Collection Summary
Title: Samuel C. Phillips Papers
Span Dates: 1929-1990
Bulk Dates: (bulk 1958-1989)
ID No.: MSS80934
Creator: Phillips, Samuel C. (Samuel Cochran), 1921-1990
Extent: 67,200 items
Extent: 174 containers plus 1 oversize and 1 classified
Extent: 49.6 linear feet
Language: Collection material in English
Location: Manuscript Division, Library of Congress, Washington, D.C.
LC Catalog record: https://lccn.loc.gov/mm93080934
Summary: 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 LC Catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically.

People
Phillips family.

Organizations
Grumman Aircraft Engineering Corporation--Correspondence.
North American Aviation--Correspondence.
Project Apollo (U.S.)
Saturn Project (U.S.)
Space and Missile Systems Organization (U.S.)
TRW Inc.
United States. Air Force.
United States. National Aeronautics and Space Administration.

Subjects
Ballistic missile defenses.
Ballistics--Research.
Ballistics.
Cold War.
Defense contracts--United States.
Defense industries--United States.
Intercontinental ballistic missiles.
Launch vehicles (Astronautics)
Military weapons--Research.
Military weapons.
Minuteman (Missile)
Nuclear arms control.
Nuclear weapons--Testing.
Particle accelerators.
Particles (Nuclear physics)
Rockets (Aeronautics)
Space flight to the moon.
Space race--Soviet Union.
Space race--United States.
Strategic Defense Initiative.
Superconducting Super Collider.

Places
Moon--Exploration.

Occupations
Air Force officers.
Executives.
Public officials.

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.

Access and Restrictions
The papers of Samuel C. Phillips are open to research. Researchers are advised to contact the Manuscript Reading Room prior to visiting. Many collections are stored off-site and advance notice is needed to retrieve these items for research use.

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.
### Biographical Note

<table>
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<tr>
<th>Date</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>1921, Feb. 19</td>
<td>Born, Springerville, Ariz.</td>
</tr>
<tr>
<td>1942</td>
<td>B.S., University of Wyoming, Laramie, Wyo.</td>
</tr>
<tr>
<td></td>
<td>Married Betty Anne Brown</td>
</tr>
<tr>
<td></td>
<td>Pilot trainee, United States Army Air Corps flying school</td>
</tr>
<tr>
<td>1943-1945</td>
<td>Pilot, United States Army Air Corps, England</td>
</tr>
<tr>
<td>1945-1947</td>
<td>Military officer, European theater headquarters, Frankfurt, Germany</td>
</tr>
<tr>
<td>1950</td>
<td>M.S., University of Michigan, Ann Arbor, Mich.</td>
</tr>
<tr>
<td>1950-1951</td>
<td>Guided missile research and development project engineer, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1951</td>
<td>Electronics officer, joint task group 342, Operation Greenhouse atomic weapons tests, Eniwetok atoll</td>
</tr>
<tr>
<td>1952</td>
<td>Chief, bomber defense branch, Armament Laboratory, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1952-1954</td>
<td>Assistant chief and chief of operations, Armament Laboratory, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1954-1955</td>
<td>Chief, B-52 weapon system project office, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1955</td>
<td>Chief, bombardment aircraft division, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1955-1956</td>
<td>Chief, fightor missiles and drones division, Wright-Patterson Air Force Base (Ohio)</td>
</tr>
<tr>
<td>1957-1959</td>
<td>Logistics chief and materiel director, United States Air Force Strategic Air Command, England</td>
</tr>
<tr>
<td>1959-1963</td>
<td>Director, Minuteman intercontinental ballistic missile program, Los Angeles, Calif.</td>
</tr>
<tr>
<td>1963</td>
<td>LL.D., University of Wyoming, Laramie, Wyo.</td>
</tr>
<tr>
<td>1963-1964</td>
<td>Vice commander, ballistic systems division, Norton Air Force Base (Calif.)</td>
</tr>
<tr>
<td>1964</td>
<td>Deputy director, Project Apollo (U.S.), manned lunar landing program, National Aeronautics and Space Administration, Washington, D. C.</td>
</tr>
<tr>
<td>1964-1969</td>
<td>Director, Project Apollo (U.S.), manned lunar landing program, National Aeronautics and Space Administration, Washington, D. C.</td>
</tr>
<tr>
<td>1969-1972</td>
<td>Commander, Space and Missile Systems Organization (U.S.), Los Angeles, Calif.</td>
</tr>
<tr>
<td>1972-1973</td>
<td>Director, United States National Security Agency, Fort George G. Meade (Md.)</td>
</tr>
<tr>
<td>1978-1979</td>
<td>Consultant, National Aeronautics and Space Administration</td>
</tr>
<tr>
<td>1980</td>
<td>Member, National Aeronautics and Space Administration transition team, Office of the President-Elect</td>
</tr>
<tr>
<td>1984-1987</td>
<td>Member, Titan III independent review panel</td>
</tr>
<tr>
<td>1986-1989</td>
<td>Member, National Aeronautics and Space Administration Management Study Group, National Academy of Public Administration</td>
</tr>
<tr>
<td>1987</td>
<td>Member, National Aeronautics and Space Administration Advisory Council</td>
</tr>
<tr>
<td>1987-1988</td>
<td>Member, strategic defense management review panel</td>
</tr>
<tr>
<td>1990, Jan. 31</td>
<td>Died, Palos Verdes Estates, Calif.</td>
</tr>
</tbody>
</table>
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, and flights. Apollo 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

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

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| BOX 1-5   | Personal and Family Papers, circa 1929-1975  
Correspondence, photographs, and printed matter regarding Phillips, his wife, their respective families, and their children.  
Arranged alphabetically by type of material and thereunder chronologically. |
| BOX 1     | Address books and cards, 1962, circa  
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### Personal and Family Papers, circa 1929-1975

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Correspondence, memoranda, reports, notes, and related material regarding the development and implementation of air-based defensive and offensive weapons systems.  
Arranged alphabetically by subject and thereunder chronologically. |
| BOX 7     | A-10 Fairchild combat aircraft production problems  
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| BOX 7     | B-57 light bombardment aircraft, 1954-1955, circa  
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<td>Briefings and temporary tours of duty, 1959-1962</td>
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<td>Contractors, list of, 1963</td>
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<td>Guidance systems, 1960-1967</td>
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<td>Interviews, 1962-1963</td>
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<td>Leave, 1960-1963</td>
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| BOX 13    | Letters of appreciation, 1961-1963  
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   Institute of the Aerospace Sciences, 1962, Mar. 21
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   Autonetics, 1962, Oct. 2
   Cheyenne group visit, Warren Air Force Base, Wyo., 1963, Apr. 19
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BOX 21
   (6 folders)

BOX 22
   (6 folders)

BOX 23
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May 18, Armed Forces Day, Cheyenne, Wyo.
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1965
Aug. 3, University of California, Los Angeles, Calif., 1965-1966
Aug. 7, American Bar Association, Committee on Law of Outer Space seminar, Miami
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Aug. 25, Utah Committee on Industrial and Employment Planning, Salt Lake City, Utah
1966
Feb. 15, Air Force Association, Billy Mitchell Chapter, Milwaukee, Wis.
Mar. 1, National Conference on Space Maintenance and Extra-vehicular Activities,
Orlando, Fla.
Sept. 13, First Annual Logistics Management Symposium, Huntsville, Ala.
Nov. 17, National Conference on the Management of Aerospace Programs, University of
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Nov. 27, Dining-in, officers mess, Ellington Air Force, Tex.
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.


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


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


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.


1971

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

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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.

1974
Jan. 30, American Institute of Aeronautics and Astronautics, Washington, D.C.
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.
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 16, Armed Forces Day Banquet, Cheyenne, Wyo.
June 24, Air Force Association/National Security Industrial Association symposium, Wright-Patterson Air Force Base, Ohio


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

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