Samuel C. Phillips Papers

A Finding Aid to the Collection in the Library of Congress

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Prepared by Karen Linn Femia and Bradley E. Gernand with the assistance of Brian McGuire and Andrew Passett
Revised by Karen Linn Femia with the assistance of Michael W. Giese

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 ; 174 containers plus 1 oversize and 1 classified ; 49.6 linear feet
Language: Collection material in English
Location: Manuscript Division, Library of Congress, Washington, D.C.
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 Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

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

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. Air Force. Systems Command.
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.

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.

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.

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

Date	*Event*
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

Container	*Series*
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 6-39	**United States Air Force, 1942-1989** 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 40-131	**National Aeronautics and Space Administration, 1963-1990** Correspondence, memoranda, reports, notes, minutes of meetings, maps, charts, clippings, and other printed matter. Arranged chronologically by year and thereunder alphabetically by subject.
BOX 131-174	**Subject File, 1942-1990** Correspondence, memoranda, reports, notes, photographs, and printed matter. Arranged alphabetically by subject.
BOX CL 1	**Classified, 1970-1973** 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.
BOX OV 1	**Oversize, 1942-1968** 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.

Container List

Container	*Contents*
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.
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	Norcross and Phillips families, 1966, circa
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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
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	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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	Oct. 5, XX International Astronautical Congress, Mar del Plata, Argentina
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	Aug. 21, Armed Forces Management Association, Los Angeles, Calif.
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	Aug. 16, Defense research and development budgeting symposium, Los Angeles, Calif.
	Nov. 12, Defense Systems Application Program, Los Angeles Air Force Station, Calif.
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	Mar. 8, Defense Contract Administration Services, Los Angeles Region, Long Beach, Calif.
	June 8, Reserve Officers Training Corps, California Institute of Technology, Pasadena, Calif.

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	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.
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	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.
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	Apr. 9, Junior Officers Luncheon, Air Force Systems Command, Kirtland Air Force Base, N. Mex.
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	May 13, welcoming remarks, Air Reserve Forces Policy Council, Andrews Air Force Base, Md.
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	Sept. 12, Non-commissioned Officers Academy, Kirtland Air Force Base, N. Mex.
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	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
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