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ROBERT C. SEAMANS, 1918-

Papers

Manuscript Collection - MC 247

14 record cartons
7 manuscript boxes
1 legal manuscript box
1 half manuscript box
Accession numbers: 1984-46, 1988-92,
1994-5, 2005-26, 2008-39

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PROVENANCE: The papers were given to the Institute Archives by Robert C. Seamans, in 1984 and 1988, 1993, 2004, and 2007.

ACCESS: There are restrictions on access to portions of this collection. Researchers may request permission to use restricted materials. Consult the head of the Institute Archives for further information.

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BIOGRAPHY:

Robert Channing Seamans, Jr. was born in Salem, Massachusetts, on 30 October 1918, son of Robert C. and Pauline Seamans. After attending the Lenox School in Lenox, Massachusetts, where he took a special interest in physics and math, he entered Harvard College in 1936. At Harvard he studied engineering sciences and became interested in aeronautical engineering. Rheumatic fever required him to curtail his athletic activities, but the time thereby gained allowed him to accelerate his academic program. He completed the requirements for the B.S. in 1939 and graduated with the class of 1940.

Robert Seamans pursued his interest in aeronautical engineering at MIT and received the S.M. from the Department of Aeronautical Engineering in 1942. Throughout World War II he performed classified research in the Institute's confidential Instrument Development Laboratory (Instrumentation Lab). His research in this period included aircraft vibration studies and development of the A-1 Bomb Gunsights. His first teaching experience came as an assistant to Charles Stark (Doc) Draper in a graduate course on basic instrumentation, Aeronautical Engineering 16.41, in the fall of 1942. He continued his graduate work at MIT and was awarded the Doctor of Science degree in aeronautical engineering in 1951 for his thesis entitled, "Comparison of Automatic Tracking Systems for Interceptor Aircraft," supervised by Draper. He continued to hold teaching and research positions at the Institute until 1955. Among the courses he taught were Aeronautical Engineering 16.40, "Automatic Control Equipment for Aircraft," and 16.60, "Advanced Aeronautical Problems."

In 1955 Robert Seamans joined the Radio Corporation of America (RCA). He was Chief Engineer of the Missile Electronics and Control Division in Burlington, Massachusetts, from 1958 to 1960.

In 1960 the fledgling National Aeronautics and Space Administration (NASA) was seeking an Associate Administrator. Robert Seamans reputation as an effective manager and as an engineer with expertise in advanced weapons systems came to the attention of NASA, which persuaded him to move with his family to Washington, D.C. Dr. Seamans became Associate Administrator of NASA in September 1960, and was Deputy Administrator from December 1965, until his retirement from the agency in January 1968. In effect, he was "general manager" of NASA, coordinating the national space program and ensuring that all approved projects moved ahead as quickly as possible. His opinion that the United States could, by mobilizing resources, put a man on the moon by 1970 was an important factor in the decision to proceed with the Apollo program. Throughout this period he often represented NASA at congressional hearings.

Dr. Seamans returned to MIT as a visiting professor in the Department of Aeronautics and Astronautics for the spring 1968 semester. The following year he became the Jerome Clarke Hunsaker Professor in the same department.

Early in 1969 President Nixon appointed Robert Seamans Secretary of the Air Force (USAF). He held this post from February 1969 to May 1973, a period of intense controversy and domestic turbulence over U.S. policies, including bombing policies, in the conduct of the war in Vietnam.

Soon after his resignation as Secretary of the USAF, Robert Seamans was elected President of the National Academy of Engineering (NAE). He served in that capacity from May 1973 until his appointment in December 1974 as Administrator of the new Energy Research and Development Administration (ERDA). As head of ERDA, Dr. Seamans urged exploration of alternative sources of energy and international cooperation in research and development.

When President Ford left the White House in January 1977, Robert Seamans returned to private life in Massachusetts. From July 1977 to June 1984 he served as the Henry R. Luce Professor of Environmental and Public Policy at MIT's Alfred P. Sloan School of Management. Concurrently, he was Dean of the School of Engineering at the Institute from July 1978 until September 1981. Following his retirement in June 1984, he became Senior Lecturer in the Institute's Department of Aeronautics and Astronautics. Robert Seamans was appointed Chairman of the National Research Council Committee on the Space Station (COSS) in 1986, and served as an advisor to the NASA Advisory Committee on the Future of the U.S. Space Program in 1990.

Robert Seamans has received many awards and honorary degrees and has written many articles. Articles published before 1960 focus on aeronautical engineering; those published in 1960 or later address policy issues. He belongs to many professional societies and clubs and has served on the boards of Aerospace Corporation (Chairman), the Alliance to Save Energy, the Boston Museum of Science, the Carnegie Institution, Combustion Engineering, Draper Laboratory, Eli Lilly and Company, the MIT Energy Laboratory (Chairman of the Advisory Board), the NASA Alumni League, the National Geographic Society, the Putnam Funds, Sea Education Association, Inc. (SEA), the Woods Hole Oceanographic Institution, and other organizations. He has for many years been an active member of the Protestant Episcopal Church.

The former Eugenia A. Merrill (Gene) married Robert Seamans in 1942. They are the parents of five children.

SCOPE AND CONTENT NOTE:

Robert Seamans gave his papers to the Institute Archives and Special Collections in four accessions in 1984, 1988, 1993, 2004, and 2007. Present folder titles reflect the original titles, but have been expanded where necessary to provide additional information, such as dates, locations, and co-authors. Within each series, folder titles have been integrated in one intellectual order, although physically folders may be in separate boxes due to different transfer dates into the Institute Archives.

The papers document Robert Seamans professional and personal life from the 1930s through 2002. The bulk of the material dates from 1960 to 1990, years in which he held high positions at NASA, the Air Force, and ERDA, and undertook his second period of association with MIT. The records of Robert Seamans government employment, however, include only those papers he was permitted to take with him upon leaving and are personal, not official, files. Official records of NASA, the Air Force, and ERDA are maintained by the federal government. Many records were inadvertently destroyed in 1973 following Robert Seamans retirement as Secretary of the Air Force. These included NASA daily journals and other NASA papers as well as Air Force materials. Some of the gap created by this loss can be filled by seventy reels of NASA Secretarial Files microfilm held by NASA in Washington, D.C., and by the Johnson Library in Austin, Texas. About 5% of the material on these reels relates to Dr. Seamans, but documents, for the most part, only routine matters. All but nine of the seventy reels are classified. In 2004 copies 11 reels of NASA microfilm from the National Archives were transferred to the Institute Archives, and can be found in boxes 19 and 20.

Press clippings relating to Robert Seamans career have been arranged in chronological order and microfilmed for preservation purposes and can be found in box 10.

Robert Seamans career prior to 1960, at MIT and RCA, is less fully represented in the collection. His activities for the period following his return to the Institute in 1977 are more fully documented.

Related MIT collections:

Additional material pertaining to Robert Seamans' tenure as Dean of the School of Engineering at MIT from 1978 to 1981 is included in the records of the Office of the Dean of the MIT School of Engineering (AC 12), also held by the MIT Archives and Special Collections. Seamans participation in energy projects is documented in collection MC 186, World Coal Study papers, 1978-1980.

Series I, Biographical, Family, and Personal Papers, 1930s-1993 contains Robert Seamans curricula vitae for different years, short biographies prepared for news releases and for other publicity, and chronologies prepared for reference works, such as *Who's Who* (box 1, folder 1). Of special interest is the *Seamans Messenger*, a newsletter written about six times a year by Mrs. Seamans, describing family activities. The collection includes *Messengers* #44-76, 105-125 covering the years 1973-1977, 1981-1984. (box 1, folder 6, box 12, folder 1). Also of interest are portions of an interview between Robert Seamans and Martin Collins (Air and Space Museum, Smithsonian Institution) in 1986, in which Robert Seamans talks about his childhood, education, World War II activities, and early career at MIT and RCA (box 1, folders 3-5). Robert Seamans correspondence with his brother, Peter B. Seamans, an attorney, is largely professional and is filed in Series V. Other Professional Activities (box 8, folder 40). There is a small amount of family correspondence and articles by or about Seamans family members (box 12, folder 1). Seamans student notes from Harvard's undergraduate Engineering Sciences class, and MIT

graduate school classes (1940-1943) in Aeronautics and also in Electrical Engineering can be found in box 16.

Series II, MIT-Related Activities, 1949-1991, documents Robert Seamans teaching and administrative responsibilities at the Institute. The bulk of the material dates from Robert Seamans second period of employment at MIT, 1977-1984, although course notes for aeronautical engineering classes he taught in 1954 and 1955 (box 2, folders 43-44) and background material are also included (box 17). Three folders of course notes document his participation in the teaching of management courses in 1977, 1981, and 1983 (box 2, folders 42,45, and box 11, folder 5R). His duties at MIT throughout this second period of employment were primarily administrative rather than academic. The papers document, among other things, Robert Seamans efforts to strengthen ties between engineering schools and industry. The bulk of his official papers as Dean of the MIT School of Engineering are held in a related collection at MIT, AC 12, records of the Office of the Dean of the MIT School of Engineering. Press clippings documenting Robert Seamans MIT activities have been microfilmed (box 10).

There is also correspondence regarding Robert Seamans participation in official functions of the Institute, including campus visits, the Apollo Fund, the MITES Program, and Tech Day. Correspondence concerning the organization and funding of the Daedalus Project can be found in box 12, folder 4. General correspondence concerning administrative matters in the Department of Aeronautics and Astronautics and the Institute also appears in this series. A small amount of MIT-related correspondence can also be found throughout the general correspondence folders in Series V.

Series III, National Aeronautics and Space Administration (NASA) Activities, 1960-1993, affords a view of Robert Seamans NASA activities. Of particular interest is the subseries of interviews conducted by several individuals under the auspices of the NASA Historical Office, the Pentagon, and others (box 2, folders 75-87). Names and affiliations of interviewers appear on the cover sheet of each transcript. These interviews are a rich source of information about the people, problems, and problem-solving procedures at NASA between 1960 and 1968. A series of committee reports dated 1960 to 1962 (box 18) are also a valuable source of information about technical issues relating to the lunar landing. Especially interesting are Robert Seamans reminiscences about the lunar landing and orbital rendezvous decisions during the Apollo Project (box 2, folders 80, 84). An August 1999 interview with Robert Seamans conducted by the Johnson Space Center (tapes in box 19) offers a retrospective review of Seamans tenure at NASA. An extensive subseries of statements and speeches provides valuable insight into the agency's policies as well as Robert Seamans personal views about U.S. goals and achievements in space (box 3, folders 4-91). Letters dated 1960 to 1968 are a chronological file of non-official correspondence documenting a mixture of professional and personal activities (box 2, folders 65-73). Press clippings, which have been microfilmed, are a good source for Robert Seamans quoted statements and for placing his actions and remarks in the larger context of NASA activities (box 10). This series also contains a statement by Robert Seamans to the NASA Advisory Committee on the Future of the U.S. Space Program (box 12, folder 11) and correspondence and documents concerning the organization and administration of the NASA Alumni League before and during Seamans tenure as Chairman of the Board of Directors (box 12, folder 12-14). Microfilm reels containing selected NASA documents are located in box 19. See also Series VII (boxes 22 and 23).

Materials used by Robert Seamans for his book *Project Apollo: The Tough Decisions*, published by NASA in 2005 (boxes 22-23) are in Series VII.

Series IV, Energy Research and Development Administration (ERDA) Activities, 1974-1977, documents Robert Seamans career as the first Administrator of the agency. Of special interest is the extensive run of statements and speeches (box 4, folder 37 - box 5, folder 71). These include statements made at hearings of congressional committees as well as speeches delivered to other groups. The speeches reflect agency policies as well as Robert Seamans personal views about present and future energy needs and the relative potential of various energy sources. Among the topics are breeder reactors, synthetic fuels, energy research and development plans, and international cooperation in research and development. Press clippings about Robert Seamans tenure at ERDA have been microfilmed (box 10).

Series V, Other Professional Activities, 1951-1992, documents aspects of Robert Seamans career not directly related to MIT, NASA, or ERDA. The series was created by grouping papers pertaining to various professional activities. Among the major components are papers Dr. Seamans accumulated while Secretary of the USAF, President of NAE, and a member of the governing boards of various corporations and societies. The USAF papers contain a set of daily logs, recording telephone calls and visits received and made by the Secretary during working hours from 1970 to 1973 (box 9, folders 1-13). There is also a complete run of the Secretary's public remarks, 1969-1973, delivered at congressional hearings, at press conferences, and before civilian and military audiences (box 9, folders 18-22). The NAE papers include extensive correspondence files (box 7, folders 38-41) as well as remarks (box 8, folders 2, 3) and congressional testimonies (box 8, folder 1) made by Robert Seamans while President of the Academy. He argues, in these papers, for the creation and implementation of a national science and technology policy.

Papers relating to Robert Seamans activities with Aerospace Corporation (box 6, folders 2-4, box 12, folder 13), Carnegie Institute (box 12, folders 26-29), Combustion Engineering (box 6, folders 27-30), Harvard University (box 7, folders 6-15, box 13, folders 10-14), and the National Geographic Society (box 8, folders 7-11) are well represented. The bulk of the material in the series is correspondence, although interviews and minutes of meetings are also included. Individual correspondents of special interest include Charles Stark (Doc) Draper (box 6, Folder 38), the founder of Draper Laboratory (the MIT Instrumentation Lab), Jerome C. Hunsaker (box 7, folder 17), a pioneer of aeronautical engineering, and James E. Webb (box 9, folder 30), former administrator of NASA. Press clippings relating to Robert Seamans activities at RCA, the USAF, and NAE have been microfilmed (box 10). It also documents aspects of Dr. Seamans career not directly related to MIT, NASA, or ERDA.

The series includes a significant amount of material created while Robert Seamans was chairman of the National Research Council Committee on the Space Station (COSS) (box 13, folder 38 - box 14, folder 2). The Committee on the Space Station was charged by the U.S. President and NASA with assessing the existing Space Station Program. The records include minutes, correspondence and reports that document the committee's procedures, conclusions and recommendations.

There are also comprehensive records of the Sea Education Association, Inc. (SEA), a private non-profit educational institution that offers a research and education program in maritime studies combined with experience aboard a traditional sailing ship. Robert Seamans was named chairman of the Board of Trustees and Corporation in 1989 and the collection includes annual reports from 1981-1988 (box 14, folder 16), extensive correspondence, minutes, and reports regarding the administration of and fundraising for SEA's programs and facilities, (box 14, folder 18 - box 15, folder 10), as well as newsletters, catalogs and promotional publications (box 15, folder 11).

There is also a large group of general correspondence folders, filed chronologically, that includes many of the correspondents and organizations in the alphabetical run (box 12, folder 36 - box 13, folder 1). The general correspondence covers the years 1984 to 1990. Prominent correspondents include Vice President George Bush (box 12, folder 25), James H. Doolittle (box 12, folder 13), and T. Keith Glennan (box 13, folder 32-33).

Series VI, Speeches and Writings, 1947-1992, comprises Robert Seamans speeches and publications, excluding those statements and speeches made while an official of ERDA, NASA, NAE, or the USAF. Speeches span the dates 1948 to 1987, but the bulk fall between 1977 and 1987. Topics include issues pertaining to technological challenges, energy problems, and space exploration. Of special interest is the 1968-1969 Minta Martin Lecture, "Action and Reaction," in which Seamans analyzes the dynamics of decision-making at NASA in the 1960's (box 10, folders 4-6). Publications span the dates 1947 to 1986. While extensive, this subseries is not a complete representation of Seamans published writings. Earlier articles tend to be technical, with the focus on aeronautical research. Later articles were directed at a more general audience and deal with policies and goals regarding energy use and space exploration. The speeches and writings are arranged in two separate chronological sequences. It also includes addresses and speeches given by Robert Seamans as well as articles and reports that focus, primarily, on the future and the history of the U.S. Space Program and the funding of large research initiatives in the United States. Of particular interest is a transcript of an interview by Lawrence Suid in which Dr. Seamans discusses his initial interest in the U.S. space program and the factors that led to NASA's use of manned spacecraft.

Series VII. Project Apollo background materials, 1952-1995.

Materials used by Robert Seamans for his book *Project Apollo: The Tough Decisions*, published by NASA in 2005, can be found in boxes 22-23. Most of these are photocopies, not originals.

Series I
Box:Folder

R = restricted

Series I. Biographical, Family, and Personal Papers, 1930s-1993

- 1:1 Biographical materials
- 1:2 Family correspondence, 1952-1976
- 1:3-5 Interview, 1986, regarding childhood, education, and early career at MIT and RCA
- 1:6 *Seamans Messenger*, family newsletter prepared by Mrs. Seamans, May 1973-April 1977
- 12:1 *Seamans Messenger*, correspondence and biographical information, 1981-1984
- 1:7 Tennis schedules, 1974-1976
- 16:1 "Getting to the Moon from MIT", by Carla Lane. *MIT Spectrum*, (Winter 1993)
- 16:2 Engineering Sciences, 11 (four notebooks)
- 16:3 Instrumentation 16.41 (fall 1940) student notes
- 16:4 Instrumentation 16.41 (fall 1940) student notes
- 16:5 Transients in Linear Systems 6.58 (1941) student notes
- 16:6 Transients in Linear Systems 6.58 (1941) student notes
- 16:7 Survey of Aero Instruction 16.32 (January-March 1943)
- 16:8 Survey of Aero Instruction 16.32 (April 1943)
- 11:5 MIT Course Notes, 6.942J, "Cases and Projects in Engineering Management," Fall, 1981

Series II
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Series II. MIT-Related Activities, 1949-1991

- 1:8 Administrative Development Program, 3 May 1979
- 1:9 Alumni Council, 1979, 1984
- 1:10 Alumni Officers' Conference, 14 October 1978
- 12:2 Apollo Fund, 1990
- 1:11-17 Calendars, by year, 1977-1983
- 12:3 Campus Visits Program, 22-24 September 1988
- 1:18 Center for Advanced Engineering Studies, Macro-engineering Seminar, 9-12 June 1980
- 1:19 Center for Policy Alternatives/Center for Advanced Engineering Studies, Symposium on Technology, Innovation, and Industrial Development, 16-17 October 1979
- 1:20 Chinese Delegation's MIT Visit, 9 June 1980
- 1:21 Correspondence, 1949-1969
- 1:22-58 Correspondence, by month, July 1977-July 1980
- 2:1-41 Correspondence, by month, August 1980-December 1983
- 11:5 Course notes, 6.942J, "Cases and Projects in Engineering Management," Fall Semester, 1981
- 2:42 Course notes, 15.962, "Managing the Energy Transition," n.d.
- 2:43 Course notes, 16.40, "Automatic Control Equipment for Aircraft," 1955
- 2:44 Course notes, 16.60, "Advanced Aeronautical Problems: Engineering Problems of Orbital Vehicles," 1954
- 2:45 Course notes, MIT-Draper Seminar, "The Challenge of Scientific and Engineering Problems," 30 September 1983
- 12:4 Daedalus Project: correspondence and summary, 1985-1988
- 2:46 Energy Laboratory Advisory Board, 1974-1977
- 2:47 Energy Laboratory visits with U.S. Synthetic Fuels Corporation, 1981-1983

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2:48	Group Velocity, 1982-1983
2:49	Henry R. Luce Foundation, professorship, 1977-1984
2:50	Materials Processing Center, 1980
2:51	Mechanical Engineering Department, meeting notes, 5 May 1978
2:52	MIT Club of Chicago, symposium, 5 May 1978
2:53	MIT Club of Princeton, symposium, 27 April 1979
2:54	MIT Club of Washington, D.C., 1974-1983
11:1	MIT Corporation, 1978-79
11:2	MIT Corporation Development Committee, 1979
15:51	MIT: correspondence, 1984-1987
12:5	MIT: correspondence, 1988-1989
15:52	MIT: correspondence, 1990
15:53	MIT correspondence, Office of Foundation Relations 1991
2:55-57	MIT/French National Center for Scientific Research (CNRS), by year, 1977-1979
2:58	MIT/Industrial Liaison Project (ILP), Eli Lilly and Company, 1979-1984
12:6	Minority Introduction to Engineering and Science, the MITES Program: correspondence and notes, 1989
10: reel	Press clippings, 1952, 1953, 1977-1982 (microfilm)
2:59	School of Engineering Faculty Meeting, 28 February 1979
11:3R	School of Engineering Initiatives, memorandum to Visiting Committee chairmen, 6 March 1980
2:60	Technology Day, 8 June 1979
12:7	Technology Day, 1989-1991
2:61	U.S. Defense Department-University Forum on Engineering and Science Education, July 1983
11:4R	Visiting Committee, correspondence, 1963-1968

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- 2:62 Workshop on Retention of Minority Undergraduate Students in
Engineering, 30 October-12 November 1977
- MIT notes and background materials 1950s*
- 17:1 Reference #1-1950
- 17:2 1952-1
- 17:3 1952-1953
- 17:4 1952-1953
- 17:5 1952 Decaulne thesis, Project Meteor
- 17:6 Auto Control of Aircraft, 1953
- 17:7 Auto Control of Aircraft, 1953
- 17:8 Lecture Notes
- 17:9 MIT Department of Aeronautical Engineering

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**Series III. National Aeronautics and Space Administration (NASA)
 Activities, 1960-1993**

- 2:63 Appointment as Associate Administrator, 1 September 1960
- 2:64 Appointment as Deputy Administrator, 21 December 1965, 28 January 1966
- 2:65-73 Correspondence, non-official, chronological by year, 1960-1968
- 2:74 Correspondence, 1969-1985
- 19:4 Letter from Thomas Dixon, 1993

Interviews and oral histories

- 2:75 27 March 1964, regarding early days at NASA
- 2:76 1 September 1965, regarding Mercury program
- 2:77 26 May 1966, regarding Gemini program
- 2:78 6 December 1966, regarding NASA decisions
- 2:79 20 July 1967, regarding Gemini program
- 2:80 5 December 1967, regarding lunar landing decisions
- 2:81-82 8 May-3 June 1968, NASA exit interviews
- 19:1-2 8 May-3 June 1968, NASA exit interviews copies with notes
- 2:83 24 June 1969, regarding NASA career
- 2:84 11 July 1969, regarding lunar orbit rendezvous
- 2:85 12 February 1969, regarding early days at NASA
- 2:86 2 September 1970, regarding NASA after completion of Apollo program
- 2:87 23 February 1973, regarding National Advisory Committee for Aeronautics (NACA)
- 19:3 August 1999, Johnson Space Center, Oral History Project tapes
- 3:1 Memos, 1961-1968
- 10:box Press clippings, 1960-1968, microfilm

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3:2 Press release regarding land disposition for proposed NASA Center in Cambridge, Mass., 1966

19:5 Press, Wallops Island photograph, n.d.

Program Reports (with Seamans notes)

18:1 8 August 1960, Disher "Long Range Plan, Manned Space Flight Program"

18:2 January 1961, Low "Plan for Manned Lunar Landing"

18:3 January 1961, "Plan for Manned Lunar Landing", folder 2

18:4 10 June 1961, Lundin "Various Vehicle Systems for the Manned Lunar Landing Mission"

18:5 16 June 1961, Fleming "A Feasible Approach for an Early Manned Lunar Landing"

18:6 16 June 1961, Fleming "A Feasible Approach for an Early Manned Lunar Landing, folder 2

18:7 16 June 1961, Fleming "A Feasible Approach for an Early Manned Lunar Landing, folder 3

18:8 16 June 1961, Fleming "A Feasible Approach for an Early Manned Lunar Landing, folder 4

18:9 August 1961, Heaton "Earth Orbital Rendezvous for an Early Manned Lunar Landing"

18:10 October 1961, Houbolt "Manned Lunar Landing"

18:11 October 1961, Houbolt "Manned Lunar Landing", folder 2

18:12 24 September 1962, Golovin "Large Launch Vehicles Including Rendezvous"

3:3 Seamans' resignation from NASA, 5 January 1968

Statements and speeches

3:4 12 January 1961, "Space - Friendly or Hostile?" remarks to Richmond, Va., Chamber of Commerce

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- 3:5 8 March 1961, "The Role of Higher Education in the Developing Space Age," speech to the National Conference on Higher Education, Chicago, Ill.
- 3:6 13 March-24 April 1961, Statements before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:7 20 April 1960, Address to the American Society of Newspaper Editors, Washington, D.C.
- 3:8 28 April 1961, Remarks at the Engineering Show, Notre Dame University, South Bend, Ind.
- 3:9 3 May 1961, Address at Wentworth Institute, Boston, Mass.
- 3:10 16 May 1961, Address to the Rockefeller Seminar, Williamsburg, Va.
- 3:11 10 August 1961, Address to the Virginia Polytechnic Institute Conference on Physics of the Solar System and Re-entry Dynamics, Blacksburg, Va.
- 3:12 29 August 1961, "The Challenge of Space Exploration," address to the Air Force-Aerospace Corporation Symposium on Ballistic Missile and Aerospace Technology, Los Angeles, Calif.
- 3:13 18 October 1961, "The Role of Industry in Space Exploration," address to the Technical Association of the Pulp and Paper Industry, Washington, D.C.
- 3:14 11 December 1961, "The National Space Program," address to the New Orleans, La., Chamber of Commerce
- 3:15 18 January 1962, "NASA Space Program," speech to the Printing Industry Convention, Nashville, Tenn.
- 3:16 27 February 1962, Statement before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:17 8 March 1962, "Reliability in Space Systems - A National Objective," address to the Institute of Aerospace Sciences (IAS) National Propulsion Meeting, Cleveland, Ohio
- 3:18 28 March 1962, Statement before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:19 27 April 1962, Remarks at the S-51 Satellite news conference, Washington, D.C.

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- 3:20 24 May 1962, "Space Exploration and International Cooperation," address to the American Ordnance Association, San Francisco, Calif.
- 3:21 3 June 1962, "U.S. Leadership in Space Exploration," address to the Iowa State Bar Association, Cedar Rapids, Iowa
- 3:22 13-15 June 1962, Statements before the Committee on Aeronautical and Space Sciences, U.S. Senate, Washington, D.C.
- 3:23 16 June 1962, Address at the Wentworth Institute commencement exercises, Boston, Mass.
- 3:24 17 July 1962, "The National Space Program - Progress and Prospects," address to the American Rocket Society, Cleveland, Ohio
- 3:25 29 August 1962, Statement before the Subcommittee on Military Operations, U.S. House of Representatives, Washington, D.C.
- 3:26 20 September 1962, Address to the IAS Technical Manpower Utilization Conference, New York, N.Y.
- 3:27 1 October 1962, "The National Space Program and the Advancement of Science and Technology," address to the Annual Dinner of the United Hospital Fund of New York, New York, N.Y.
- 3:28 13 November 1962, Address to the New England Regional Conference on Science, Technology and Space, Boston, Mass.
- 3:29 4 December 1962, "The National Space Program - A Progress Report," address to the Joint Computer Conference, Phil, PA
- 3:30 10 January 1963, "The National Space Program - Progress and Opportunities," address to the National Security Association, Washington, D.C.
- 3:31 12 February 1963, Concluding remarks to the NASA-Industry Program Plans Conference, Washington, D.C.
- 3:32 25 February-5 March 1963, Statements before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:33 21 March 1963, Statement before the Subcommittee on Manned Space Flight, U.S. House of Representatives, Washington, D.C.
- 3:34 2-19 April 1963, Statements before the Subcommittee on Applications and Tracking and Data Acquisition, U.S. House of Representatives, Washington, D.C.

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- 3:35 20 April 1963, "Energy for Space Exploration," message to the American Society of Newspaper Editors, Washington, D.C.
- 3:36 24 April 1963, Statements before the Committee on Aeronautical and Space Sciences, U.S. Senate, Washington, D.C.
- 3:37 12-18 June 1963, Statements before the Committee on Aeronautical and Space Sciences, U.S. Senate, Washington, D.C.
- 3:38 20 May 1963, Statement made regarding lunar landing program, "On the Record" press conference, Washington, D.C.
- 3:39 12 September 1963, Statement before Subcommittees on Legislation and Communities, Joint Committee on Atomic Energy, U.S. Congress, Washington, D.C.
- 3:40 19 November 1963, "Space - The Challenge and the Promise," address to the Albuquerque, N. Mex., Chamber of Commerce
- 3:41 15 January 1964, Fiscal Year 1965 Budget Briefing, Washington, D.C.
- 3:42 5 February 1964, Statement before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:43 5 March 1964, Statement before the Committee on Aeronautical and Space Sciences, U.S. Senate, Washington, D.C.
- 3:44 29 April-2 May 1964, "Government and Industry," address to the National Conference on Peaceful Uses of Space, Boston, Mass.
- 3:45 6 May 1964, "The Objectives of the NASA Program," address to the American Astronautical Society, New York, N.Y.
- 3:46 30 June 1964, "The Role of Space in the Expansion of Human Knowledge," address to the American Institute of Aeronautics and Astronautics (AIAA)
- 3:47 24 August 1964, Address to the Veterans of Foreign Wars Distinguished Guests Banquet, Cleveland, Ohio
- 3:48 8 October 1964, "Management Requirements for Space Exploration," address to the Society of Automotive Engineers, Los Angeles, Calif.
- 3:49 23 January 1965, Fiscal Year 1966 Budget Briefing, Washington, D.C.

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- 3:50 17-24 February 1965, Statements before the Committee on Science and Astronautics, U.S. House of Representatives, Washington, D.C.
- 3:51 8 March 1965, Statement before the Committee on Aeronautical and Space Sciences, U.S. Senate, Washington, D.C.
- 3:52 29 March 1965, Remarks at Mayor Wagner's reception, New York, N.Y.
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- 13:43 NRC, COSS: May, 1987; presentation to the NRC's COSS
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- 10:7 1969 correspondence regarding the 1968-1969 Minta Martin Lecture
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- 10:12 25 May 1977, "Energy Supply in a Sound Economy," Charles M.
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- 10:21 13 June 1979, speech at the graduation exercises of the Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio
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- 10:22 25 September 1979, Statement to the Combustion International Technical Conference, Hartford, Conn.
- 10:23 19 October 1979, "The Government's Role in Energy," speech to the American Institute of Physics Corporate Associates Meeting, Schenectady, N.Y.
- 10:24 27 October 1979, "Technology: a Future Necessity?" remarks to the MIT Club of Cleveland, Cleveland, Ohio
- 10:25 29 October 1979, "Technology and Society," remarks at the New Directions in Welding Research and Development Banquet, Cambridge, Mass.
- 10:26 5 May 1980, remarks to the Conference on Manual Control banquet, Cambridge, Mass.
- 10:27 17 May 1980, speech at the commencement exercises of Thomas College, Waterville, Maine
- 10:28 21 October 1980, "High Technology and the Future of Space," speech to the American Astronautical Society, Boston, Mass.
- 10:29 12 September 1980, "Engineering Challenges of the '80's," address to Air Products and Chemicals, Inc., Allentown, Pa.
- 10:30 7 April 1981, "Management, Innovation, and Technology," remarks at the Arthur D. Little Symposium, Cambridge, Mass.
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- 10:34 24 November 1981, statement at the Heckler hearing, Committee on Science and Technology, U.S. House of Representatives, Washington, D.C.
- 10:35 11 December 1981, remarks at the Convocation in Honor of General Doolittle, Aerospace Corporation, Los Angeles, Calif.
- 10:36 1 November 1982, speech at the Engineering Awards Banquet, Wright-Patterson Air Force Base, Ohio
- 10:37 12 April 1983, "How Permanent Is the Oil Glut?" remarks at the Unitrode Corporation luncheon, Lexington, Mass.
- 10:38 20 October 1983, remarks regarding Nuclear Free Cambridge Act, Cambridge Rotary Club, Cambridge, Mass.
- 10:39 7 March 1984, introduction to the Arthur M. Bueche Lecture, Cambridge, Mass.
- 10:40 14 June 1985, remarks at the Twenty-fifth Anniversary Convocation, Aerospace Corporation, Los Angeles, Calif.
- 10:41 22 January 1986, "From Apollo to Star Wars," speech at the annual dinner of The Little Forum, Bronxville, N.Y.
- 10:42 18 February 1986, "Space Revisited," remarks to the Harvard Club of Naples, Naples, Fla.
- 10:43 20 March 1986, "Man's Destiny Colonizing the Moon," remarks to the Massachusetts Historical Society, Boston, Mass.
- 10:44 30 April 1986, "Mobilization of Energy and Space Technology," Durand Lecture for Public Service, American Institute of Aeronautics and Astronautics (AIAA), Arlington, Va.
- 10:45 5 May 1986, remarks to the Space Age Forum of the United Nations Association of Greater Boston, Boston, Mass.
- 10:46 20 May 1986, remarks at the panel discussion on "The Future of Manned Spaceflight," New England Section of the AIAA, Cambridge, Mass.

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- 10:49 27 October 1986, "Challenger Impact of the U.S. Space Program," remarks at the Science, Technology, and Society Seminar, Cambridge, Mass.
- 10:50 3 December 1986, "Our Entry into Space," remarks to the Chilton Club, Boston, Mass.
- 10:51 22 April 1987, statement at the inauguration of The Engineering Academy of Japan, Tokyo, Japan
- 15:38 11 May 1987, "Making a Difference", Brookwood School
- 10:52 3 June 1987, "Building a More Beautiful Oasis for All Our Citizens," speech at the Reginald H. Jones Banquet, National Action Council for Minorities in Engineering (NACME) Forum, Philadelphia, Pa.
- 15:44 12 January 1988, MIT, Individual Activities Period (IAP), lecture, "Our Future in Space, "The NASA Space Station,"
- 15:41 21 April 1988, MIT Alumni of Southern New Hampshire
- 15:34 3 May 1988, American Institute of Aeronautics and Astronautics, Annual Meeting, "Program Priorities and Realities"
- 15:57 4 June 1988, Waring School, Commencement Address
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- 15:42 16 September 1989, MIT. Department of Aeronautics and Astronautics, 50th Anniversary
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21:2 1947, notes for "Automatic Control of Aircraft" *Technology Review*

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21:3 1948 notes for "Application of the Performance Operator to Aircraft Automatic Control"

10:55 September 1948, "Application of the Performance Operator to Aircraft Automatic Control," with B.G. Bromberg and L.E. Payne, in *Journal of the Aeronautical Sciences*

10:56 January 1950, "The Pulse Method for the Determination of Aircraft Dynamic Performance," with B.P. Blasingame and G.C. Clementson, in *Journal of the Aeronautical Sciences*

21:4 1950s rough draft of book

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21:6 1955, "Automatic Control of Aircraft" by Robert Seamans

21:7 1955, "Automatic Control of Aircraft" by Robert Seamans

10:57 December 1958/January 1959, "Engineering Activities of the New Missile Electronics and Controls Department," with H. W. Pickford and R. W. Jevon, in *RCA Engineer*

10:58 195?, "Development of Airborne Systems," with H. W. Pickford

10:59 June 1960, "Manned Spaceflight Objective," in *Aeronautics and Astronautics*

10:60 September/October 1962, "The Race for Space," in *Ordnance*

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- 10:63 October 1966, "Woman Astronauts in U.S. Future?" in *National Business Woman*
- 10:64 1967, "Space," in *Science Journal*
- 10:65 4 October 1968, "The Management of a National Space Program," MIT/ILP Special Printing # 165
- 10:66 February 1969, "Progress Step by Step," in *Aeronautics and Astronautics*
- 10:67 January 1973, "Tac Air: a Look at the Late '70's," in *Air Force Magazine*
- 10:68 2 June 1976, "The Energy Answer Is a Long Way Off," in *The Philadelphia Inquirer*
- 10:69 12 July 1976, "ERDA's Position," letter to the editor, *Wall Street Journal*
- 10:70 October/November 1976, "Energy Realities for Tomorrow," in *Engineering and Science*
- 10:71 1977, "The Apollo Tradition: an Object Lesson for the Management of Large-scale Technological Endeavors," with F. I. Ordway, in *Interdisciplinary Science Reviews*
- 10:72 March/April 1978, "Energy's Challenge to Aerospace," with F. I. Ordway, in *Journal of Energy*
- 10:73 1978, "National Energy Planning and Environmental Responsibility," with J. L. Liverman, in *Environmental Affairs*
- 10:74 1979, "Energy Systems and Technology Development," publication of the U.S. Government Printing Office
- 10:75 February/March 1981, "Engineering Education for the Future," with K. F. Hansen, in *Technology Review*
- 10:76 1982, "Melville Bell Grosvenor, 1901-1982," an obituary
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- 10:79 1985, "Biography of Jerome C. Hunsaker," in *American Philosophical Society Year Book*
- 10:80 1986 November/December 1986, "Mobilization of Energy and Space Technology," in *Journal of Propulsion and Power*
- 15:47 1987 NASA *SpacePort News*, "President Kennedy's Visit to Cape Canaveral, November 16, 1963 and the Aftermath", 1 July 1987
- 15:55 22 July 1987, *Technology in Society*, "Technical Advice to the President, A Two-Way Street"
- 15:39 September 1988 "A Definition of Engineering," correspondence and comments by RSC on the term
- 15:40 9 October 1988, "Manned Space Flight", interview with Robert Seamans, by Larry Suid: correspondence, transcript, 1986-1988
- 15:46 November 1988, NASA Alumni League article, "Balancing Research and New Initiatives"
- 15:51 1988 QuestTech, Inc., John McLucas: correspondence
- 15:58 11 April 1989, comments on Albert Wheelon's article . "Getting Into Space: Rockets and Shuttle"
- 15:45 1989 National Academy of Engineering, 25 Year History
- 15:48 1989 National Geographic Society, forward to *New England, Land of Scenic Splendor*
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- 11:2R MIT Corporation Development Committee, 1979
- 11:3R School of Engineering Initiatives, Memo to Visiting Committee Chairmen for Meeting of 6 March 1980
- 11:4R Visiting Committee, 1963-1968
- 15:59R MIT: correspondence, 1984-1987
- 15:60R MIT: correspondence, 1990
- 15:61R MIT, Office of Foundation Relations: correspondence,

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- 11:7R Chevy Chase Club, 1968-1976
- 11:8R Cosmos Club, 1969-1977
- 11:9R F, correspondence, 1960-1984 (removed from box 6, folder 46)
- 11:10R J, correspondence, 1958-1986 (removed from box 7, folder 23)
- 11:11R M, correspondence, 1952-1983 (removed from box 7, folder 30)
- 11:12R NAE nominations and references, 1968-1976
- 11:13R O, correspondence, 1967-1984 (removed from box 8, folder 18)
- 11:14R X, Y, and Z, correspondence, 1972-1982 (removed from box 9, folder 33)