASD(ISA); cmts on Symington, Dulles, McNamara, Gilpatric, Hitch, Thomas Morris; strategic planning & ISA 1961-63--flexible response strategy, counter-force vs. counter-city doctrine; NATO problems; Bay of Pigs & Cuban missile crisis (EXCOMM).  
[3-U]
- NITZE, Paul H.                      10/9/84    58 pp.    Continues w/area problems & crises during tenure as ISA head 1961-63, including US involvement in Indochina, the Berlin crisis 1961-62, & arms control--test ban treaty & establishment of ACDA. Sec/Navy 1963-67-- background of appointment; problems of anti-submarine warfare capabilities, nuclear-powered aircraft vs. conventional carriers, TFX; differences w/Sec/Def McNamara; working relations w/Sec/Def, assistant secretaries, particularly Enthoven, Adm. Rickover, White House (Pres. Johnson) & Congress; Tonkin Gulf incidents, August '64. Bombing in Vietnam. Dep/ Sec/Def role 1967-69--background of appointment; working relations w/Secs/Def McNamara & Clifford, State Dept (Katzenbach, Undersecretary), Congress; civil defense and ABM programs; attitude toward Systems Analysis; Pueblo incident Jan 1968.  
[3-U]

			Comments on policies re Vietnam War, OSD organization & management, various personalities--McNamara, Forrestal, Louis Johnson, Marshall, Lovett, Wilson, Gates; FDR, Truman, Lyndon Johnson; achievements & disappointments as Dep/Sec/Def.
OHLY, John H. (Spec. Asst to Sec/Def 1947-49)	4/24/74	3 pp. [1-U]	Notes of a short meeting prior to scheduled interview. Role in DoD for Forrestal and Johnson, & work beginning in 1949 on military assistance program; comments on National Security Act of 1947.
OHLY, John H.	7/17/74	50 pp. [2-U]	Comments extensively on work in Defense and State between 1947 and mid-1950s. Provides information on Forrestal's organizational methods, resignation, & death; details the nature & scope of early military assistance program, his role in its administration, & State-Defense relationships in regard to it.
OHLY, John H.	4/19/77	79 pp. [2-U]	Covers in more depth same topics; comments also on appointment as Forrestal's special assistant and organization of OSD under Forrestal; also effects of outbreak of Korean War on military assistance program.
OHLY, John H.	4/28/77	97 pp. [2-U]	Comprehensive--on early years of military assistance programs, 1949-53. In addition to MAP subjects discussed in 4/19/77 interview, comments on evolution of various offices responsible for military assistance; problems of coordinating military assistance in State, Defense, etc.; comments on MAP programs for Austria, Yugoslavia, Korea, Taiwan, & Philippines; comments on Harold Stassen's role as head of MAP under Eisenhower.
PACE, Frank (Sec/Army 1950-53)	5/13/74	33 pp. [3-U]	Describes work as Dir. of Bureau of the Budget & Sec/Army; notes agreement w/Truman's military budget--says it would have been larger if Korean War

			had been anticipated; comments on Forrestal and Johnson as Secs/Def; describes personal role in MacArthur's dismissal.
PACKARD, David (Dep. Sec/Def '69-'71)	11/9/87	24 pp. <i>[not yet decided]</i>	Background of OSD appointment; transition from public to private sector helped by his mgmt. background, implementation of "team mgmt." approach; changes in OSD during Laird's admin.; rapport with JCS, service secs., & White House; Laird's budget; origin of DSARC; Packard's view on new strategic weapon systems, his major achievements as Dep. Sec/Def.
PACKARD, David	11/28/88	34 pp. <i>[not yet decided]</i>	Continues w/ discussion of his role as Dep. Sec/Def and involvement in Blue Ribbon Comm. of '86; approach to procurement/organization in Laird's admin.; nat'l security threats to U.S.; views on NATO (burdensharing), Vietnam; reaction to Pentagon Papers; background of his appointment to the Commission, success of his report's implementation; rapport w/ JCS, Laird, past secretaries, Kissinger; Weinberger's views on the Blue Ribbon Commission of '86.
PERRY, William J. (Under Sec/Def for R&E 1977-81)	12/17/80	36 pp. <i>[1-5]</i>	Discusses controls in acquisition & procurement process, including DSARC; effects of inflation; organization of R&E operation; relationships w/ Under Sec/Def for Policy; implications of trend of Defense establishment toward readiness.
PERRY, William J.	1/9/81	40 pp. <i>[1-5]</i>	Military-industrial complex, which he doesn't believe exists; weapons development (STEALTH, precision-guided munitions); weapons standardization in NATO; military-technological balance between US & USSR.
RANDALL, MG Carey A.	4/26/88	93 pp. <i>[1-5]</i>	How USMC background helped prepare him for his OSD position; his thoughts on the NSA and

- Service unification; relations w/Lovett & Marshall; Marshall's legacy; Lovett's impact on reorganization; relations w/Wilson; Wilson's vs. Lovett's approach; Wilson's relations with Eisenhower, Dulles, McNeil, Bureau of Budget, and the military.
- RANDALL, MG Carey A. 4/27/88 109 pp. Resignation of Sec. Gardner; Wilson's approach to "flaps" in his admin; missile (Military Asst. to Sec/Def 1951-60) [1-S] race & preparedness for war; Role of nuclear weaponry in future; Wilson's relations w/ "Ike", industry; Wilson's views on NATO, roles in Suez crisis, Indochina, SEATO; effectiveness of Wilson's administrators; Randall's role in USMC while at OSD; McElroy's appointment, approach to management; McElroy's vs. Wilson's approach; McElroy's relations w/Dulles; impressions of Sec'y Gates; guidelines for a successful military asst.; "Ike's" vs. Truman's role w/ DoD; impressions of Joe McCarthy; Randall's views on DoD organization, NSC's role.
- RIDGWAY, Matthew B. 4/18/84 47 pp. Experiences on Military Staff Committee (Commander-in-Chief, Far East Command & UN Command 1951-52; Supreme Commander Allied Powers Europe 1952-53; Army Chief of Staff 1953-55) [1-U] of UN including memo on Russian objectives; appointment as Commander in Chief Far East Command & UN Command & problems faced including defense of Japan & Korea; American policy in Far East; lessons drawn from Korean War concerning concept of limited war, intelligence, & POWs; problems faced as SACEUR; extensive comments on NATO--problems in strategy & impact of Korean War; role as Army Chief of Staff--problems faced including question of atomic capability; interservice rivalry, and roles & missions.
- RIDGWAY, Matthew B. 4/19/84 43 pp. Working relationships w/Wilson, Kyes, Anderson, JCS members, & Dulles; comments on strategic planning, New Look Policy, nuclear weapons, Dien Bien Phu crisis; general remarks on draft, military manpower, cold war policies, arms control & disarmament, Radford, Eisenhower, & decision to leave post as Army CoS. [1-U]
- RUSH, Kenneth 6/15/87 57 pp. His previous contacts w/ DoD as

		[1-U]	private industry captain & FRG ambassador; role of FRG in allied security; his working relations in & out of DoD (w/ Nixon, Kissinger, and Laird); views on organization, budget, & interservice rivalry; perceptions of threat to U.S. strategic policy, & NATO; comments on rapprochement w/China, Cold War policy, and Indochina; formation of foreign policy during his tenure as Dep. Sec. State; role as ambassador to France and France's future role in Atlantic Alliance
RUSK, Dean (Sec State, 1961-69)	7/17/86	62 pp. [1-U, 1p. is 1-C]	His experience in WWII; the State Dept and the Korean War; Secs/Def Johnson, Marshall, and McNamara relations with State Dept; background to his appt as Sec State; reorganization in Kennedy admin; differences between JFK's and LBJ's style in foreign affairs; Bay of Pigs episode; nuclear weapon strategy; aircraft carrier controversy; Skybolt; ABM problem; Glassboro summit conference; Berlin crisis; use of the reserves in Vietnam; NATO; De Gaulle & French policy; Cuban missile crisis; Indochina & Vietnam; Laos; press reporting on Vietnam War; <i>Pentagon Papers</i> ; defense of containment policy; McNamara & Clifford.
SALLAGAR, Fritz M.	3/28/77	4 pp. [2-C]	Finletter Commission Report, US war plans 1947-48, US capabilities. Brief thoughts on Truman, Johnson, & Forrestal.
SYMINGTON, W. Stuart (Sec/AF 1947-50)	5/19/81 5/27/81	55 pp. [4-U]	Work as Asst Sec. of War for Air during and after WWII & as Sec/AF. Comments on role of air power during WWII & Korean War; his part in passage of Nat. Security Act of 1947; relationships w/Forrestal & Johnson; interservice rivalry, including 1949 "revolt of the Admirals." Extensive comments on personalities--Truman, Forrestal, Johnson, Spaatz, Eisenhower, & others.

- TAYLOR, Gen. Maxwell D. 10/18/83 33 pp. Appointment as CoS; relationships w/people in OSD; differences between Service Chiefs; strategy & strategy-making, specifically on flexible response; role as JCS Chairman & relationship w/President Kennedy; Cuban missile crisis, Bay of Pigs; Vietnam; impact of Diem's death; and weakness of DoD-JCS system.  
 (Army Chief of Staff 1955-59; Chairman JCS 1962-64) [2-U]
- TWITCHELL, Hamilton A. 7/5/84 55 pp. Army Plans & Operations Div 1945-47-- connection w/movement for unification of services & reactions to Nat. Sec. Act of 1947. Jt. Staff JCS 1947-49--member of Rainbow team, budget problem, military assistance, relations w/JCS, impressions of Forrestal as Sec/Def. Exec. officer, Off. of Military Assistance 1949-50--appointment, program & procedures problems, personalities Off. of Spec. Asst, C/S, SHAPE, 1951-53-- functions, relations with Gens. Eisenhower, Ridgway & Gruenther; Lisbon goals. Off. ASD(ISA) 1955-58-- appointment, functions, modernization of NATO, views of threat; Suez crisis 1956. Chief, Coordination Gp Office C/S, US Army 1958-60--functions, relations w/C/S, OSD, Spec. Asst. to Chmn, JCS 1962--Berlin crisis, relations w/Gen. Taylor & Sec/Def McNamara. NATO assignments 1963-66-- including Chief, Plans Branch of Policy & Planning Div, SHAPE, CoS 7th Army--impact of Vietnam War, multilateral force. Chief, US Military Mission with Iranian Army and US Mil. Assistance Adv. Gp to Iran 1968-71--aid programs & policies; OSD and Shah. Effectiveness of military aid as tool for pol. leverage in Cold War; OSD organization & management, esp. Joint Staff. Personalities--Lovett, Wilson, McCloy, McNamara, Gen. Bradley, Adm. Radford, Gen. Lemnitzer, Gen. Taylor, McNeil, Ohly, Sec/ Army Brucker. [not yet decided]
- UNDERWOOD, George V. 4/22/77 59 pp. Joint interview w/Gen. Marshall S. Carter, Jr. Work of Executive Office of Sec/Def 1950-51; Marshall, Lovett, & Truman; MacArthur's dismissal. [4-U]

WARNKE, Paul C. (Gen. Counsel 1966-67; ASD(ISA) 1967-69)	9/10/84	42 pp. [3-U]	Experiences as GC and ASD(ISA) including responsibilities & working relationships within DoD; perception of Soviet threat, strategy-making, nuclear weapons, arms control & disarmament, NATO, Vietnam, Arab- Israeli War, Czech invasion, Pueblo incident; McNamara, Nitze, & Johnson.
WOHLSTETTER, Albert	1/30/86	30 pp. [2-U]	Circumstances of appt at Rand; WW II experience; differences in working with Eisenhower & Kennedy admins; decision not to join Kennedy admin; Strategic Base Study, 1953; Gaither Committee; Report R290 on "Protecting Our Power to Strike Back"; 1959 <i>Foreign Affairs</i> article on balance of terror; impact of Korean war on his thinking; McNamara as Sec/Def; Cuban missile crisis; discussions with McNamara on ABM and nuclear parity; NATO; SAGA simulation game on Vietnam war; 1962 visit to Vietnam; role of science advisers like himself.
YORK, Herbert F. (Director, DR&E 1958-61)	12/31/84	54 pp. [1-U]	Background in previous service w/ scientific programs sponsored by DoD, including Director of Lawrence Livermore Laboratory 1952-58, Chief Scientist ARPA 1958, member, President's Science Advisory Committee 1957-58. Circumstances of appointment as DDR&E; concept of position, selecting & organizing staff; impact of Sputnik. Working relationships w/Secs/Def McElroy, Gates, McNamara; Comptrollers McNeil, Lincoln, & Hitch; ISA heads Irwin & Nitze; relations w/ARPA & WSEG, w/military services & JCS, Congress, NASA. Perceptions of the threat, the "missile gap" and U-2 flights; "window of vulnerability" 1961; attitude toward nuclear weapons, massive retaliation, flexible response, budget, NATO programs. Impact of DoD R&E on university research; Test Ban issue and arms control; national security organization & management in science & technology; comments on personalities; Pres. Eisenhower's farewell address and "military-industrial complex." Major

achievements as DDR&E. Consultant to Harold Brown as Sec/ Def 1977-81, B-1 decision.

- ZUCKERT, Eugene M.  
(Asst. Sec/Air Force  
1947-52; Secretary/AF  
1961-65)
- 9/26/84 38 pp. *[not yet decided]* Background of appointment as AS/AF 1947-52, including Sp. Asst for Stuart Symington, Surplus Property Administrator 1945-'46. AF internal problems; AF and the unification issue; management problems. Forrestal, Steve Early, Louis Johnson, Marshall, Lovett. Working relations w/Leva, Ohly, Anna Rosenberg. B-36 vs. supercarrier issue, 70-group issue; Symington-Forrestal relationship; establishment of Comptroller position in AF. Member AEC 1952-54--LeBaron, head of Military Liaison Committee & Adm. Rickover, USN. Background of appointment as Sec/Air. Problems faced including B-70 issue. Working relationships w/Sec/Def McNamara & Dep/Sec/Def Gilpatric. McNamara's methods; relationships w/ASDs & other service secretaries; the TFX issue.
- ZUCKERT, Eugene M.
- 10/10/84 40 pp. *[not yet decided]* Continues discussion of role as Sec/AF. Relationships w/JCS, C/S AF Curtis LeMay, the White House, Congress. Soviet threat; missile gap; McNamara's style of operation and strategic views. TFX & B-70 issues. Skybolt--differences w/ McNamara; attitude toward involvement in Vietnam, NATO alliance, containment & detente, service secretary as a group vice president. OSD organization & management, JCS to Sec/Def & role of service secretaries. Personalities-- McNamara, Schlesinger, Gilpatric, Vance, Hitch, Harold Brown, Lemnitzer, Taylor, Wheeler. Achievements & disappointments as Sec/Air.