

# Robert S. McNamara Papers

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Chanté Wilson-Flowers, and Abigail Yerxa

## Collection Summary

**Title:** Robert S. McNamara Papers

**Span Dates:** 1934-2009

**Bulk Dates:** (bulk 1968-2005)

**ID No.:** MSS83793

**Creator:** McNamara, Robert S., 1916-2009

**Extent:** 93,500 items ; 268 containers plus 5 classified and 2 oversize ; 107.2 linear feet

**Language:** Collection material in English

**Location:** Manuscript Division, Library of Congress, Washington, D.C.

**Summary:** United States secretary of defense, president of the World Bank, and corporate executive. Correspondence, memoranda, organization records, subject files, speeches and writings, reports, conferences and meetings, background and research material, and other papers relating primarily to McNamara's private and public life following his service as secretary of defense, including his leadership of the World Bank, his role as counselor and adviser to various private corporations and nonprofit organizations and foundations, and his commentary on and advocacy for solutions to the critical domestic and foreign policy issues of the times.

## 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

Allison, Graham T.--Correspondence.

Blight, James G. Wilson's ghost : reducing the risk of conflict, killing, and catastrophe in the 21st century. 2001.

Blight, James G.--Correspondence.

Bundy, McGeorge--Correspondence.

Bundy, William P., 1917-2000--Correspondence.

Cutler, Lloyd N.--Correspondence.

Enthoven, Alain C., 1930- --Correspondence.

Freeman, Orville L.--Correspondence.

Gottfried, Kurt--Correspondence.

Harriman, Pamela Digby Churchill Hayward, 1920-1997--Correspondence.

Harriman, W. Averell (William Averell), 1891-1986--Correspondence.

Hendrickson, Paul, 1944- --Correspondence.

Kissinger, Henry, 1923- --Correspondence.

Lurvink, Frans M.--Correspondence.

McNamara, Robert S., 1916-2009.

McNamara, Robert S., 1916-2009. Argument without end : in search of answers to the Vietnam tragedy. 1999.

McNamara, Robert S., 1916-2009. In retrospect : the tragedy and lessons of Vietnam. 1995.

McNamara, Robert S., 1916-2009. Wilson's ghost : reducing the risk of conflict, killing, and catastrophe in the 21st century. 2001.

Schmidt, Helmut, 1918 December 23- --Correspondence.

Shriver, Sargent, 1915-2011--Correspondence.

Smith, Gerard C.--Correspondence.

Taylor, Carl E.--Correspondence.

Udall, Stewart L.--Correspondence.

Vance, Cyrus R. (Cyrus Roberts), 1917-2002--Correspondence.

Ward, Barbara, 1914-1981--Correspondence.

Westmoreland, William C. (William Childs), 1914-2005--Trials, litigation, etc.

### Organizations

African Development Bank.

Aspen Institute.

Atlantic Council of the United States.

Battelle Memorial Institute.  
Brookings Institution.  
Carnegie Endowment for International Peace.  
CBS Inc.--Trials, litigation, etc.  
Charles F. Kettering Foundation.  
Corning Incorporated.  
Council on Foreign Relations.  
Drug Strategies (Organization)  
East African Development Bank.  
Eminent Persons Group on Curbing Illicit Trafficking in Small Arms and Light Weapons.  
Enterprise Foundation.  
Global Coalition for Africa.  
Henry L. Stimson Center.  
Honorary Presidential Advisory Council on Investment in Nigeria.  
Indira Gandhi Memorial Trust.  
InterAction Council.  
International Irrigation Management Institute.  
National Committee on United States-China Relations.  
Overseas Development Council.  
Pugwash Conference on Science and World Affairs.  
Rockefeller Foundation.  
Trilateral Commission.  
Urban Institute.  
World Bank.  
World Food Prize Foundation.  
World Resources Institute.

### **Subjects**

Arms control.  
Cuban Missile Crisis, 1962.  
Economic development--Developing countries.  
Education.  
Geopolitics.  
Hunger--Developing countries.  
International relations.  
Nuclear weapons.  
Onchocerciasis.  
Peace.  
Population.  
Poverty.  
Security, International.  
Trials (Libel)  
Vietnam War, 1961-1975.  
War.  
World health.  
World politics--20th century.  
World politics--21st century.

### **Places**

Cuba--Foreign relations--United States.  
Developing countries.  
Soviet Union--Foreign relations.  
United States--Defenses.  
United States--Economic policy--20th century  
United States--Economic policy--21st century

United States--Foreign relations--20th century.  
United States--Foreign relations--21st century.  
United States--Foreign relations--Cuba.  
United States--Military policy.  
United States--Politics and government--20th century.  
United States--Politics and government--21st century.  
Vietnam--History--1945-1975.

### **Occupations**

Cabinet officers.  
Executives.

## **Administrative Information**

### **Provenance**

The papers of Robert S. McNamara, United States secretary of defense, president of the World Bank, and corporate executive, were given to the Library of Congress by McNamara in a series of gifts from 1996 to 2009. An addition was given by John Earl Haynes in 2009.

### **Processing History**

Part I of the papers of Robert S. McNamara was arranged and described in 2009. Material received in 2009 was processed as Part II in 2010.

### **Transfers**

Items have been transferred from the Manuscript Division to other custodial divisions of the Library. Some photographs have been transferred to the Prints and Photographs Division. Audiotapes and videotapes have been transferred to the Motion Picture, Broadcasting and Recorded Sound Division. All transfers are identified in these divisions as part of the Robert S. McNamara Papers.

### **Other Repositories**

Records of McNamara's tenure as secretary of defense are located at the National Archives and Records Administration, College Park, Maryland, and additional material relating to his official duties as president of the World Bank is at the World Bank Group Archives, Washington,

### **Copyright Status**

Copyright in the unpublished writings of Robert S. McNamara 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 Robert S. McNamara 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: Roman numeral designating the Part followed by a colon and container number, Robert S. McNamara Papers, Manuscript Division, Library of Congress, Washington, D.C.

## Biographical Note

<i>Date</i>	<i>Event</i>
1916, June 9	Born, San Francisco, Calif.
1937	A.B. in economics and philosophy, University of California, Berkeley, Calif.
1939	M.B.A., Harvard University, Cambridge, Mass.
1940	Married Margaret Craig (died 1981)
1940-1943	Assistant professor of business administration, Harvard University, Cambridge, Mass.
1943-1946	Served in the U.S. Army Air Force; awarded the Legion of Merit and promoted to lieutenant colonel before being released from active duty
1946-1960	Executive, Ford Motor Co., rapidly promoted through a series of top-level management positions
1960-1961	President, Ford Motor Co.
1961-1968	Secretary of defense
1968	Awarded Presidential Medal of Freedom Published <i>The Essence of Security</i> . New York: Harper & Row
1968-1981	President, World Bank
1981-2006	Member on the board of directors and advisory councils of various corporations, foundations, and nonprofit organizations focusing on issues of East-West relations, the environment, nuclear arms, population and development in the Third World, and world hunger
1983	Awarded Albert Einstein Peace Prize Awarded Franklin D. Roosevelt Freedom from Want Medal
1986	Published <i>Blundering into Disaster</i> . New York: Pantheon Books
1989	Published <i>Out of the Cold</i> . New York: Simon and Schuster
1995	Published with Brian VanDeMark <i>In Retrospect</i> . New York: Times Books
1999	Published with James G. Blight and Robert K. Brigham <i>Argument without End</i> . New York: Public Affairs
2001	Published with James G. Blight <i>Wilson's Ghost</i> . New York: Public Affairs
2003	Interviewed for the documentary film <i>The Fog of War</i> , produced and directed by Errol Morris
2004	Married Diana Masieri
2009, July 6	Died, Washington, D.C.

## Scope and Content Note

The papers of Robert Strange McNamara (1916-2009) span the years 1934-2009, with the bulk concentrated between 1968 and 2005. McNamara was a business executive with Ford Motor Company before his appointment as United States secretary of defense in 1961. In 1968, McNamara resigned as defense secretary to become president of the World Bank. The collection is composed of two supplementary parts. Part I documents McNamara's private and public life primarily following his departure as secretary of defense, including his terms as president of the World Bank, his role as counselor and adviser to various private corporations and nonprofit organizations and foundations, and his role as public statesman advocating solutions for the critical domestic and foreign policy issues of the times. The series in Parts I and II are similar, and while their proportions vary, the content of respective series remains largely the same with the notable exception of files in Part II dedicated to the analysis of the Cuban Missile Crisis and the Vietnam War and the publication of his books *In Retrospect* and *Argument without End*. Further descriptions of each part follow.

### Part I

Part I of the McNamara Papers spans the years 1958-2003, with most of the material dated between 1968 and 2000. The papers in Part I highlight his position as president of the World Bank and a member on the boards of directors and advisory councils of numerous private corporations and nongovernmental institutions. While the papers include some material concerning his tenure as secretary of defense, Part I contains limited documentation for the years prior to his service at the World Bank. Part I is organized into the following series: [Correspondence](#), [World Bank](#), [Organizations](#), [Subject File](#), [Speeches and Writings](#), [Miscellany](#), [Classified](#), and [Oversize](#).

The [Correspondence](#) series contains letters received and copies of replies. It was McNamara's practice to handwrite many of his replies in the upper right-hand corner of the incoming letters that were then photocopied for later transcription. Although his handwriting is sometimes difficult to decipher, the photocopy is often the only copy of his correspondence that remains in the collection. The series informs on a broad scope of McNamara's personal friendships, professional connections, and advocacy issues providing an overview of his relationships and interests that are more fully developed in other series of the collection. Prominent topics include defense and foreign policy issues, arms control and nuclear policy, the World Bank, foreign and domestic politics, economic policy, and international development as well as letters from the public that reflect the variation of popular opinion regarding McNamara's legacy as a leading strategist of the Vietnam War and director of the World Bank. Included among McNamara's friends, colleagues, and media representatives noted in the series are Graham T. Allison, James G. Blight, McGeorge Bundy, William P. Bundy, Lloyd N. Cutler, Alain C. Enthoven, Orville L. Freeman, Kurt Gottfried, Pamela Digby Churchill Hayward Harriman, W. Averell Harriman, Paul Hendrickson, Henry Kissinger, Frans M. Lurvink, Helmut Schmidt, Sargent Shriver, Gerard C. Smith, Carl E. Taylor, Stewart L. Udall, Cyrus R. Vance, and Barbara Ward.

Following his resignation as secretary of defense, McNamara served as president of the World Bank from 1968 to 1981. The [World Bank](#) series provides insight into the policies and operations of the bank and its affiliated institutions during McNamara's terms as president. The series is a study of the organizational reforms introduced by McNamara as the bank changed from a project-oriented investment bank to a development institution at the service of its member states while simultaneously increasing the amount of capital financing needed to accomplish its goals. Under his leadership, the bank targeted poverty reduction, increased funding for health, food, and education programs, and instituted new methods of accountability for budgeted projects. The series contains memoranda, reports, program and policy papers, and other material documenting the bank's administrative structure and strategic planning projects as well as personnel and public relations issues.

Organizational restructuring was constant during McNamara's presidency, and several files contain material related to staff grievances and other commentary concerning institutional reorganization. Of particular interest are a set of notes and notebooks kept by McNamara of his conversations and field visits. The notes of conversations record McNamara's exchanges with and reactions to various officials and directors of the World Bank and world leaders in meetings concerning the operations of the bank. The notes of his field visits are filed alphabetically by country and record meetings with representatives of member countries and other entities, exclusive of the United States. Memoranda for the record were prepared along with briefing memoranda and background material, some with handwritten notations by McNamara. Items marked "impressions" are personal notes written by McNamara for his own reference and were not distributed to bank staff. The series also includes technical notes containing background papers and reports and a country file of correspondence, memoranda, reports, and policy papers providing financial analysis of the bank's development policies.

Upon his retirement from the World Bank in 1981, McNamara served on the boards of directors and advisory councils of a variety of private corporations and nonprofit organizations and foundations principally focusing on issues of the environment, East-West relations, arms control and nuclear weapons, population and development, especially as it affected the Third World, and world hunger. The [Organization](#) series contains the records of McNamara's transactions with these institutions and is arranged alphabetically by name of organization. Prominent organizations include the African Development Bank, Aspen Institute, Atlantic Council of the United States, Battelle Memorial Institute, Brookings Institution, Council on Foreign Relations, Enterprise Foundation, Global Coalition for Africa, Indira Gandhi Memorial Trust, InterAction Council, International Irrigation Management Institute, Kettering Foundation, National Committee on U.S.-China Relations, Overseas Development Council, and the Pugwash Conference on Science and World Affairs. The records illuminate the internal operations and policy disputes within many of the organizations with which McNamara was associated. The series contains correspondence, notes and notebooks, policy papers, studies and reports, agenda and briefing books, background material, and other items that chronicle McNamara's travel arrangements and attendance at various conferences, meetings, symposia, and workshops in his capacity as corporate adviser on behalf of the organizations. Drafts and typescripts from speaking engagements and other presentations supplement similar material arranged in the [Speeches and Writings](#) series.

McNamara worked independently on many of the same issues he supported at the World Bank and as an organizational representative. Among these the most urgent for him was the threat of nuclear weapons. The [Subject File](#) contains material on arms control and nuclear weapons that chronicle McNamara's efforts on behalf of treaties and strategies designed to reduce the risk of nuclear war. The series also includes material commemorating the twenty-fifth anniversary in 1987 of the Cuban Missile Crisis, with reflections on the decisions that prevented an exchange of nuclear missiles between the United States and the Soviet Union. Other material associated with McNamara's tenure as secretary of defense include both defense department records and papers relating to post-defense issues. The latter includes briefs, depositions, and other court records relating to McNamara's testimony in the 1984 trial of *Westmoreland v. CBS, Inc.* Though he had consistently refused to respond to questions concerning the Vietnam War, McNamara, by agreeing to testify on Westmoreland's behalf and submitting an affidavit at the trial, compelled the need for deposition and invited cross-examination. Under oath and for the public record, McNamara, for the first time since he left office as defense secretary, was forced to defend his role in the formulation of the government's Vietnam strategy. In a letter written to newly elected President Bill Clinton, November 23, 1992, located within the "presidential administrations and campaigns" files, McNamara provides a hopeful coda to the controversy stating, "For me—and I believe for the nation as well—the Vietnam War finally ended the day you were elected president."

In addition to his efforts towards eliminating nuclear weapons, McNamara also sought to alleviate global poverty by supporting economic development in Third World countries. While president of the World Bank, McNamara became committed to fostering programs designed to break the cycle of poverty afflicting many of the world's developing nations, particularly food, health, and population problems in Africa. The [Subject File](#) contains material relating to these issues under the "geopolitical file" heading. The series also includes material referencing attempts to eliminate the cause of the parasitic disease onchocerciasis or river blindness in Africa, a program originated by the World Bank during McNamara's presidency. In pursuit of his "visions" for a better world, McNamara became a frequent traveler on a circuit of conferences and meetings that defined his agenda as outlined above, which papers are located in the Subject File.

McNamara addressed the issues of war and peace most directly in his articles, books, and speeches. The [Speeches and Writings](#) series contains correspondence, drafts and typescripts, background and research material, and editorial comments largely relating to these public statements and writings. Articles written by McNamara explore themes such as the imbalance of population growth and economic development and the threat of nuclear arms in the modern world. The series contains limited documentation regarding the publication of McNamara's books with the exception of *Blundering into Disaster*, a plea for nuclear reduction and arms control. Files related to his speeches, lectures, and participation in symposia contain correspondence concerning booking and travel arrangements, drafts and typescripts, and printed copies. A file titled "printed and typescript copies," labeled "statement file" by McNamara, serves as a partially indexed selective compilation of his speeches and writings.

In addition to McNamara's speeches and writings, the series also includes papers concerning his radio and television appearances and interviews as well as the speeches and writings of others. In November 1983, following the ABC television broadcast of *The Day After*, a fictional portrayal of the effects of nuclear war on an American town, McNamara joined a studio panel in reviewing the film and discussing the consequences of such a war. Public comments and reactions to McNamara's performance, contained in the [Speeches and Writings](#) series, reflect the political debate that the film and

commentary provoked. After many years removed from the defense department, McNamara became less reluctant to grant interviews and agreed to participate in a number of official oral history interviews conducted by the Office of the Secretary of Defense Historical Office, which transcripts, as well as those of other interviews, are located in *Speeches and Writings*. The series also includes material gathered for Deborah Shapley's 1993 biography of McNamara, *Promise and Power*, reflecting the controversy it generated.

In addition to containing McNamara's appointment books and files on recreation, travel, and real estate, among other topics, the *Miscellany* series includes material concerning McNamara's first wife, Margaret, founder of the nonprofit children's literacy organization Reading Is Fundamental. The series includes condolence letters and other memorial items occasioned by her death in 1981 as well as a set of interviews conducted by Suzan Ruth Travis-Cline.

## Part II

Part II of the McNamara Papers spans the years 1934-2009, with the bulk of the material concentrated between 1968 and 2005. Part II supplements Part I and is organized similarly. The few correspondence files that exist are arranged in the *Miscellany* series. Compared with Part I, the *World Bank* series in Part II is limited in scope, but the *Speeches and Writings* file is greatly expanded. Part II is organized into the following series: *World Bank*, *Organizations*, *Subject File*, *Speeches and Writings*, *Miscellany*, *Classified*, *Top Secret*, *Formerly Restricted Data*, *Sensitive Compartmented Information*, and *Oversize*.

Although not as extensive as the records in Part I, the *World Bank* series in Part II contains inclusive sets of memoranda for the record and minutes of President's Council meetings. The material provides a record of bank meetings with a memoranda for the record prepared by the personal assistant to the president or by McNamara himself. The memoranda chronicles the bank's operations and decision-making procedures revealing the internal policy debates that often led to the development of international financial aid programs. The series also contains a set of historical reports that track the evolution of the bank's policy agenda over the decades.

The organizations listed in Part II mirror those in Part I and reflect McNamara's wide range of interests. Papers in Part II of the *Organizations* series overlap and add continuity to corresponding material in Part I. Organizations with whom McNamara became newly affiliated or whose records have been significantly expanded or supplemented from Part I include the Carnegie Endowment for International Peace, Corning Inc., Drug Strategies, East African Development Bank, Eminent Persons Group on Curbing Illicit Trafficking in Small Arms and Light Weapons, Henry L. Stimson Center, Honorary Presidential Advisory Council on Investment in Nigeria, Rockefeller Foundation, Trilateral Commission, Urban Institute, World Food Prize Foundation, and World Resources Institute.

Beginning in the late 1980s, McNamara embraced an historical methodology called "critical oral history" that provided a framework within which he could publicly analyze his actions as defense secretary, addressing the questions that had long surrounded his public service. Unlike conventional oral history, critical oral history subjects dialogue and memory to documentary analysis and scholarly review. The Cuban Missile Crisis of October 1962 was the first event McNamara analyzed using this method. In a series of six major conferences from 1987 to 2002, referred to as the Cuban Missile Crisis Project, McNamara and other former Kennedy administration officials, along with their Soviet and Cuban counterparts, including Cuban President Fidel Castro, were questioned about the crisis. Part II of the *Subject File* contains a full range of documents gathered and produced by the project, spotlighting the dangers and behind-the-scenes negotiations that brought the nations to the brink of nuclear war.

While writing his memoir *In Retrospect*, McNamara offered a proposal to initiate a joint American-Vietnamese project on the Vietnam War based on the principles of critical oral history and modeled after the Cuban Missile Crisis Project. Principally organized by James G. Blight of Brown University, and sponsored by Brown's Thomas J. Watson, Jr. Institute for International Studies, the project consisted of many preliminary meetings and full conferences from 1995 to 1999 that convened under the general title "Missed Opportunities: Revisiting the Decisions of the Vietnam War." McNamara's exploratory trip to Hanoi in November 1995 on behalf of the project, his first trip to Vietnam since the 1960s, generated considerable domestic controversy and subsequent criticism. Material in Part II of the *Subject File* documents all aspects of the project whose data provided the basis for McNamara's book *Argument without End*.

Many of the same subjects and topics explored in Part I of the *Subject File* are continued in Part II, including files on arms control and nuclear weapons, commissions, conferences and meetings, geopolitical issues, and onchocerciasis (river blindness). Upon his departure from the Defense Department, McNamara was presented with a multivolume bound

compilation of his background briefings and public statements. These volumes along with several files of declassified memoranda, position papers, and reports and other related material provide further insights to McNamara's years as defense secretary.

In 1995, McNamara, in collaboration with Brian VanDeMark, published *In Retrospect*. Described in the preface as “. . . the book I planned never to publish,” McNamara proceeded to set forth his account and analysis of the Vietnam War with emphasis on the mistakes made and lessons learned from America's involvement in the conflict. The [Speeches and Writings](#) series contains extensive research files, drafts, editing and production material, public response and reaction, interview transcripts, promotion and publicity material, and related items concerning the writing and publication of McNamara's long-awaited memoir.

Planned as a sequel to his Vietnam memoir and originally drafted as “In Retrospect II,” McNamara published *Argument without End* in 1999. Based on conversations between Americans and Vietnamese who were active participants during the war, the book, cowritten with James G. Blight and Robert K. Brigham, was the product of the Vietnam War Project described above. Proposals and outlines for the book are contained in the [Speeches and Writings](#) series, in addition to correspondence, editing, publicity and publication material, and drafts from various stages of the book's progress. These files, along with those for the Vietnam War Project, provide an extensive record of the project and the book that grew from it.

In *Wilson's Ghost*, James G. Blight and McNamara collaborated again to publish an analysis of American foreign policy in the post-Cold War world. The [Speeches and Writings](#) series documents the research and publication of McNamara's last major book, including correspondence exchanged with Blight, drafts, and editing and publicity material.

Other subjects and topics featured in [Speeches and Writings](#) include the documentary film *The Fog of War*; Deborah Shapley's biography, *Promise and Power*; and continuing files from Part I concerning interviews, printed and typescript copies of public statements, and radio and television appearances. *The Fog of War*, winner of the Academy Award for documentary feature in 2003, was produced and directed by Errol Morris and consists of interviews with McNamara and archival footage. The film considers McNamara's personal and public life and examines the eleven lessons of war posited in his memoir *In Retrospect*. [Speeches and Writings](#) contains reaction to and commentary on the film as well as correspondence, interview transcripts, and research material from the film's production. Files on *Promise and Power*, include transcripts from a set of interviews conducted by Shapley with McNamara in preparation for the book that complement related files in Part I.

## Arrangement of the Papers

The collection is arranged in two parts, seventeen series within:

### Part I:

- [Correspondence, 1964-1996](#)
- [World Bank, 1958-1997](#)
- [Organizations, 1968-2002](#)
- [Subject File, 1960-2003](#)
- [Speeches and Writings, 1961-2000](#)
- [Miscellany, 1965-1998](#)
- [Classified, 1968-1992](#)
- [Oversize, 1973-1974](#)

### Part II:

- [World Bank, 1967-2005](#)
- [Organizations, 1969-2006](#)
- [Subject File, 1946-2006](#)
- [Speeches and Writings, 1934-2006](#)
- [Miscellany, 1960-2009](#)
- [Classified, 1962-2002](#)
- [Top Secret, 1963-1967, 2000](#)
- [Sensitive Compartmented Information, 1962](#)

- Oversize, 1994

## Description of Series

### *Container*

BOX I:1-20

### *Series*

#### **Part I: Correspondence, 1964-1996**

Letters received and copies of letters sent, memoranda, notes, cards, and letters exchanged between correspondents other than McNamara, as well as enclosures containing speeches, printed matter, reports, typescripts, transcripts, and other miscellaneous attachments.

Organized in an alphabetical file arranged by name of correspondent. A small chronological file concludes the series.

BOX I:20-38

#### **Part I: World Bank, 1958-1997**

Correspondence, memoranda, cables, interviews, reports and studies, policy and research papers, notes and notebooks, drafts and typescripts, agenda and records of meetings, financial and legal records, statements, speeches and writings, press releases, photographs, printed matter, and miscellaneous material relating to the operations and policies of the World Bank.

Arranged alphabetically by subject, topic, or type of material.

BOX I:38-77

#### **Part I: Organizations, 1968-2002**

Correspondence, memoranda, reports and studies, policy and research papers, organizational records, notes, drafts and typescripts, agenda and records of meetings, transcripts, project proposals, briefing books, financial records, statements, speeches and writings, working papers, itineraries, press releases, photographs, printed matter, and miscellaneous material concerning McNamara's service as a member on the boards and advisory councils of various private corporations and nongovernmental institutions.

Arranged alphabetically by name of organization.

BOX I:77-104

#### **Part I: Subject File, 1960-2003**

Correspondence, memoranda, conferences and meetings, policy and research papers, reports and studies, drafts and typescripts, background material, briefing books, notes, transcripts, statements and testimony, speeches and writings, financial and legal records, press releases, printed matter, and miscellaneous material.

Arranged alphabetically by subject, topic, or type of material.

BOX I:104-120

#### **Part I: Speeches and Writings, 1961-2000**

Correspondence, drafts and typescripts, notes, background and research material, transcripts, proofs, publication and production material, copyright releases and permissions, blurbs and endorsements, royalty statements, printed matter, and miscellaneous material concerning McNamara's articles, books, commentary, editorials, interviews, radio and television appearances, and speeches as well as speeches and writings by others.

Arranged alphabetically by subject or type of material.

BOX I:121-132

#### **Part I: Miscellany, 1965-1998**

Correspondence, family papers, appointment books, awards, financial and legal papers, press clippings and releases, real estate records, notes, reports, land plans and surveys, recreational and travel records, printed mater, and other items, including condolence letters and memorial tributes on the occasion of the death of McNamara's wife, Margaret.

Arranged alphabetically by subject or type of material.

BOX I:CL 1

#### **Part I: Classified, 1968-1992**

Correspondence, memoranda, telegrams, policy papers, reports, and related items.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX I:OV 1

**Part I: Oversize, 1973-1974**

Real estate land surveys and lot plans.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II:1-5

**Part II: World Bank, 1967-2005**

Correspondence, memoranda, cables, minutes of meetings, reports and studies, policy and research papers, notes, working papers, financial records, statements, press releases, printed matter, and miscellaneous material relating to the operations and policies of the World Bank.

Arranged alphabetically by subject, topic, or type of material.

BOX II:5-36

**Part II: Organizations, 1969-2006**

Correspondence, memoranda, reports and studies, policy and research papers, organizational records, notes, drafts and typescripts, agenda and records of meetings, transcripts, project proposals, briefing books, financial records, statements, speeches and writings, working papers, itineraries, press releases, printed matter, and miscellaneous material concerning McNamara's service on the boards and advisory councils of various private corporations and nongovernmental institutions.

Arranged alphabetically by name of organization.

BOX II:36-77

**Part II: Subject File, 1946-2006**

Correspondence, memoranda, conferences and meetings, position papers, background briefings, reports and studies, drafts and typescripts, background material, briefing books, secretary of defense's daily calendars, notes, transcripts, statements and testimony, interviews, speeches and writings, press releases, printed matter, and miscellaneous material.

Arranged alphabetically by name of organization.

BOX II:78-128

**Part II: Speeches and Writings, 1934-2006**

Correspondence, drafts and typescripts, notes, background and research material, transcripts, agreements and contracts, proposals and outlines, proofs, biographical material, publication and production material, copyright releases and permissions, blurbs and endorsements, reviews, royalty statements, printed matter, and miscellaneous material concerning McNamara's articles, books, commentary, editorials, interviews, radio and television appearances, and speeches as well as speeches and writings by others.

Arranged alphabetically by subject or type of material.

BOX II:128-136

**Part II: Miscellany, 1960-2009**

Correspondence, appointment books, financial and legal papers, photographs, greeting cards, press clippings, real estate records, notes, reports, land plans and surveys, social clubs and engagements, recreational and travel records, printed matter, and other items, including condolence letters and memorial tributes on the death of McNamara's wife, Margaret.

Arranged alphabetically by subject or type of material.

BOX II:CL 1

**Part II: Classified, 1962-2002**

Correspondence, memoranda, telegrams, background and research material, position papers, notes, reports and studies, and related items.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II:TS 1

**Part II: Top Secret, 1963-1967, 2000**

Correspondence, background and research material, and related items.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II:FRD 1

**Part II: Formerly Restricted Data, 2002**

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Arranged and described according to the series, containers, and folders from which the item was removed.

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Arranged alphabetically by name of organization.

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    - 1985, Nov. 1, "The Challenges of Sub-Saharan Africa," Crawford Memorial Lecture, Washington, D.C.
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      - Apr. 19, "African Development: Challenges and Opportunities," United Nations Economic Commission for Africa, Second Jubilee Lecture, Yaounde, Cameroon
      - Background material, 1985-1986
      - General, 1986
      - Oct. 15-16, Sanford lectures, Duke University, Durham, N.C.
        - Correspondence, 1986
        - Drafts and proofs, 1986
        - Miscellany, 1986-1987
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- Nov. 5, Committee for National Security, New York, N.Y.
  - Nov. 17, Kreisky lecture, Vienna, Austria, 1986-1987
  - Dec. 4, Canadian Centre for Arms Control and Disarmament, Toronto, Canada
  - 1987
    - Jan. 12, Los Angeles World Affairs Council, Los Angeles, Calif., 1986-1987
    - Jan. 15, Bay Surgical Society, Los Angeles, Calif., 1986-1987
    - Jan. 29, Rockefeller University, New York, N.Y., 1986-1987
    - Feb. 16-17, Economic Club of Detroit and Ann Arbor Dinner Club, Detroit and Ann Arbor, Mich., 1986-1987
    - Feb. 19-20, "The First Century of the Nuclear Age," Amherst College, Amherst, Mass., 1986-1987
    - Mar. 19, "Will the SDI Reduce the Risk of Nuclear War," Pacific University, Forest Grove, Oreg.
    - Mar. 31, Bridges to Peace, Santa Rosa, Calif.
    - Apr. 14, Moravian College, Bethlehem, Pa., 1984-1987
    - June 4, Thirty-Ninth Annual Business Conference, New Brunswick, N.J.
    - June 9, Netherlands Association of International Affairs, Hague, Netherlands
    - Oct. 6, "The Rise and Fall of America: Myth or Reality?" Atlanta, Ga.
    - Oct. 13, "African Development: Crisis and Challenge," remarks concerning Babacar Njdiaye's speech, Harvard University, John F. Kennedy School of Government, Cambridge, Mass.
  - 1989, Sept. 8, "Can We End the Cold War? Should We Try?" Commonwealth Club of California, San Francisco, Calif.
- BOX I:117**
- 1992, Nov. 20, "The Changing Nature of Global Security and Its Impact on South Asia," New Delhi, India, 1992-1993
  - 1993

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	May 24, "A New International Order and Its Implications for U.S. Foreign and Defense Policy," Center for East-West Trade Policy, Richard B. Russell symposium, University of Georgia, Athens, Ga., 1992-1993
	Oct. 21, "A Global Population Policy to Advance Human Development in the 21st Century," University of Texas at Dallas, Dallas, Tex.
	1995, May 30, "Critical Issues in the Post-Cold War World," Smithsonian Associates, Washington, D.C., 1994-1995
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	Articles and miscellaneous writings
	Clearwater, John Murray, "The Birth of Strategic Arms Control during the Johnson Administration," dissertation, 1994
	Fuller, Buckminster, "World Game," 1979
	McElwaine, Robert, <i>The Titans</i> , play concerning the Cuban Missile Crisis, 1992
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	Books
	Halberstam, David, <i>The Best and the Brightest</i> , reviews, 1972-1973
	Morris, Stephen, <i>Deficits and the Dollar</i> , draft, 1985
	Ramsbotham, Oliver, <i>Choices</i> , 1986-1987
	Shapley, Deborah, <i>Promise and Power</i>
	Correspondence
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1984, Mar. 30-Apr. 1, "East-West Relations," Wye Plantation, Queenstown, Md.

1987, Aug. 16-21, "Rethinking the Role of Nuclear Weapons in U.S. National Strategy," Aspen, Colo.

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- Oct. 16-18, "Moving Africa into the 21st Century," North South Roundtable, Johannesburg, South Africa
- 1996, Oct. 24, "U.S. Environmental Priorities and Strategies in the New Independent States, Central and Eastern Europe, and China," Woodrow Wilson Center, Washington, D.C.
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      - General, 1995-1997
- BOX II: 131**
  - Information memoranda, 1996-1997
    - (3 folders)
  - Telephone conference calls, 1996-1997
  - Miscellaneous, 1977, 1987, 1996
  - John F. Kennedy Center for the Performing Arts, 1995-1997
  - Lists of gift books and photographs, undated
  - McNamara, Margaret Craig
    - Death of
      - Condolences, 1981
      - Index
      - Telegrams
      - Memorial service, transcription, 1981
    - Interviews concerning Margaret Craig McNamara
    - Miscellaneous, undated
    - Travis-Robyns, Suzan, 1995-1997, 2004
- BOX II: 132**
  - Margaret McNamara Memorial Fund, 1983-2002
  - Memorial mountain huts *See also Container II:134, Tenth Mountain Trail Association*
    - Correspondence, 1980-1996
    - Press clippings, 1981-1988
  - Photographs, 1961-1966
  - Tributes, 1993
  - Notes, 1994, 2000
- BOX II: 133**

## Part II: Miscellany, 1960-2009

### Container

### Contents

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- Passports and visas, 1961-1996  
Photographs, 1994  
Press clippings, 1990-1994  
(2 folders)  
Real estate  
Martha's Vineyard, Mass., 1986-2000  
Snowmass, Aspen, Colo.  
Aspen Valley Improvement Association  
Miscellany, 1981-1982, 1988-1991  
Surveys  
Aspen Institute, 1988  
Pitkin County Airport, 1987-1988
- BOX II: 134**  
Correspondence, 1983-1999  
Snowmass Homeowners Association, 1984-1990, 1999  
Tenth Mountain Trail Association, 1982-1996 *See also Container II:133, Memorial mountain huts*  
(2 folders)  
Woodrun II  
Correspondence, 1985-1998  
Legal records, 1966-1975, 1987  
Washington, D.C., 1999  
Recreation and travel  
Africa, 1999  
China, 2003
- BOX II: 135**  
Italy, 1994-1995  
Jordan, 1993-1995  
Miscellaneous, 1985, 1996  
Norway, 1997-2001  
Pakistan, 1991-1992  
Ski trips, 1990-1997  
Social and recreational clubs  
Cosmos Club, Washington, D.C., 1969-2001  
(3 folders)  
Economic Dinner Group, Ann Arbor, Mich., 1983-1988  
Edgartown Yacht Club, Edgartown, Mass., 1992-2004  
Federal City Club, Washington, D.C., 1997-1998  
Metropolitan Club, Washington, D.C., 1988-2001
- BOX II: 136**  
Pacific-Union Club, San Francisco, Calif., 1981, 1987, 1994-2001  
River Club of New York, New York, N.Y., 1996-1998  
St. Albans Tennis Club, Washington, D.C., 1981-1986, 1992-1998  
Social engagements  
General, 1967-1982, 2004-2005  
Invitations, 1996-2001

## Part II: Miscellany, 1960-2009

### Container

### Contents

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Telephone messages and notes, 1969, 1995-1998, 2005

BOX II:CL 1

#### Part II: Classified, 1962-2002

Correspondence, memoranda, telegrams, background and research material, position papers, notes, reports and studies, and related items.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II:CL 1

#### Organizations

Eminent Persons Group on Curbing Illicit Trafficking in Small Arms and Light Weapons  
General, 2000 (Container II:16)

#### Subject File

##### Cuban Missile Crisis

Originals and copies of primary documents

Miscellany, 1962-1963 (Container II:46) *See also Sensitive Compartmented Information*

##### Defense department

Memoranda, position papers, and reports, 1968 (Container II:65)

Nuclear Posture Review, 2002 (Container II:65) *See Formerly Restricted Data*

##### Reports and studies

Achievements and issues, 1968, undated (Container II:65)

#### Speeches and Writings

##### Books

###### *In Retrospect*

Background and research material

Chapter 8, "The Christmas Bombing Pause," 1966 (Container II:92) *See Top Secret*

##### Documentary films

###### *The Fog of War*

Background and research material

###### Secretary of defense

Notes and miscellaneous documents, 1968 (Container II:114)

##### Writings by others

Articles and miscellaneous writings

###### Brown, Christopher

Correspondence, 1963-1967, 2000 (Container II:125) *See also Top Secret*

BOX II:TS 1

#### Part II: Top Secret, 1963-1967, 2000

Correspondence, background and research material, and related items.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II: TS 1

#### Speeches and Writings

##### Books

###### *In Retrospect*

Background and research material

Chapter 8, "The Christmas Bombing Pause," 1966

##### Writings by others

Articles and miscellaneous writings

**Part II: Top Secret, 1963-1967, 2000**

*Container*

*Contents*

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Brown, Christopher  
Correspondence, 1963-1967, 2000

BOX II:FRD 1

**Part II: Formerly Restricted Data, 2002**

Review.

Arranged and described according to the series, containers, and folders from which the item was removed.

Subject File

Defense department

Nuclear Posture Review, 2002

BOX II:SCI 1

**Part II: Sensitive Compartmented Information, 1962**

Report.

Arranged and described according to the series, containers, and folders from which the item was removed.

BOX II:SCI 1

Subject File

Cuban Missile Crisis

Originals and copies of primary documents

Miscellany, 1962

BOX II:OV 1

**Part II: Oversize, 1994**

Genealogical blueprints of the Strange family of Virginia.

Arranged and described according to the series, containers, and folders from which the items were removed.

BOX II:OV 1

Speeches and Writings

Books

*In Retrospect*

Background and research material

Miscellaneous, 1994 (Container II:95)