Figures

Cover: Secretary of Defense McNamara press conference on the withdrawal of troops and units from France, June 16, 1966. (Bettmann/Getty Images.)

| 1.1 | Secretary of Defense McNamara sits down for an | |
|--------------|--|---------|
| | interview with CBS, September 19, 1963 | page 24 |
| 2.1 | Secretary of Defense McNamara, swears in Secretary | |
| | of the Army Cyrus R. Vance and Defense Department | |
| | General Counsel John T. McNaughton, July 5, 1962 | 44 |
| 2.2 | President John F. Kennedy with Secretary of Defense | |
| | McNamara outside the Oval Office, October 29, 1962 | 47 |
| 3.1 | Secretary of Defense Robert McNamara visits the | |
| | 82nd Airborne Division at Fort Bragg, North Carolina, | |
| | October 12, 1961 | 67 |
| 3.2 | Secretary of Defense McNamara with Secretary of the | |
| | Treasury C. Douglas Dillon, August 5, 1964 | 71 |
| 6.1 | President Kennedy with Secretary of Defense McNamara | |
| | and Chairman of the Joint Chiefs of Staff General | |
| | Maxwell D. Taylor on their return from Vietnam, | |
| | October 2, 1963 | 122 |
| 7 . 1 | A page from John T. McNaughton's scrapbooks: Secretary | |
| | of Defense McNamara arrives in Saigon and McNaughton | |
| | at a reception at the US Embassy in Saigon | 147 |
| 7.2 | A page from John T. McNaughton's scrapbooks: Secretary | |
| | of Defense McNamara arrives again in Saigon | 156 |

| List | of | Figures |
|------|----|---------|
|------|----|---------|

| 8.1 | President Lyndon B. Johnson and Secretary of Defense | |
|-----|--|-----|
| | McNamara drive at the LBJ ranch, December 22, 1964 | 166 |
| 8.2 | Secretary of Defense McNamara, John T. McNaughton | |
| | and General Westmoreland listen to a briefing in Saigon, | |
| | Vietnam, July 1965 | 176 |
| 9.1 | General Westmoreland, Secretary of State Rusk and | |
| | Secretary of Defense McNamara attend Honolulu | |
| | Conference on the Vietnam War, February 2, 1966 | 187 |
| 9.2 | New York Senator Robert F. Kennedy and Secretary | |
| | of Defense McNamara, November 5, 1964 | 197 |
| 9.3 | Secretary of State Rusk, President Johnson and Secretary | |
| | of Defense McNamara attend a meeting on Vietnam, | |
| | January 20, 1967 | 200 |
| 9.4 | President Johnson and Secretary McNamara in a Cabinet | |
| | meeting on the Vietnam War, February 7, 1968 | 205 |
| С.1 | Secretary of Defense McNamara in conversation with | |
| | Secretary of State Dean Rusk, July 25, 1965 | 213 |
| C.2 | A page from John T. McNaughton's scrapbooks: | |
| | McNaughton and Secretary of Defense McNamara | |
| | attend SFRC hearings where they defended the value | |
| | of the Military Assistance Program, April 20, 1966 | 217 |

xii