

Samuel C. Phillips

A Register of His Papers in the Library of Congress

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with the assistance of Brian McGuire and Andrew Passett
Revised by Karen Linn Femia with the assistance of Michael
W. Giese**



Manuscript Division, Library of Congress

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Latest revision: 2008 April

Collection Summary

Title: Papers of Samuel C. Phillips

Span Dates: 1929-1990

Bulk Dates: (bulk 1958-1989)

ID No.: MSS80934

Creator: Phillips, Samuel C. (Samuel Cochran), 1921-1990

Extent: 67,200 items; 174 containers plus 1 oversize plus 1 classified; 49.6 linear feet

Language: Collection material in English

Repository: Manuscript Division, Library of Congress, Washington, D.C.

Abstract: United States Air Force officer, space agency official, intelligence agency director, and defense industry executive. Correspondence, diaries, memoranda, reports, family and personal papers, and photographs documenting Phillips's career in the United States Air Force where he specialized in ballistics and weapons research; as director of Project Apollo (U.S.), the lunar landing program of the National Aeronautics and Space Administration; and as an executive with TRW Inc. and other defense contracting firms. Includes material on the Minuteman intercontinental ballistic missile system, atomic weapons tests, Saturn Project (U.S.) (rocket development), the Superconducting Super Collider, the Strategic Defense Initiative, and other defense and aeronautical projects.

Selected Search Terms

The following terms have been used to index the description of this collection in the Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

Personal Names

Phillips, Samuel C. (Samuel Cochran), 1921-1990.

Organizations

Project Apollo (U.S.)

Saturn Project (U.S.)

TRW Inc.

United States. National Aeronautics and Space Administration.

Subjects

Ballistics.

Cold War.

Defense industries--United States.

Intercontinental ballistic missiles.

Military weapons.

Minuteman (Missile)

Nuclear weapons--Testing.

Rockets (Aeronautics)

Space flight to the moon.

Space race--Soviet Union.

Space race--United States.

Strategic Defense Initiative.

Superconducting Super Collider.

Occupations

Air Force officers.

Executives.

Public officials.

Administrative Information

Provenance:

The papers of Samuel C. Phillips, U.S. Air Force general, space agency director, intelligence agency director, and defense industry official, were given to the Library of Congress by his wife in 1991 and 1993.

Processing History:

The papers of Samuel C. Phillips were arranged and described in 1996. The finding aid was revised in 2004. Revisions were also made to the collection in 2008.

Transfers:

Items have been transferred from the Manuscript Division to other custodial divisions of the Library. Audio and video recordings have been transferred to the Motion Picture, Broadcasting, and Recorded Sound Division. Maps and charts have been transferred to the Geography and Map Division. Musical scores have been transferred to the Music Division. All transfers are identified in these divisions as part of the Samuel C. Phillips papers.

Copyright Status:

Copyright in the unpublished writings of Samuel C. Phillips in these papers and in other collections of papers in the custody of the Library of Congress has been dedicated to the public.

Security Classified Documents:

Government regulations control the use of security classified items in this collection. Manuscript Division staff can furnish information concerning access to and use of classified material.

Preferred Citation:

Researchers wishing to cite this collection should include the following information: Container or reel number, Samuel C. Phillips Papers, Manuscript Division, Library of Congress, Washington, D.C.

Biographical Note

<i>Date</i>	<i>Event</i>
1921, Feb. 19	Born, Springerville, Ariz.
1942	B.S., University of Wyoming, Laramie, Wyo. Married Betty Anne Brown Pilot trainee, United States Army Air Corps flying school
1943-1945	Pilot, United States Army Air Corps, England
1945-1947	Military officer, European theater headquarters, Frankfurt, Germany
1947-1948	Operations director, Langley Air Force Base, Va.
1950	M.S., University of Michigan, Ann Arbor, Mich.
1950-1951	Guided missile research and development project engineer, Wright-Patterson Air Force Base (Ohio)
1951	Electronics officer, joint task group 342, Operation Greenhouse atomic weapons tests, Eniwetok atoll
1952	Chief, bomber defense branch, Armament Laboratory, Wright-Patterson Air Force Base (Ohio)

1952-1954 Assistant chief and chief of operations, Armament Laboratory, Wright-Patterson Air Force Base (Ohio)

1954-1955 Chief, B-52 weapon system project office, Wright-Patterson Air Force Base (Ohio)

1955 Chief, bombardment aircraft division, Wright-Patterson Air Force Base (Ohio)

1955-1956 Chief, fighter missiles and drones division, Wright-Patterson Air Force Base (Ohio)

1957-1959 Logistics chief and materiel director, United States Air Force Strategic Air Command, England

1959-1963 Director, Minuteman intercontinental ballistic missile program, Los Angeles, Calif.

1963 LL.D., University of Wyoming, Laramie, Wyo.

1963-1964 Vice commander, ballistic systems division, Norton Air Force Base (Calif.)

1964 Deputy director, Project Apollo (U.S.), manned lunar landing program, National Aeronautics and Space Administration, Washington, D. C.

1964-1969 Director, Project Apollo (U.S.), manned lunar landing program, National Aeronautics and Space Administration, Washington, D. C.

1969-1972 Commander, Space and Missile Systems Organization (U.S.), Los Angeles, Calif.

1972-1973 Director, United States National Security Agency, Fort George G. Meade (Md.)

1973-1975 Commander, United States Air Force Systems Command, Andrews Air Force Base (Md.)

1975-1976 Vice president and general manager, Energy Systems Management Division, TRW Inc., El Segundo, Calif.

1976-1983 Vice president and general manager, Energy Products Group, TRW Inc., El Segundo, Calif.

1978-1979 Consultant, National Aeronautics and Space Administration

1980 Member, National Aeronautics and Space Administration transition team, Office of the President-Elect

1984-1986 Vice president, Defense Systems Group, TRW Inc., Redondo Beach, Calif.

1984-1987 Member, Titan III independent review panel

1986-1989 Member, National Aeronautics and Space Administration Management Study Group, National Academy of Public Administration

1987 Member, National Aeronautics and Space Administration Advisory Council

1987-1988 Member, strategic defense management review panel

1990, Jan. 31 Died, Palos Verdes Estates, Calif.

Scope and Content Note

The papers of Samuel Cochran Phillips (1921-1990) span the years circa 1929-1990, with the bulk of the items concentrated in the period 1958-1989. Phillips witnessed several of the seminal events of the post-World War II Cold War period, including Soviet consolidation in Europe and American atomic weapons testing in Oceania. He assisted in developing guided missile and other armament technologies and directed the nation's intercontinental ballistic missile and manned lunar landing programs. He ended his career as an executive of TRW Inc., a large defense firm. Phillips's papers are organized into the following series: [Personal and Family Papers](#), [United States Air Force](#), [National Aeronautics and Space Administration](#), [Subject File](#), [Classified](#), and [Oversize](#).

Phillips's papers include correspondence and memoranda, reports, and diaries documenting the competition which characterized relations between the United States and the Soviet Union during the Cold War. They are more complete for the latter portion of his career, offering significant detail concerning the Minuteman intercontinental ballistic missile system, the National Aeronautics and Space Administration (NASA) manned lunar landing program, and Phillips's work at TRW Inc., a prominent defense contractor. The papers are less substantial regarding his association with atomic weapons tests at Eniwetok atoll in 1951 and his work establishing the B-52 long-range bomber as a viable armament. They contain almost no information regarding his brief stint as National Security Agency chief. Phillips's "systems management" technique, an administrative hallmark for which he and the programs he administered became well known, figures prominently in the Minuteman and NASA materials.

The papers are chiefly professional in nature, but a [Personal and Family Papers](#) series includes material related to general family matters such as finances, homes, hobbies, automobiles, friends, and the marriages of Phillips's daughters. Photographs record the infancies and youths of the daughters as well as other family members and special events. Of particular interest are several oversize electrical and schematic diagrams by Phillips of the family's home in Washington, D. C., illustrating his attention to detail and holistic view of systems and organizations.

Phillips served in the United States Air Force (USAF) until he became a private sector defense official. All papers related to the USAF except those regarding his assignment to NASA appear in the [USAF File](#). Documentation regarding Phillips's role developing early guided missile technology, drone aircraft, F-111 and A-10 combat aircraft, and B-52 long-range bomber aircraft is sparse. Documentation regarding the development and implementation of the Minuteman intercontinental ballistic missile is substantial, however, and that regarding the Titan III launch system is only slightly less so. Phillips's post-NASA assignments made use of his management and administrative abilities as he became commander first of the Space and Missile Systems Organization and then of the Air Force Systems Command. The files from these latter assignments are administrative in content, reflecting the nature of his postings. Phillips made extensive use of chronological files consisting of correspondence and memoranda regarding many subjects. Additionally, he kept detailed notes regarding most subjects and often interfiled correspondence or memoranda with these notes.

The [NASA File](#) constitutes the bulk of the papers. Phillips directed the Project Apollo (U.S.) component of the manned lunar landing program which was charged with developing the spacecraft to transport astronauts from earth's orbit to the moon. In the early years of the lunar landing endeavor, however, much of the emphasis was on a related component, Saturn Project (U.S.), which involved developing the massive rockets necessary to boost astronauts and their spacecraft into orbit. The [NASA File](#) traces the developmental focus as it shifted from Saturn to Apollo. Saturn files detail rocket and launch system components, systems, tests, and flights. Apollo files detail spacecraft components, systems, tests, flights, lunar exploration and operations, and personnel and administrative issues. The files include correspondence with corporate contractors who designed, built, or operated program and hardware components, such as North American Aviation (now Rockwell International) and Grumman Aircraft Engineering Corp. (now Northrop Grumman). An Apollo spacecraft test which killed three astronauts in 1967 is extensively documented. Later files from Phillips's role as consultant and advisor to the space agency include a report he authored regarding the efficiency of agency management.

Papers regarding Phillips's association with institutional and nongovernmental organizations make up the [Subject File](#). A major part of this file relates to the administration and activities of TRW Inc., the defense firm which Phillips joined after his retirement from the air force. Two of TRW Inc.'s most lucrative government contracts during the 1980s concerned the United States Dept. of Energy's superconducting super collider project and the United States Dept. of Defense's Strategic Defense Initiative. Many of these files address the administration and conduct of both contracts.

Organization of the Papers

The collection is arranged in six series:

- [Personal and Family Papers, circa 1929-1975](#)
- [United States Air Force, 1942-1989](#)
- [National Aeronautics and Space Administration, 1963-1990](#)
- [Subject File, 1942-1990](#)
- [Classified, 1970-1973](#)
- [Oversize, 1942-1968](#)

Description of Series

<i>Container</i>	<i>Series</i>
BOX 1-5	<p><u>Personal and Family Papers, circa 1929-1975</u></p> <p>Correspondence, photographs, and printed matter regarding Phillips, his wife, their respective families, and their children.</p> <p>Arranged alphabetically by type of material and thereunder chronologically.</p>
BOX 6-39	<p><u>United States Air Force, 1942-1989</u></p> <p>Correspondence, memoranda, reports, notes, and related material regarding the development and implementation of air-based defensive and offensive weapons systems.</p> <p>Arranged alphabetically by subject and thereunder chronologically.</p>
BOX 40-131	<p><u>National Aeronautics and Space Administration, 1963-1990</u></p> <p>Correspondence, memoranda, reports, notes, minutes of meetings, maps, charts, clippings, and other printed matter.</p> <p>Arranged chronologically by year and thereunder alphabetically by subject.</p>
BOX 131-174	<p><u>Subject File, 1942-1990</u></p> <p>Correspondence, memoranda, reports, notes, photographs, and printed matter.</p> <p>Arranged alphabetically by subject.</p>
BOX CL 1	<p><u>Classified, 1970-1973</u></p> <p>Classified material consisting mostly of correspondence, memoranda, reports, and printed matter. Organized and described according to the series, folders, and boxes from which the items were removed.</p>
BOX OV 1	<p><u>Oversize, 1942-1968</u></p> <p>Oversize material consisting mostly of architectural drawings, artwork, certificates, photographs, and printed matter.</p> <p>Organized and described according to the series, folders, and boxes from which the items were removed.</p>

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Personal and Family Papers, circa 1929-1975

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 - Cheyenne group visit, Warren Air Force Base, Wyo., 1963, Apr. 19
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Arranged chronologically by year and thereunder alphabetically by subject.

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Space and aeronautical activities
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	1963, Apr. 30, Pasadena Chamber of Commerce, Pasadena, Calif.
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	Aug. 7, American Bar Association, Committee on Law of Outer Space seminar, Miami Beach, Fla.
	Aug. 25, Utah Committee on Industrial and Employment Planning, Salt Lake City, Utah
	Oct. 19, Electronic Industries Association, Washington, D.C., 1964-1965
	1966
	Feb. 15, Air Force Association, Billy Mitchell Chapter, Milwaukee, Wis.
	Mar. 1, National Conference on Space Maintenance and Extra-vehicular Activities, Orlando, Fla.
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	Dec. 11-12, George C. Marshall Space Flight Center, Huntsville, Ala.

1967

Apr. 26, Engineering management seminar, George Washington University, Washington, D.C.

Aug. 5, graduation, 3615 pilot training wing, Craig Air Force Base, Ala.

Aug. 17, Dining-in, Dow Air Force Base, Maine, 1964-1967

1968

Jan. 9, University of Wyoming, Laramie, Wyo.

Mar. 17, Management Club, Tinker Air Force Base, Okla.

May 9, Space Symposium, Burlington, Vt.

Nov. 27, Naval War College, Washington, D.C.

Dec. 4, IBM System Development Division managers meeting, Washington, D.C.

1969

Apr. 17, National Industrial Conference Board, Chicago, Ill.

Oct. 5, XX International Astronautical Congress, Mar del Plata, Argentina

Oct. 29, National Paint, Varnish, and Lacquer Association, Washington, D.C.

Dec. 1, ASPR Institute, Washington, D.C.

Dec. 12, San Bernardino Chamber of Commerce, San Bernardino, Calif.

1970

Jan. 23, Defense Contract Administration Services Region, Dining-out, Los Angeles, Calif.

Feb. 6, Executive's Club of Chicago, Ill., 1969-1970

Feb. 7, Arnold Air Society Conclave, Salt Lake City, Utah, 1969-1970

Feb. 12, 1970 Winter Convention on Aerospace and Electronic Systems, Los Angeles, Calif.

Feb. 25, Medical Strollers of New York City, New York, N. Y., 1969-1970

Feb. 27, Southern California Aviation Council, Palm Springs, Calif., 1966-1970

May 14, Armed Forces Day, Torrance, Calif.

May 18, Air Force Materials Symposium, Miami, Fla.

June 6, Joint Military Commissioning Ceremony, Purdue University, West Lafayette, Ind., 1965-1970

Aug. 21, Armed Forces Management Association, Los Angeles, Calif.

Sept. 22, Federal Management Improvement Conference, Washington, D.C.

1971

July 9, Senior Non-commissioned Officers Commander's Call, Los Angeles Air Force Station, Calif., 1969-1971

Aug. 10, fifth birthday of Navy Space Systems Activity, Los Angeles Air Force Station, Calif.

Aug. 11, second star-pinning of Evelle J. Younger, Los Angeles, Calif.

Aug. 16, Defense research and development budgeting symposium, Los Angeles, Calif.

Nov. 12, Defense Systems Application Program, Los Angeles Air Force Station, Calif.

1972

Mar. 8, Defense Contract Administration Services, Los Angeles Region, Long Beach, Calif.

June 8, Reserve Officers Training Corps, California Institute of Technology, Pasadena, Calif.

1973

Jan. 19, Chamber of Commerce, San Angelo, Calif.

Oct. 17, Chief Sorcerers and Apprentices Dinner, Bolling Air Force Base, Washington, D.C.

Nov. 14, National Security Industrial Association, Washington, D.C.

Dec. 15, Graduation address, United States Air Force Test Pilot School, Edwards Air Force Base, Calif.

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- Jan. 22, Air Force Systems Command Top Three Council, Andrews Air Force Base, Md.
- Jan. 30, American Institute of Aeronautics and Astronautics, Washington, D.C.
- Feb. 20, Air Force Systems Command Procurement Conference, Andrews Air Force Base, Md.
- Mar. 12, Winter Convention, Institute of Electrical and Electronics Engineers, Los Angeles, Calif.
- Apr. 5, Dining-out, Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio
- Apr. 9, Junior Officers Luncheon, Air Force Systems Command, Kirtland Air Force Base, N. Mex.
- May 2, Strategic Weapons Development Seminar, Vandenberg Air Force Base, Calif.
- May 13, welcoming remarks, Air Reserve Forces Policy Council, Andrews Air Force Base, Md.

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- June 10, Opening remarks, National Security Day, Andrews Air Force Base, Md.
- Sept. 12, Non-commissioned Officers Academy, Kirtland Air Force Base, N. Mex.
- Nov. 14, Air Force Association symposium, Shreveport, La.
- Dec. 13, Wright Brothers Memorial Banquet, Beverly Hills, Calif.

1975

- Apr. 19, Rotary Club, San Diego, Calif.
- May 5, Joint Logistic Commanders Electronic System Reliability Workshop, Airlie, Va.
- May 16, Armed Forces Day Banquet, Cheyenne, Wyo.
- June 24, Air Force Association/National Security Industrial Association symposium, Wright-Patterson Air Force Base, Ohio
- June 25, Defense Systems Management School, Fort Belvoir, Va.

1979, July 2, Swedish Embassy, Washington, D.C., 1978-1979

1985, Apr. 12, Company Grade Officers' Council, Los Angeles Air Force Station, Calif.

1988

- Jan. 28, Wernher von Braun Memorial Lecture, Smithsonian Institution, Washington, D.C., 1987-1988
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