

David S. C. Chu Papers

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Prepared by Audrey Walker

Collection Summary

Title: David S. C. Chu Papers

Span Dates: 1969-1993

Bulk Dates: (bulk 1981-1992)

ID No.: MSS828222

Creator: Chu, David S. C.

Extent: 39,300 items ; 114 containers ; 44.8 linear feet

Language: Collection material in English

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

Summary: Economist and assistant secretary of defense for program analysis and evaluation. Correspondence, memoranda, notes, office and subject files, speeches, and testimony documenting Chu's career chiefly as director, Office of Program Analysis and Evaluation, Department of Defense and as assistant secretary of defense for program analysis and evaluation. Also includes material from his work in the economics department of the Rand Corporation and as assistant director for national security and international affairs at the Congressional Budget Office.

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

Chu, David S. C.

Organizations

Rand Corporation.

United States. Congressional Budget Office.

United States. Department of Defense--Appropriations and expenditures.

United States. Office of the Assistant Secretary of Defense (Program Analysis and Evaluation)

Subjects

Economics.

Medical care--United States.

Medical colleges--United States.

Medical sciences--Study and teaching.

National security--United States.

World politics.

Places

United States--Military policy.

Occupations

Economists.

Public officials.

Administrative Information

Provenance

The papers of David S. C. Chu, economist, and assistant secretary of defense for program analysis and evaluation, were given to the Library of Congress by Chu in two installments. The bulk of the material was donated in 1994 and a smaller gift was made in 1996.

Processing History

The collection was processed in 1993. The finding aid was revised in 2010.

Copyright Status

Copyright in the unpublished writings of David S. C. Chu in these papers and in other collections in the custody of the Library of Congress is controlled by David S. C. Chu or his widow.

Access and Restrictions

Restrictions apply governing the use, photoduplication, or publication of items in this collection. Consult reference staff in the Manuscript Division for information concerning these restrictions. In addition, 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 number, David S. C. Chu Papers, Manuscript Division, Library of Congress, Washington, D.C.

Biographical Note

<i>Date</i>	<i>Event</i>
1944, May 28	Born, New York, N.Y.
1964	B.A., Yale University, New Haven, Conn.
1968-1970	Served in U. S. Army
1970-1975	Economist, Rand Corp.
1972	Ph.D., Yale University, New Haven, Conn.
1972-1973	Taught graduate course, University of California, Los Angeles, Calif.
1975-1978	Associate head, Economics Department, Rand Corp.
1978-1981	Assistant director for national security and international affairs, Congressional Budget Office
1978	Married Laura L. Tosi
1981-1988	Director, Program Analysis and Evaluation Office, Defense Department
1988-1993	Assistant secretary of defense for program analysis and evaluation, Defense Department
1993-2001	Senior executive, Rand Corp.
2001-2008	Under secretary of defense for personnel and readiness
2008	Became president and chief executive officer, Institute for Defense Analysis

Scope and Content Note

The papers of David S. C. Chu (1944-) span the period 1969-1993, with the majority of documents falling between the years 1981 and 1992. The collection consists of correspondence, memoranda, notes, office files, subject files, and speeches and testimony presenting an overview of Chu's professional career in the field of economics. The earliest papers date from his service as a member of the Economics Department of the [Rand Corporation](#). They consist of memoranda and correspondence from 1969 to 1978 relating to studies Rand performed for various government agencies, particularly components of the Department of Defense and the Department of Health, Education, and Welfare. The major studies include manpower requirements and alternative compensation for the Department of Defense, health issues such as the assessment of the demand for health care among retired and civilian military personnel on behalf of the air force, the impact of federal programs on medical schools and medical education and on the operation of health centers performed for the Department of Health, Education, and Welfare, and the appraisal conducted for the President's Biomedical Research Panel of future levels of doctoral training in biomedical sciences. The papers contain correspondence with medical school officials and exchanges with colleagues commenting on professional economic papers. Other topics documented in the papers are statistical surveys; evaluations of various health care programs, including physician staffing and organization of facilities; and visits to medical schools, military bases, and other localities to gather information. The correspondence also contains references to Chu's completion of his doctoral dissertation on the development of nontraditional manufacturing in Argentina and Colombia, 1920-1945.

Although Chu's [Congressional Budget Office](#) files, 1978-1981, focus on economic issues before the Congress, the majority of topics covered in the papers relate to military issues. These subjects include Department of Defense budgets, military force studies, planning for nuclear forces in the 1980s, and military planning and procurement. Some special studies featured in the files include changes in the way the federal budget accounted for costs of military retirement; a review of alternative military compensation systems; an analysis of requirements for ground forces with a comparison of the capability of existing forces to that requirement; possible changes in the United States reserve compensation package; and a manpower study on costs of alternatives for staffing the active duty military under an all-volunteer force. Other topics highlighted in the Congressional Budget Office files include the Economic Conversion Conference which focused on government's role in providing assistance to those harmed by economic dislocations, national security issues, and a study of foreign aid for the 1981 fiscal year budget.

The preponderance of the Chu Papers consists of his office and personal files as director and [assistant secretary of defense](#) for program analysis and evaluation (PA & E). About seventy-five percent of the documents in these files contain sensitive national security information and are restricted to readers with appropriate agency permission and security clearances. The bulk of these papers are [office files](#) containing correspondence, memoranda, testimony for congressional hearings, and subject files detailing the budgetary process employed by the Department of Defense.

Chu's position and special assignments kept him involved in most phases of the overall budget process. Specifically, his files provide insight into resource allocations, major force structure, and acquisitions during the administration of Ronald Reagan and the military downsizing after the end of the Cold War. Because preparation of the budgets was a dynamic process undergoing continual evolution, there may not be complete files for each step in the process for every fiscal budget. In some instances, a review or evaluation may have been conducted only for one fiscal year and discontinued or absorbed by another evaluation, or the inclusive time spans may have changed, or files may be missing from the collection.

All of the material in the Chu Papers directly related to specific budgetary periods are grouped under the heading, "defense budget system." Within the heading one can find the chronological fiscal year budgets, major budget issues, fiscal and planning guidances, reviews of programs and budgets, program adjustments and projections, and the program objective memoranda prepared by the agencies. The collection contains a fairly complete file of the program reviews and issue books for each fiscal year, except for "book seven" of each year, which had limited distribution because it dealt with intelligence matters.

This series of the Chu Papers also includes records of the Defense Resources Board, later the Defense Planning and Resources Board, which directs and supervises the secretary of defense's review of the service program and budget submissions. As its executive secretary, Chu managed the planning, programming, and budgeting system process for the board.

Documents relating to other functions of the Program Analysis and Evaluation Office are contained in the collection's extensive subject files. Several files pertain to the Department of Defense acquisition management system. Chu was a member of the Defense Acquisition Board, and his office was responsible for ensuring that comprehensive, analytically sound, cost-effectiveness assessments were developed for use at major system acquisition "milestones." Folders relating to costs and acquisition reviews, long-range weapon systems, and mission area affordability estimates are scattered throughout the files. Other subject files depict Chu's role as principal analyst in major interagency and internal Department of Defense studies of the defense mission, strategy, forces, weapons acquisition, and other studies involving economic issues as directed by the secretary of defense. Most of these studies are grouped under the heading "special studies and major reviews." They include the major aircraft and warship reviews performed in 1989 which led to revisions by the administration of George Bush of plans for the department's major conventional systems, follow-up materials from the strategic forces modernization study of 1981 which resulted in Reagan's strategic program proposals, the *Congressionally Mandated Mobility Study* of 1981 and subsequent studies which culminated in the proposed major expansion of military sealift, and the study mandated by Congress of the military medical care system.

Chu also participated in drafting testimony for the secretary and deputy secretary of defense to present before Congressional committees. His papers contain several copies of testimony by Richard B. Cheney, Caspar W. Weinberger, and Donald J. Atwood as well as copies of his own testimony. The program analysis and evaluation staff also contributed to the Department of Defense annual report by preparing the forces and program sections and by reviewing the section on policy and strategy.

The small group of [personal files](#) in the Chu Papers consists of invitations to social events, thank-you letters, congratulatory letters to military officials, telephone call records, travel arrangements, appointment books, and calendars.

Arrangement of the Papers

This collection is arranged in three series:

- [Rand Corporation, 1969-1978](#)
- [Congressional Budget Office, 1978-1981](#)
- [Assistant Secretary of Defense, 1973-1993](#)

Description of Series

<i>Container</i>	<i>Series</i>
BOX 1-4	<u>Rand Corporation, 1969-1978</u> Correspondence, memoranda, and subject files. Arranged by type of material and chronologically within.
BOX 4-6	<u>Congressional Budget Office, 1978-1981</u> Correspondence and memoranda. Arranged chronologically.
BOX CL 7-CL 111	<u>Assistant Secretary of Defense, 1973-1993</u>
BOX CL 7-CL 103	<u>Office Files (classified)</u> Briefing books, correspondence, fiscal records, memoranda, notes, resumes, subject files, speeches and testimony, statistics, and printed matter. Arranged alphabetically by subject or type of material and chronologically within. The office files are classified except for personnel recommendations and résumés in Container CL 56. <i>See also</i> <u>Top Secret</u> , <u>Restricted Data</u> , and <u>Formerly Restricted Data</u> subseries.
BOX 104-111	<u>Personal Files (unclassified)</u> Appointment books, calendars, correspondence, telephone records, and travel records. Arranged alphabetically by type of material and chronologically within.
BOX TS 1	<u>Top Secret</u> Documents containing top secret national security information removed from the classified Office Files subseries. Arranged according to the folders and containers from which the items were removed.
BOX RD 1	<u>Restricted Data</u> Documents containing restricted data removed from the classified <u>Office Files</u> subseries. Arranged according to the folders and containers from which the items were removed.
BOX FRD 1	<u>Formerly Restricted Data</u> Documents containing formerly restricted data removed from the classified <u>Office Files</u> subseries. Arranged according to the folders and containers from which the items were removed.

Container List

<i>Container</i>	<i>Contents</i>
BOX 1-4	Rand Corporation, 1969-1978 Correspondence, memoranda, and subject files. Arranged by type of material and chronologically within.
BOX 1	Chronological file Correspondence June 1971-Dec. 1976 (9 folders)
BOX 2	Jan. 1977-Mar. 1978 (5 folders) Memoranda Dec. 1970-Dec. 1973 (4 folders)
BOX 3	Jan. 1974-Dec. 1976 (8 folders)
BOX 4	Jan. 1977-Mar. 1978 (4 folders) Subject file Air Force hospitals, 1969-1976 Proposed Rand studies, 1971-1973
BOX 4-6	Congressional Budget Office, 1978-1981 Correspondence and memoranda. Arranged chronologically.
BOX 4	Apr.-Oct. 1978 (4 folders)
BOX 5	Nov. 1978-Dec. 1979 (8 folders)
BOX 6	Jan. 1980-May 1981 (8 folders)
BOX CL 7-CL 111	Assistant Secretary of Defense, 1973-1993
BOX CL 7-CL 103	Office Files (classified) Briefing books, correspondence, fiscal records, memoranda, notes, resumes, subject files, speeches and testimony, statistics, and printed matter. Arranged alphabetically by subject or type of material and chronologically within. The office files are classified except for personnel recommendations and résumés in Container CL 56. <i>See also Top Secret</i> , <i>Restricted Data</i> , and <i>Formerly Restricted Data</i> subseries.
BOX CL7	Defense budget system Budgets

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Adjustment for new administration, 1989
	Backup material, 1989
	Adjustment for new administration, 1989
	Backup material, 1989
	Chronology, 1982-1990
	Defense budget choices, undated
	Fiscal years
	1982
	1983
	Cut drills
	(2 folders)
BOX CL 8	General
	(2 folders)
	1983-1987, issues
	1984
	Cut drills
	General
	1984-1988, issues
	(2 folders)
BOX CL 9	1985
	Cuts
	General
	(2 folders)
	1985-1989, issues
	1986
	Cuts
	General
BOX CL 10	1986-1990, issues
	(2 folders)
	1987
	Cuts
	Endgame
	(3 folders)
BOX CL 11	General
	Supplemental
	1987-1991, issues
	Commander in Chief (CINC)
	General
	(2 folders)
	1988
	Cuts
	Endgame
	(2 folders)
BOX CL 12	General
	1988-1989, program budget summaries, 1988
	1988-1992, issues
	1989

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Amendments
	General
	(3 folders)
BOX CL 13	Office of Secretary of Defense (OSD), comments on service budgets
	(3 folders)
	1990
	Additional
	Amendment, issue cover briefs for books 1-2
	Cuts
	General
	Revision by Richard B. Cheney
	Endgame
BOX CL 14	General
	1990-1994, issues
	General
	Program review
	1991
	Amendments
	(3 folders)
	Cuts
	General
	1991-1994, issues
	Program adjustment proposals
	Two percent drill
BOX CL 15	1992
	Endgame
	(4 folders)
	General
	Loose ends
BOX CL 16	Program descriptions
	1992-1997, issues
	General
	(3 folders)
	"Overview of the Defense Program and Program Tables"
	(2 folders)
	1993
	Cuts
BOX CL 17	General
	(2 folders)
	1994
	Cuts
	Endgame
	(2 folders)
	General
	Program descriptions
BOX CL 18	1994-1999, issues
	1996-2001, issues

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Major budget issues
	Fiscal years
	1986
	1987
	1988-1989
	Air force, 15 Dec. 1986
	(2 folders)
	Army, 16 Dec. 1986
	(2 folders)
BOX CL 19	Navy, 15 Dec. 1986
	Services (air force, army, navy), 26-27 Jan. 1988
	1990 amendment, 1 Apr. 1989
	(2 folders)
	1990-1991
	Air force, Nov. 1988
	(2 folders)
	Army, 30 Nov. 1988
	Chairman, Joint Chiefs of Staff (CJCS),
	1 Dec. 1988
BOX CL 20	Navy, 28 Nov. 1988
	1992-1993, army, Nov. 1990
	(3 folders)
	Services (air force, army, navy, CJCS) issues presented at meetings
	20 Nov. 1989
	(2 folders)
	16 Dec. 1991
BOX CL 21	Under secretary of defense for acquisitions, notebook for discussion with deputy secretary of defense, 2 Dec. 1988
	Meeting, Los Angeles, Calif., background material, 17 Aug. 1981
	Point papers
	FY1989 budget, 1988
	Secretary of defense, Nov. 1988
	Terminations, new starts, and munitions, 1988-1989
	"Reagan Defense Budget Cuts...?" 9 Sept. 1981
	Reviews
	1984
	(2 folders)
BOX CL 22	(1 folder)
	1990-1991
	(2 folders)
	Service wrap-ups, 1985
	Army
	Navy
	Spring 1989 budget process support materials
	Conventional forces
	Miscellany
	Strategic

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Commander in Chief, North American Aerospace Defense Command's (CINCNORAD) participation in Planning Programming, Budgeting System (PPBS), 1986-1988
BOX CL 23	Defense agencies issue books, FY1994-FY1999 Numbered books Book 1, 14 July 1992 (3 folders) Book 2, 15 July 1992 (2 folders) Book 3, 16 July 1992 (2 folders)
BOX CL 24	Book 4, 30 July 1992 Unnumbered books Agencies, 1992 (2 folders) Commanders in chief (CINC), 1992 Defense Planning and Resources Board <i>See also Containers CL 27-CL 31, Defense Resources Board</i> Meetings 1989, July-Nov. 1990 (FY1992-FY1997) May-July, notebook (2 folders) (2 folders)
BOX CL 25	20 Nov., meeting on Defense Department management report decisions 1992 Mar.-June 11 Mar., meeting on health care program Sessions papers, principal strategic issues, 1989-1990 Defense planning guidances, fiscal years, 1989-1999 (3 folders) Defense Program Projections (DPP) Fiscal years 1992-2003 (1 folder) (2 folders)
BOX CL 26	1995-2001 Meetings, 14-22 Dec. 1992 (2 folders) Miscellany, 1990-1993, undated
BOX CL 27	Presentations, Aug.-Sept. 1991 (2 folders) Defense Resources Board <i>See also Containers CL 24-CL 25, Defense Planning and Resource Board</i> Meetings Board meetings July 1981-Nov. 1982 (4 folders)

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 28	Jan. 1983-Dec. 1985 (3 folders) Category I, with CINC, 22-23 June 1989 (2 folders) Category II, without CINC, 26-28 June 1989 (2 folders)
BOX CL 29	Memoranda Decisions by secretary of defense, Mar.-Apr. 1989 General 1986, nos. 1-48 1987, nos. 1-32 (2 folders) 1989, nos. 2-31 Program decision memoranda (PDMs) for FY1990-FY1994, 1988 Tasks and briefings, 1988 Nos. 22-22A Nos. 23-35 (4 folders) Nos. 58-62
BOX CL 30	Nos. 63-75 (2 folders)
BOX CL 31	Execution review, calendar year 1989, 15 June 1989 Decision memoranda, Aug.-Oct. 1989 Procedure, 1987-1989, undated Topic papers Authored, 1989 Final, 1989 Category I Category II Category III (2 folders) Miscellany Proposed, 1988
BOX CL 32	Extended planning annex for FY1993-FY2002 Air force, 17 Aug. 1987 Army, 21 Aug. 1987 General, Apr.-May 1987 Navy, 19 Aug. 1987 Update, Feb.-Aug. 1987 Fiscal guidances Fiscal years 1983-1986 1987-1999 (7 folders) Miscellany, 1982-1988 New "Bush" budget, Feb. 1989
BOX CL 33	

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Program adjustments, fall 1989
BOX CL 34	Implementation review, 1987
	Agenda and procedure, 1986-1987, undated
	Defense Resources Board decision memoranda and follow-up studies and actions, 1987 (3 folders)
	Papers
	Commanders in chief (CINC), 30 Sept. 1987 (3 folders)
BOX CL 35	Non-commanders in chief (CINC), 1987 (4 folders)
	Progress reports, nos. 1-65, 1987
	Miscellany, 1983-1991
	Office of Secretary of Defense program projection <i>See Containers CL 25-CL 27, Defense program projections</i>
BOX CL 36	Program adjustments
	Fiscal years
	1990-1994
	Advocacy notebooks
	Book I (2 folders)
	Book II, army (2 folders)
	Book II, navy (3 folders)
	Book III, air force (2 folders)
BOX CL 37	Issue cover briefs for Books I and II, with decision blocks, 6-7 Apr. 1989 (2 folders)
	Proposals by category, undated
	1991-1994
	General (4 folders)
	Issue papers, Dec. 1989
	Possible discussion topics, Dec. 1989
BOX CL 38	Proposals
	Other offices (4 folders)
	Planning, Analysis and Evaluation Office
	Related to Program Budget Decisions (PBDs) and DMRDs (2 folders)
	Summary of actions (2 folders)
BOX CL 39	1992-1994
	Proposals, 1990 (2 folders)
	Secretary of defense, meeting, 20 Jan. 1990 (2 folders)

Assistant Secretary of Defense, 1973-1993

Container

Contents

- Vugraphs used at meeting, Dec. 1989
- Program assumptions memoranda, FY1992-FY1997, Aug.-Sept. 1990
- Program budget decisions (PBDs)
 - Discussions with William Howard Taft IV, Dec. 1987-Jan. 1988
 - Involving program changes, 1982
- Program decision memoranda [*See Container 29, Defense Resources Board and Container 39, Program assumption memoranda*](#)
- Defense Resources Board Program assumption memoranda
- BOX CL 40**
 - Program kills, 1982-1987, undated
 - Program objective memoranda
 - Briefing notebook, air force, army, navy/marine corps, 6-8 Apr. 1988
 - Fiscal years
 - 1988-1994
 - Briefing charts and summaries
 - Air force
 - Army
 - Navy
 - Program changes
 - Special subjects
 - 1994-1999
 - Endgame, July-Sept. 1992, undated
 - Presentations to Defense Planning and Resources Board, June 1992
 - (1 folder)
- BOX CL 41**
 - (1 folder)
 - Issues, Sept. 1992
 - Program offsets
 - Briefing book with proposed point paper and vugraphs, 1988
 - (3 folders)
 - Fiscal years
 - 1986-1990, with decisions of assistant secretary of defense
 - 1990-1994
 - Appropriation data
- BOX CL 42**
 - Comments
 - Air force
 - Army
 - (2 folders)
 - Navy
 - (2 folders)
 - Combined services, vol. 3
 - (2 folders)
- BOX CL 43**
 - Program reviews
 - Fiscal years
 - 1983-1987, issue books, final drafts
 - Book 1, policy and risk assessment
 - Book 2, nuclear forces
 - Book 3, conventional forces, 20 July 1981
 - (2 folders)

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Book 4, modernization and investment, Aug. 1981
	Book 5, readiness and other logistics
	Book 6, manpower
	1984-1988, issue books, with notes
	Book 1, policy and risk assessment
	Book 2, nuclear forces
BOX CL 44	Book 3, conventional forces
	Book 4, modernization and investment
	Book 5, readiness and other logistics
	Book 6, manpower
	Book 8, management initiatives
	1985-1989, issue books, with notes
	Book 2, nuclear forces
	Book 3, conventional forces
BOX CL 45	Book 4, modernization and investment
	Book 5, readiness and other logistics
	Book 6, manpower
	Book 8, management initiatives (2 folders)
	1986-1990, issue books, with notes
	Book 1, policy and risk assessment
	Book 2, nuclear forces
	Book 3, conventional forces (2 folders)
BOX CL 46	Book 4, modernization and investment
	Book 5, readiness and other logistics
	Book 6, manpower
	Book 8, management initiatives
	1987-1991
	Issue books
	Book 1, policy and risk assessment
	Book 2, nuclear forces
	Book 3, conventional forces
	Book 4, modernization and investment
	Book 5, readiness and other logistics
BOX CL 47	Book 6, manpower
	Book 8, management initiatives (2 folders)
	Questions and issues for discussion with commanders in chief (CINCs) (2 folders)
	Reports and issues pending from review (2 folders)
	1988-1992
	Draft issue list, with notes and other papers, 4 June 1986
	Issue books, with notes and comments
	Book 2, nuclear forces (2 folders)

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 48	Book 3, conventional forces (2 folders) Book 4, modernization and investment (4 folders)
BOX CL 49	Book 5, readiness and other logistics Book 6, manpower Book 8, management initiatives Issues for discussion with commanders in chief (CINCs) (2 folders) Tasking with service offsets, 11 Aug. 1986 1990-1994 Issue books Book 1, strategy and risk assessment Book 2, nuclear forces
BOX CL 50	Book 3, conventional forces, (4 folders) Book 4, modernization and investment (2 folders)
BOX CL 51	Book 5, readiness and other logistics Book 6, manpower Book 8, management initiatives Issues for discussion with commanders in chief (CINCs) (2 folders) 1994-1997
BOX CL 52	Special defense agency issues 1984, 18 July, with comments by assistant secretary of defense and Program Analysis and Evaluation Office 1986, 28 July 1988, 22 June Tier II Issue papers with decisions of assistant secretary of defense, 1990 Acquisition strategies Antiarmor programs Antisubmarine warfare Army armored vehicle program Carrier air wing composition Civilian manpower Coordinated health programs
BOX CL 53	Dedicated air support Defense Department munitions program Defense Mapping Agency Eliminate the balanced technology initiative High and medium-altitude ground based air defenses in Europe International cooperative programs Lance missile battalions Long Range Conventional Standoff Weapons (LRCSW) program Military personnel, quality of life

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 54	Milstar terminals National Airspace System Precluding a hollow force (2 folders) Sealift and afloat prepositioning Space-Based Wide Area Surveillance (SBWAS) Special Operations Force (SOF) Stingray Strategic command, control, and communications Tactical intelligence
BOX CL 55	Technology base Unfunded liabilities (3 folders) Unpaid bill and unclaimed savings Service reclamation to program review decisions, summer 1990 Memoranda, 1989-1991 (3 folders)
BOX 56 (unclassified)	Personnel recommendations and résumés, 1981-1989, A-Z (6 folders)
BOX CL 57	Special studies and major reviews Comprehensive study of the military medical care system (Section 733 study), 1992-1993 <i>Congressionally Mandated Mobility Study</i> , 1981-1982 Major reviews Aircraft, 1989-1991 <i>See also Containers CL 65-CL 70, Aircraft and Container CL 84, Helicopter programs</i> A12/ATA Advanced tactical fighter (ATF)/Naval advanced tactical fighter (NATF) B-2 C-17
BOX CL 58	Cost data notebook, 1990 (3 folders) General May 1989-Mar. 1990 (4 folders)
BOX CL 59	Apr. 1990-Jan. 1991 (2 folders) Undated Light helicopters (2 folders) Trip book, under secretary of defense (acquisitions), Mar. 1990 Warships, 1990 DDG-51 Briefing book
BOX CL 60	General (2 folders) Miscellany SSN-21

Assistant Secretary of Defense, 1973-1993

Container

Contents

- Briefing book
General
(3 folders)
- BOX CL 61** National security review 12, strategy review, 1989
(2 folders)
Report to the secretary of defense, Sept. 1989
(2 folders)
Review of service reporting systems supporting CINC warfighting needs, July 1988
Speeches and testimony
Atwood, Donald J., Senate Armed Services Committee briefing book, 15 June 1989
(2 folders)
- BOX CL 62** Cheney, Richard B.
1989
Apr., House of Representatives Budget Committee, support materials
13 July, House of Representatives Armed Services Committee Hearings on
Intercontinental Ballistic Missile (ICBM) modernization
(folders)
1990, 1 Feb., Senate Armed Services Committee, briefing book, FY1991 budget
(2 folders)
Chu, David S. C., 1983
25 Feb., Senate Armed Services and Budget committees
3 Mar., House of Representatives Armed Services Committee
11 Mar., House of Representatives Armed Services Committee Subcommittee on
Procurement and Military Nuclear Systems
18 Oct., House of Representatives Budget Committee
10 Nov., Senate Armed Services Committee
9 Dec., House of Representatives Budget Committee
1983, briefing book for appearances before congressional committees
(1 folder)
(2 folders)
- BOX CL 63** Taft, William Howard, IV
1985, 29 Oct., draft speech, "The Aspin Report"
1987, 25 Mar., Senate Armed Services Committee Subcommittee on Readiness,
Sustainability and Support
(3 folders)
Weinberger, Caspar W.
1981, 22-23 Sept., congressional budget committees
1987, 21 Jan., House of Representatives Budget Committee, response to questions
Unidentified, 1982
14 Sept., speech, "How Has the Reagan Administration Enhanced U. S. Military
Capability?"
14 Dec., speech, "Mid-Term Appraisal"
- BOX CL 64** Subject file
120 mm mortar program, 1988
Acquisition system, 1981-1992
(2 folders)
Advanced Amphibian Assault (AAA), 1990
Advanced antitank weapon-medium *See Container CL 85, Javelin*

Assistant Secretary of Defense, 1973-1993

Container

Contents

- Advanced attack helicopter (AH-64) and HELLFIRE missile, 1981-1982
- Advanced cruise missile, 1991
- Advanced Field Artillery Tactical Data System (AFATDS)/Marine Integrated Fire and Air Support System (MIFASS) and Light TACFIRE, 1987-1989
- Advanced Interdiction Weapon System (AIWS), 1989-1992 *See also Container CL 85, Javelin*
- Advanced Launch System (ALS), 1988
- Advanced medium range air-to-air missile (AMRAAM), 1982-1992, undated
(4 folders)
- BOX CL 65**
- Advanced Tactical Air Reconnaissance System (ATARS), 1985-1987
- Advanced technology bomber (ATB) and bomber decisions, 1991
- Aegis weapon system, 1983-1987
- AGM-130, research and development bomb, 1989
- Air Combat Evaluation (ACEVAL) test, 1980
- Air defense, 1982-1986, undated
- Air Defense Anti-Tank System (ADATS), 1990
- Air force, 1991-1992
- Airborne Reconnaissance Support Program (ARSP), 1988
- Airborne self-protection jammer (ASPJ), 1982-1992
(2 folders)
- Airborne Warning and Control System (AWACS), 1983-1989
- Aircraft *See also Containers CL 57-CL 58, Major reviews, aircraft*
- A-6 program, 1984-1991, undated
- A-10s and Forward Looking Infrared (FLIR) System, 1992
- BOX CL 66**
- A-12 carrier-based program, 1984-1991
(3 folders)
- Accident rates, 1985
- Advanced tactical fighter (ATF) *See Container CL 68, F22*
- Air force, 1981
- AV-8B, 1985
- AX, 1991
- Bombers
- B-1
- Cost dispute, 1981 and follow-up
- Costs, 1981-1989, undated
- Miscellany, 1988
- Permissive Action Link (PAL), 1983-1984
- BOX CL 67**
- B-2
- Briefing book for secretary of defense, June 1989
- Costs, 1987-1990, undated
(2 folders)
- Rationale for program briefing book, 1989
- B-52, 1982-1983
- General, 1981-1989, undated
- C-17 *See also Container CL 57, Major reviews, aircraft*
- Cost effectiveness, 1991
- Costs, 1984-1991, undated

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Defense Acquisitions Review Council/Defense Acquisition Board actions, 1981-1993
	Miscellany, 1982-1989, undated
	C-140B, 1982, undated
	C-141, 1990
	F-4, 1983
	F-14, 1989-1991
BOX CL 68	F-15E, dual role fighter, 1984
	F-16, 1982-1988
	F-18
	Alternative programs, 1981-1987, undated
	Defense Acquisition Review Council/Defense Acquisition Review Board actions, 1981-1992
	(2 folders)
	Inspector general's audit, 1992
	Miscellany, 1983-1990
	Service life, 1987-1990
	Tests, 1982
	F-20, 1982-1985
	F-22 (previously ATF), 1984-1992, undated
	(2 folders)
BOX CL 69	Fighter engines, 1983-1984
	FSX, Japanese support fighter, 1987
	JVX <i>See same container, V-22</i>
	P-3, 1981-1987
	P-7A (formerly LRACCA), 1987-1990
	Shelters, 1983
	T-45, 1985-1991
	T-46, 1985-1986
	V-22 tiltrotor
	Cancellation, 1989-1992
	(3 folders)
BOX CL 70	Congressional and freedom of information requests, 1989-1991
	(2 folders)
	Defense Department Acquisition Review Council, 1982-1992, undated
	(2 folders)
	General, 1990-1992
	Hearing materials, 1990
	Institute of Defense Analysis study, 1988-1990
	SV-22 issue, 1986-1990, undated
BOX CL 71	Airlift
	Civilian Reserve Air Fleet (CRAF) enhancement program, 1981-1983
	Miscellany, 1981-1985
	Options and comparisons, 1981-1982
	(2 folders)
	Amphibious assault ship (LX), 1992-1993

- Amphibious forces, 1981-1992
(2 folders)
- Anti-air warfare investment planning, 1983-1991
- BOX CL 72** Antiarmor systems, 1990
- Antiradiation cruise missiles, 1988, undated
- Anti-Satellite (ASAT) Program, 1985-1990
- Antisubmarine warfare (ASW), 1988-1989
- Antitactical missile, 1986-1988
- AOE class ships, 1991-1992
- Aquila Remotely Piloted Vehicle (RPV) Program, 1985-1986
- Armored systems modernization, 1990, undated
- Arms control, 1982-1985, undated
- Army electronic battlefield [See same container, Army Tactical Command and Control System](#)
- Army force structure, 1988
- Army Helicopter Improvement Program (AHIP), 1983-1988
- Army Tactical Command and Control System (ATCCS), 1984-1988
- Army Tactical Missile System (ATACMS), 1986-1990
- Army trucks, 1986-1991, undated
- AR(X) [See Container CL 73, Battle damage repair ship](#)
- ASAS, undated
- Automated Emergency Action Message Processing and Dissemination System (AEPDS), 1988-1991
- BOX CL 73** Avenger, 1990
- Balanced Budget and Emergency Deficit Control Act of 1985 (Gramm-Rudman)
Briefing to the president, 4 Dec. 1985
Miscellany, 1985-1990
- Base force, 1990-1992, undated
- Battle damage repair ship (AR(X)), 1990
- Battle Group Passive Horizon Extension System (BGPHEs), 1986-1987
- Battleships, 1990
- Boat people [See Container CL 103, Vietnam, refugees](#)
- Boost Surveillance and Tracking System (BSTS), 1990
- Bradley Fighting Vehicle System (BFVS), 1982-1986, undated
- BSY-2 [See Container CL 100, Submarines](#)
- Burdensharing, 1988
- "Calm Sunrise," (Pacific forces restructuring), 1989
- Capital stock, 1979-1990
- CAPTOR [moored mine], 1988
- Carlucci, Frank C., initiatives [See Container CL 76, Defense Acquisition Improvement Program](#)
- Carriers, 1981-1991
- CG47 [See Container CL 65, Aegis weapon system](#)
- Chemical warfare, 1982-1983
- Cheyenne Mountain, complex upgrade, 1989-1992
- Chiefs' initiatives, 1984-1989, undated

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 74	Close air support (CAS), 1983-1992 (3 folders) Comanche Defense Acquisition Board actions, 1987-1992 (2 folders) General, 1986-1991 Major rotary wing review, 1990 Combat action resources model, 1981 Combat identification systems, undated Combat-support ratio study, 1987 Communications, 1984-1985, undated
BOX CL 75	Competitive Strategies Council, 1987-1988 Confidence and security building measures (CSBMs), 1990 Contingency planning, 1988, undated Conventional forces in Europe, 1989-1990 Copperhead, 1983-1987 Corporate information management, 1989-1991 Corps surface-to-air missile (SAM), 1990 Cost and operation effectiveness analyses (COEAs), 1986-1992 Counterdrug program, 1989 Cruise missile, 1982-1989 CV helicopter, 1982-1989 DDG 51 [ship], 1981-1992, undated Deep Fires, 1991
BOX CL 76	Defense Acquisition Board Acquisition affordability, 1991 Close air support (CAS) review, 4 Dec. 1992 Defense Acquisition Improvement Program, Frank C. Carlucci, initiatives, 1988 Defense and the economy, 1981-1982 Defense Council on Integrity and Management Improvements, 1982-1988 (2 folders) Defense Department Authorization Act, 1983 Critiques of, 1982-1987 Defense Communications Agency programs, 1990 Dependent schools (DoDDS), 1988 Intelligence and counterintelligence management, 1989 DoD Mobilization and Deployment Steering Group, minutes Mar.-July 1981
BOX CL 77	Aug. 1981-Jan. 1984 (5 folders) Management review, 1989-1990 Programmers <i>See Container CL 88, MIL-5 meetings</i>
BOX CL 78	Defense industrial base, 1991-1992 Defense program "Changes to DoD Forces and Program: 'Bush' Budget to Current Posture," Feb. 1990, notebook

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Graphics
	1984, with handwritten notes and annotations
	1986, originals with color charts
	Presidential budget briefing, 1981
	(2 folders)
	Updated changes, FY1990-FY1994 versus FY1988-FY1992, notebook, undated
	Defense Satellite Communications System, 3rd Generation (DSCSIII), 1981
	Defense Support Program (DSP), 1991
	Defense Technologies Executive Committee meetings, 1983-1986
BOX CL 79	Defense Technology Board, meeting on science and technology issue paper, 19 Aug. 1992
	(2 folders)
	Desert Shield/Desert Storm
	General, 1990-1992, undated
	(4 folders)
	Post-Desert Storm discussion topics used to brief secretary of defense, June 1991
	(2 folders)
BOX CL 80	(1 folder)
	Weapons performance presentation, 17 Dec. 1991
	(2 folders)
	Discount rates, 1987-1992
	Distant early warning (DEW) line, 1984
	Division Air Defense (DIVAD)
	Alternatives, 1984-1985
	Cancellation decision, 1984-1985
	(2 folders)
	Performance, 1982-1984
	(3 folders)
BOX CL 81	Press accounts, 1983
	Program, 1982-1984
	Tests, 1983-1985
	(2 folders)
	Dollar Value Steering Group, 1987
	(2 folders)
	Egyptian study, 1991
	8-inch howitzers, 1988
	Electronic warfare, 1991
	End of term review, 1980-1981, undated
	Environmental restoration, 1988
BOX CL 82	Equipment longevity charts, 1992
	(3 folders)
	Falkland Islands war, 1982
	Federally funded research development centers (FFRDCs)
	General, 1990-1991, undated
	(2 folders)
	Institute for Defense Analyses (IDA), 1981
	Rand Corp., 1991-1992
	Fiscal status, 1988

Assistant Secretary of Defense, 1973-1993

Container

Contents

- BOX CL 83
- Five Year Defense Program Tracking System (FYDPTS), undated
 - Fixed Distributed System (FDS), 1989
 - Follow-on Early Warning System (FEWS)
 - Chronology of documents, 23 July 1992
 - General, 1991-1992
 - Follow-on forces attack (FOFA), 1989-1990
 - Follow-on to Lance (FOTL), 1988-1989
 - Force structure analysis, 1989
 - Foreign Materiel Program Board, 1983-1988, undated
 - Forward Area Air Defense Command and Control (FAADC2), 1989
 - Forward Area Air Defense System (FAADS)
 - Command, Control, and Intelligence (C2 I), 1993
 - Line-of-Sight Forward-Heavy (LOS-FH), 1986-1987
 - Non-Line-of-Sight (NLOS), 1988
 - Funding problems ("squishy resources"), 1979-1989, undated
 - (2 folders)
 - Guardrail, 1990
- BOX CL 84
- Hart, Gary, Defense Department response to proposed "Military Reform Defense Budget for Fiscal Year 1984," Apr. 1983
 - "Have Clear" [anti-jam communications program] (formerly JTIDS), 1982-1983
 - "Have Quick," [See Container CL 97, "Seek Talk"](#)
 - Helicopter programs, 1982-1992, undated [See also Container CL 59, Major reviews, aircraft](#)
 - Helos [See Container CL 84, Helicopter programs](#)
 - High frequency anti-jam (HFAJ) program, 1987
 - High-speed anti-radiation missile (HARM), 1983-1985
 - Hospital ships, 1981-1982, undated
 - IFF [See Container CL 74, Combat identification](#)
 - Imaging infrared (IIR) maverick, 1982-1986, undated
 - Independent cost estimates
 - Attack on Cost Analysis Improvement Group (CAIG), 1991-1993, undated
 - Major reports, 1981-1991
- BOX CL 85
- Miscellany, 1973-1991
 - Rand Corp., 1991-1992
 - Ship costing, 1983-1988
 - Independent research and development (IRandD), 1989-1992
 - Inflation adjustments, 1981
 - Information Policy Council, 1991, undated
 - Institute for Defense Analysis Advisory Group, 1984-1993
 - Interdiction weapons, 1982-1988, undated
 - Iranian issues, 1987, undated
 - Javelin (formerly AAWS-M), 1986-1991, undated [See also Container CL 64, Advanced Interdiction Weapon System](#)
 - (2 folders)
 - Joint Primary Aircraft Training System (JPATS), 1992-1993, undated
 - Joint Standoff Weapon (JSOW), formerly Advanced Interdiction Weapon System/Joint Direct Attack Munition (AIWS/JDAM), 1992

Assistant Secretary of Defense, 1973-1993

Container

Contents

- BOX CL 86** Joint Surveillance and Target Attack Radar System (JSTARS), 1985-1992
(3 folders)
Joint Tactical Information Distribution System (JTIDS), 1983-1989
LAMPS, Mark III, 1981-1991
Land Remote Sensing Satellite System (LANDSAT), 1989-1992
Leasing, 1981-1983
Lebanon, 1984
Legislative initiatives, 1984-1985
LHX *See Container CL 74, Comanche*
Light Anti-Armor Weapon (LAW) System, 1982-1983, undated
Light Armored Vehicle (LAV) Program, 1982, undated
- BOX CL 87** Light helicopter program *See Container CL 84, Helicopter programs*
Light infantry division, 1983-1988, undated
(2 folders)
LMI Advisory Group, 3 Feb. 1992
Longbow Apache helicopter, 1990-1992
Long range conventional standoff weapon (LRCSW), 1981-90, undated
LOSAT *See Container CL 72, Anti-armor systems*
Low-Altitude Navigation and Targeting Infra-Red for Night (LANTIRN) System, 1989
Low observable/counter low observable study (LO/CLO), 1989-1991, undated
LX *See Container CL 71, Amphibious assault ship*
M-1 tank, 1981-1993, undated
(3 folders)
- BOX CL 88** Major Automated Information System Review Committee, 1989-1990
Management information systems, 1989
Maneuver Control System, 1990
Manpower issues, 1982-1987
Maritime policy, 1983-1984
Mark XV Program, 1984-1989
Medical, 1988-1989
Medium lift replacement, 1991-1992
Mideast, 1991-1992
MIL-5 meetings, 1981-1983
(2 folders)
Military balance, 1982
Milstar program
1987-1991
- BOX CL 89** 1992, undated
Mine countermeasure vessels (MCMVs), 1989
Miscellany, 1982-1991
Missile Homing Improvement Program (MHIP), 1989
Missiles, British negotiations, 1981
Mission allocation of DoD budget, 1980-1981, undated
MK-48, MK-50 *See Container CL 102, Torpedoes*
Mobile subscriber equipment (MBE), 1985
Mobilization, 1983-84
Modular stand-off weapon (MSOW), 1987

- Moscow Assessment Review Panel (MARP), 1987
 - (2 folders)
- MRF, 1992
- Multifunctional Information Distribution System (MIDS), 1990
- Multiple Launch Rocket System (MLRS), 1984
- Multiyear procurement, 1988
- Munitions, 1987-1991
- BOX CL 90** Munitions Council, 1983-1988
 - (2 folders)
- National Aerospace Plane (NASP) Program, 1986-1991, undated
- National Airspace System (NAS), 1989-1990, undated
- National Emergency Airborne Command Post (NEACP), 1989
- National Foreign Intelligence Program (NFIP), 1981-1992, undated
 - (2 folders)
- National Guard, undated
- National security decision directives
 - No. 32, 1987
 - No. 219 (Packard Commission), 1986-1988, undated
- Navstar/Global Positioning System (GPS), 1986-1992
- Navy *See Container CL 102, United States Navy*
- BOX CL 91** Normal cost percentages, 1990, undated
- North American Air Defense (NORAD), 1986
- North Atlantic Treaty Organization (NATO)
 - Air defense, 1982-1984, undated
 - Armaments cooperation, 1986-1991
 - Defense efforts, 1982-1992
- Nuclear Command and Control System (NCCS), 1988-1992
- Nuclear Weapons Council, 1988
- Nunn-McCurdy amendment *See Container CL 76, Defense Department, Authorization Act*, 1983
- Office of Management and Budget, spring planning review, 1984
- Oil pricing, 1987
- Operating Tempo (OPTEMPO), 1989
- Out-of-court settlements, 1986
 - (2 folders)
- Over-the-horizon (OTH) radar, 1982-1991
- Palletized Load System (PLS) program, 1990
- Patriot missile, 1981-1992, undated
- Pay policy, 1990
- BOX CL 92** Peacekeeper
 - Closely spaced basing (CSB), 1982
 - (2 folders)
 - General, 1981-1988, undated
 - October 1981 decision, 1981-1982
 - Super-hard silos, 1985
- Penguin missile program, 1986
- Permanent change of station (PCS), 1990

Assistant Secretary of Defense, 1973-1993

Container

Contents

	Phalanx Close-in Weapon System (CIWS), 1988-1990
	Philippines, 1986
	Phoenix missile, 1986
	Pillars project, 1983-1986, undated
	Planning, Programming, and Budgeting System (PPBS)
	1979-1984
	(2 folders)
BOX CL 93	1985-1992, undated
	(3 folders)
	Policy and capability study, 1981
	Post-Cold War program, 1991-1992
	Procurement plans, 1982-1984
	Program objective memoranda preparation and format instructions, 1985
	Prototype Advisory Council, 1986-1987
	Rand Corp., economics program, 1985
	Rapid Deployment Force (RDF), 1981-1985
	Readiness Committee, 1989
BOX CL 94	Reagan Strategic Program, 1981
	Reconstitution of forces, 1990-1992
	Research and development programs, 1987-1988
	Research Department explosive/high melt explosive (RDX/HMX), 1983-1985
	Reserve forces, 1990-1991
	Rolling airframe missile (RAM), 1986
	RPVs [briefings], 1985, undated
	S-3 Weapon System Improvement Program (WSIP), 1986
	Santa Margarita River California Project, 1983
	Saudi Arabia security review, 1991
	Science and technology, 1992
	Science and Technology Study Group, 1991-1992
	(2 folders)
	Sea Lance, 1986-1988
	Sealift
	Briefing book for meeting with Donald Atwood, 3 Dec. 1992
	(2 folders)
BOX CL 95	General, 1984-1992
	(2 folders)
	Search and rescue, 1992
	Secretary of defense
	Armed Forces Policy Council, 1981-1988
	(2 folders)
	Briefing, 5 Feb. 1990
	Performance reviews
	Chronological, 1981-1984
	(2 folders)
	Topical, ACM-Trident, 1981-1988
	Staff meetings
	1981

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 96	1982-1992 (7 folders)
BOX CL 97	Security assistance, 1981-1984 "Seek Talk" program, 1982-1983 Semiconductors, steel, 1987 (2 folders) Seminars, Program Analysis and Evaluation Office, notebook, 1984 General notes Global overview and strategic mobility Korea/Pacific ground and air Maritime power projection Maritime strategies North Atlantic Treaty Organization (NATO) Center region Flanks Security assistance Southwest Asia ground and air Strategic and theater nuclear forces Senior Interagency Group, 1982 Sense and destroy armor (SADARM), 1986-1993 Sensor fused weapons (SFW), 1991-1992 <i>SH-2F See Container CL 84, Helicopter programs</i> Ship self defense, 1991 Short Range Air Defense Command and Control (SHORAD C2), 1984 Short-range attack missile (SCRAM) II, 1986-1991
BOX CL 98	Tactical (T), 1988-1989 Shuttle Operations and Planning Complex (SOPC), 1985 Single Channel Ground Airborne Radio System (SINCGARS), 1984-1990 (2 folders) Single integrated operational plan (SIOP), 1991 Single numbering system, 1988-1989 Small intercontinental ballistic missile (SICBM), 1982-1989 Soviet military spending, 1986 Space based wide area surveillance (SBWAS), 1988-1991 Space programs, 1987-1989 Special access programs, 1985-1993 Special nuclear materials (SNM), 1987 Special operations forces (SOF), 1985-1990, undated (3 folders)
BOX CL 99	Standard missile, 1984-1989 Stand-Off Target Acquisition System (SOTAS), 1981 Stinger missile, 1986-1988, undated Stingray, 1991 Strategic Arms Reduction Treaty (START) General, 1982-1992, undated Policy Council meetings, 1983

Assistant Secretary of Defense, 1973-1993

Container

Contents

	"Strategic C3 Review," 31 May 1991
	Strategic Defense Initiative (SDI), 1984-1992 (4 folders)
BOX CL 100	Strategic program costs, 1981-1992, undated (3 folders)
	Strategy Commission, 1987
	Submarine Advanced Combat System (SUBACS), 1983-1988, undated
	Submarines
	BSY-2 combat system
	New attack submarine, planning for, 1992-1993
	SSN-21, 1983-1992, undated (2 folders)
BOX CL 101	SSN-688, 1987
	Trident, 1982-1987, undated
	Sustainability review, 1992
	TACAMO electronic communication system, 1983-1985
	"Tacit Rainbow" (TR), 1988-1991
	Tactical Air Division, relationship with PA&E issues, 1981
	Tactical cryptologic program, 1985
	Tactical Warning/Attack Assessment (TW/AA) Follow-on System, 1991
	TAKX ships, 1983
	Tankers, 1981-1990
	Terminated programs, 1982
	Thayer, Paul, briefings on naval matters, 1983, undated
	Theater Nuclear Forces, (TNF), 1981-1992, undated
	Tomahawk missile, 1984-1992
BOX CL 102	Total Force Policy Study Group, 1990-1991
	Torpedoes
	MK-48, Advanced capabilities (ADCAP), 1988-1989
	MK-50, 1981-1989
	Trade issues, 1987
	Trident <i>See Container CL 100, Submarines</i>
	"Trillion Dollar" issue, 1985-1986, undated
	Tri-service standoff attack missile (TSSAM), 1984-1993
	Tube-launched optically-tracked, wire-guided (TOW) missile, 1985-1989, undated
	Two-year budget process proposals, 1983-1987, undated
	Ultra high frequency (UHF) follow-on satellite, 1988-1990
	Under secretary of defense (readiness), 1988
	United States Navy
	Aviation, 1981-1991, undated
	Fleet size, 1981-1991
	LCAC, 1986
	Logistics ships, 1991
	Remote Ocean Sensing System (N-ROSS), 1987
	Sexual harassment, 1992
	Ship service lives, 1991

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX CL 103	Unmanned aerial vehicle, 1991-1993 (2 folders) Upper Tier Theater Missile Defense System (UTTMDS), 1991-1992 Vertical Launch ASROC (VLA) Program, 1989 Vietnam Conflict, 1990 Refugees, 1982 Voluntary separation, 1991 Weather reconnaissance aircraft, W130, 1990 (2 folders) White House Communications Agency (WHCA) <i>See Container CL 76, Defense Communications Agency programs</i> World Wide Military Command and Control System (WSMCCS) Automated Data Processing Modernization (WAM), 1989-1991 Information System (WIS), 1985
BOX 104-111	Personal Files (unclassified) Appointment books, calendars, correspondence, telephone records, and travel records. Arranged alphabetically by type of material and chronologically within.
BOX 104	Appointments Books 1981-1984 (4 folders)
BOX 105	1985-1988 (4 folders)
BOX 106	1989-1993 (4 folders) Weeks-in-review, 1981-1984 (4 folders)
BOX 107	Correspondence May 1981-May 1983 (8 folders)
BOX 108	June 1983-Nov. 1986 (9 folders)
BOX 109	Jan. 1987-Jan. 1993 (7 folders) Memoranda <i>See Containers 107-108, Correspondence</i> Telephone call logbooks 1980-1988 (3 folders)
BOX 110	1989-1993 Travel vouchers 1982-1987 (7 folders)
BOX 111	1988-1993 (8 folders)

Assistant Secretary of Defense, 1973-1993

Container

Contents

BOX TS 1

Top Secret

Documents containing top secret national security information removed from the classified Office Files subseries.

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

BOX TS 1

Defense budget system

Budgets

Fiscal years

1990

Cuts

Revision by Richard B. Cheney

Fiscal guidances, new "Bush" budget, Feb. 1989

Subject file

Defense program, presidential budget briefing, 1981

Desert Shield/Desert Storm, post Desert Storm discussion topics used to brief secretary of defense, June 1991

National Foreign Intelligence Program (NFIP), undated

National security decision directive 32, 1987

Peacekeeper, Oct. 1981 decision, 1981

Special nuclear materials (SNM), 1987

Strategic Arms Reduction Treaty (START), general, Apr. 1982

Strategic program costs, 1986, undated

BOX RD 1

Restricted Data

Documents containing restricted data removed from the classified [Office Files](#) subseries.

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

Defense budget system

Program kills, 1982-1987, undated

Program reviews

Fiscal years

1983-1987, issue books

Book 1, policy and risk assessment

Book 2, nuclear forces

Book 4, modernization and investment, Aug. 1981

1988-1992, issue books, book 2, nuclear forces

Subject file

Secretary of defense, performance reviews, chronological, 1981

Short range attack missile II (SCRAM-II), 1986-1987

Special nuclear materials (SNM), 1987

Theater Nuclear Forces (TNF), undated

BOX FRD 1

Formerly Restricted Data

Documents containing formerly restricted data removed from the classified [Office Files](#) subseries.

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

Defense budget system

Assistant Secretary of Defense, 1973-1993

Container

Contents

Budgets, fiscal years, 1994-1999, issues
Execution review, calendar year 1989, 15 June 1989, topic papers, proposed, 1988
Implementation review, 1987, papers, non-commanders in chief (CINC), 1987
Program reviews
 Fiscal years
 1986-1990, issue books, book 1, policy and risk assessment
 1987-1991, issue books, book 2, nuclear forces
 (2 folders)
 1988-1992, issue books, book 2, nuclear forces
Subject file
 Secretary of defense
 Performance reviews, chronological, 1981
 Short range attack missile II (SCRAM-II), 1987-1991
 Special nuclear materials (SNM), 1987
 Strategic Arms Reduction Treaty (START), Policy Council meetings, undated
 Special nuclear materials (SNM), 1987