

Appendix: Cast of Characters

Acheson, Dean	Secretary of State, 1948–1953; member of the “Wise Men” during the Johnson administration.
Ackley, Hugh Gardner	Chairman of the Council of Economic Advisers, 1964–1968.
Alsop, Joseph (Joe)	Prominent journalist and syndicated columnist; personal friend of President Kennedy’s; brother of Stewart.
Alsop, Stewart	Prominent journalist and political analyst; brother of Joe.
Aubrac, Raymond	French resistance hero; friend of Ho Chi Minh’s.
Ball, George	Undersecretary of State for Economic and Agricultural Affairs, 1961–1966.
Bell, David E.	Director of the Bureau of Budget, 1961–1962; first director of USAID, 1962–1966.
Bradley, Omar N.	US Army General, field commander in North Africa and Europe during World War II; US Army Chief of Staff, 1948–1949; first formal Chairman of the Joint Chiefs of Staff, 1949–1953.
Brent, Joseph	Director, United States Operations Mission (USOM), 1962–1964.
Bundy, McGeorge	National Security Advisor, 1961–1966; President of the Ford Foundation, 1966–1979; brother of William P. Bundy.
Bundy, William P.	Deputy (1961–1963) then Assistant Secretary of Defense for International Security Affairs, 1963–1964; Assistant Secretary of State, East Asian and Pacific Affairs, 1964–1969; brother of McGeorge Bundy.

- Burke, Arleigh A.** Chief of Naval Operations, 1955–1961.
- Byrd, Harry F.** US Senator (Democrat) from Virginia, 1933–1965; Chairman, Senate Finance Committee, 1955–1965.
- Clay, Lucius D.** US Army General, deputy to General Eisenhower, 1945; Commander in Chief US Forces in Europe and Governor of American Zone, Germany, 1947–1949; Chairman of Committee to Strengthen the Security of the Free World (“Clay Committee”), 1962–1963.
- Clifford, Clark** Chairman of the President’s Intelligence Advisory Board, 1938–1968; Secretary of Defense, 1968–1969.
- Colby, William E.** OSS in World War II; Deputy (1959–1960) then Chief of CIA Station, Saigon, 1960–1962; Deputy (1962) then Chief of CIA Far East Division, 1962–1967; director of CORDS, Vietnam, 1968–1971; director of CIA, 1973–1976.
- Concin, Lucien “Lou”** OSS in World War II; CIA operative in South Vietnam, 1963–1968.
- Connally, John B.** Secretary of the Navy, 1961; Governor of Texas, 1963–1969.
- Cronkite, Walter** Broadcast journalist; anchorman of CBS Evening News, 1962–1981.
- De Gaulle, Charles** French General, leader of the Free French, 1940–1944; post-war head of the Provisional Government of the French Republic, 1944–1946; Prime Minister of France, 1958–1959; President of France, 1959–1969.
- Dean, Sir Patrick Henry** British diplomat; Ambassador to the United States, 1965–1969.
- Diem, Ngo Dinh** First President of South Vietnam, 1955–1963.
- Dillon, C. Douglas** Patrician and financier; US Ambassador to France, 1953–1957; Undersecretary of State for Economic Affairs, 1957–1961; Secretary of the Treasury, 1961–1965.
- Dulles, John Foster** Secretary of State, 1953–1959.
- Eisenhower, Dwight D.** US Army General, Supreme Allied Commander of the Allied Forces in Europe, 1943–1945; Governor of the American Zone, Germany, 1945; US Army Chief of Staff, 1945–1948; President of Columbia University, 1948–1953; first temporary Chairman of the Joint Chiefs of Staff, 1949; first Supreme Commander of NATO (SACEUR), 1951–1952, US President, 1953–1961.
- Ellsberg, Daniel** PhD candidate at Harvard University and RAND strategic analyst, consultant on nuclear issues to OSD, 1959–1964; Special Assistant at ISA, 1964–1965; State Department advisor on

- pacification in Vietnam, 1965–1967; RAND analyst during which time he worked on the *Pentagon Papers*, 1967–1971, before eventually leaking them to the *New York Times* in 1971.
- Enthoven, Alain C.** Economist at RAND, 1956–1960; Deputy Comptroller and Assistant Secretary of Defense for Systems Analysis, 1961–1965; Assistant Secretary of Defense for Systems Analysis, 1965–1969.
- Fall, Bernard B.** War correspondent and historian; expert on Indochina.
- Fay, Paul B.** Old Navy friend of President Kennedy's, Undersecretary (1961–1965) and Secretary of the Navy, 1963.
- Felt, Harry D.** US Navy Admiral, Commander in Chief of Pacific Command (CINCPAC), 1958–1964.
- Forrestal, James V.** Secretary of the Navy, 1944–1947; first Secretary of Defense, 1957–1949; father of Michael Forrestal.
- Forrestal, Michael V.** Staff member on NSC, 1962–1967; son of James Forrestal, unofficially adopted by Averell Harriman.
- Fulbright, J. William** US Senator (Democrat) from Arkansas, 1945–1975; Chairman, Senate Foreign Relations Committee, 1959–1974.
- Galbraith, John K.** Harvard economist; US Ambassador to India, 1961–1963.
- Gates, Thomas S.** Undersecretary (1953–1957) then Secretary of the Navy, 1957–1959; Deputy (1959) then seventh Secretary of Defense, 1959–1961.
- Gilpatric, Roswell** Undersecretary of the Air Force, 1951–1953; member of Symington Committee, 1960; Deputy Secretary of Defense, 1961–1964.
- Goldberg, Arthur** Associate Justice of the Supreme Court, 1962–1965; US Ambassador to the United Nations, 1965–1968.
- Goldwater, Barry M.** US Senator (Republican) from Arizona, 1953–1965 and 1965–1987; Republican presidential nominee, 1964; member of Senate Armed Services Committee, later its Chairman, 1985–1987.
- Goodpaster, Andrew J.** US Army General, director of the Joint Staff, JCS, 1966–1967; Deputy Commander of Military Assistance Command, Vietnam (MACV), 1968–1969.
- Gromyko, Andrei** Soviet politician; Minister of Foreign Affairs, 1957–1985; Chairman of the Presidium, 1985–1988.
- Gruening, Ernest H.** US Senator (Democrat) from Alaska, 1959–1969.
- Halberstam, David** Journalist; *New York Times* correspondent to Vietnam, 1962–1964; former academic tutee of McGeorge Bundy at Harvard.
- Harkins, Paul D.** US Army General, Commander of MACV, 1962–1964.

- Harriman, W. Averell** US diplomat and politician; US Ambassador-at-large, 1961; representative to International Conference on Laos, 1961–1962; Assistant Secretary of State, Far Eastern Affairs, 1961–1963; Undersecretary of State, Political Affairs with responsibility for Africa, 1963–1965; US Ambassador-at-large, 1965–1969.
- Harris, Seymour E.** Economic advisor to President Kennedy, 1960; senior consultant to the Secretary of the Treasury, 1961–1968.
- Heller, Walter W.** Keynesian economist; Chairman of the Council of Economic Advisers, 1961–1964.
- Hilsman, Roger** OSS in World War II; director of INR, State Department, 1961–1963; Assistant Secretary of State, Far Eastern Affairs, 1963–1964; professor at Columbia University, 1964–1990.
- Hitch, Charles J.** “Father” of defense economics, head of Economics Division at RAND, 1948–1961, Assistant Secretary of Defense (Comptroller), 1961–1965. Co-author, with Roland N. McKean, of *The Economics of Defense in the Nuclear Age*, the “bible of defense economics.”
- Honey, Patrick J.** Lecturer, School of Oriental and African Studies (SOAS) (1949–1965); Visiting Professor, Cornell University (1964) and Reader, University College London (1965–1985) specializing on Vietnam.
- Hoopes, Townsend W.** Deputy Assistant (1964–1965) then Principal Deputy Secretary of Defense at ISA, 1965–1967.
- Johnson, Louis A.** Assistant Secretary of War, 1937–1940; second Secretary of Defense, 1949–1950.
- Johnson, Lyndon B.** US Representative from Texas (Democrat), 1947–1949; US Senator, 1949–1961; Senate Majority Leader, 1955–1961; Vice President, 1961–1963; President of the United States, 1963–1969.
- Johnson, U. Alexis** Deputy Undersecretary of State for Political Affairs, 1961–1964; Deputy Ambassador to South Vietnam, 1964–1965; Deputy Undersecretary of State for Political Affairs, 1965–1966.
- Kaufmann, William W.** Nuclear strategist; researcher at RAND, 1956–1961; advisor to Defense Department (1961–1981), Professor at MIT, 1961–1984.
- Kaysen, Carl** Deputy National Security Advisor, 1961–1963; Professor at Harvard University, 1964–1966.
- Kennedy, Edward “Ted” M.** US Senator (Democrat) for Massachusetts, 1962–2009; brother of John F. and Robert F. Kennedy.

- Kennedy, John F.** US Senator (Democrat) from Massachusetts, 1947–1953; President of the United States, 1961–1963.
- Kennedy, Robert F.** Attorney General, 1961–1964; Chair of the Special Group (CI), 1962–1963; US Senator (Democrat) from New York, 1965–1968; brother of John F. Kennedy.
- Khanh, Nguyen** South Vietnamese Army officer; Prime Minister of South Vietnam, 1964.
- Khrushchev, Nikita S.** Leader of the Soviet Union, 1953–1964.
- Kissinger, Henry** Harvard political scientist; National Security Advisor, 1969–1975; Secretary of State, 1973–1977.
- Komer, Robert W.** CIA analyst then Director of Intelligence, 1957–1961; staff member, NSC, 1961–1965; interim National Security Advisor, 1966–1967; head of CORDS, 1967–1968.
- Krulak, Victor H.** US Marine Corps General; representative for the JCS to Special Group (CI), 1962–1964.
- Ky, Nguyen Cao** Prime Minister of South Vietnam, 1965–1967; Vice President of South Vietnam, 1967–1971.
- Lansdale, Edward G.** OSS in World War II; advisor to Ngo Dinh Diem, 1953–1957; Deputy Assistant to Secretary of Defense of Special Operations, 1957–1963; advisor on pacification efforts in Vietnam, 1965–1968.
- LeMay, Curtis E.** US Air Force General; Commander 8th Air Force, England, 1941–1943; head of Strategic Air Command, 1948–1957; Air Force Chief of Staff, 1961–1965.
- Leffingwell, William M.** Deputy Director for Military Assistance at ISA, 1961–1965.
- Lemnitzer, Lyman L.** US Army General; Army Chief of Staff, 1957–1960; Chairman of the JCS, 1960–1962; Supreme Allied Commander at NATO (SACEUR), 1963–1969.
- Lippmann, Walter** US reporter; influential syndicated columnist.
- Lodge, Henry Cabot Jr.** US Senator (Republican) from Massachusetts, 1937–1944; US Ambassador to the United Nations, 1953–1960; vice presidential candidate, 1960; US Ambassador to South Vietnam, 1963–1964 and 1965–1967.
- Lovett, Robert A.** Assistant Secretary of War for Air, 1941–1945; Undersecretary of State, 1947–1949; Deputy (1950–1951) then fourth Secretary of Defense, 1951–1953; offered but declined Defense and Treasury Secretaryships by President Kennedy.

- MacArthur, Douglas.** US Army General; Supreme Allied Commander for Allied Powers in Japan, 1945–1951; Commander of UN Forces in Korea, 1950–1951, until public falling out over strategy with President Truman.
- Mansfield, Michael J.** US Senator (Democrat) from Montana, 1953–1977; Senate Majority Leader, 1961–1977; member, Senate Foreign Relations Committee.
- Marcovitch, Herbert** Head of the Institut Pasteur in Paris.
- Marshall, George C.** US Army General; Army Chief of Staff, 1939–1945; Secretary of State, 1947–1949; third Secretary of Defense, 1950–1951.
- Martin, William** Chairman of the Federal Reserve, 1951–1970.
- McChesney**
- McCloy, John J.** President of the World Bank, 1947–1949; Assistant Secretary of War, 1942–1945; US Commissioner for Occupied Germany, 1949–1952; member of the “Wise Men” committee.
- McCone, John A.** Director of the CIA, 1961–1965.
- McConnell, John P.** US Air Force General; Chief of Staff of the Air Force, 1965–1969.
- McElroy, Neil H.** President of Procter & Gamble, 1948–1957; sixth Secretary of Defense, 1957–1959.
- McGarr, Lionel C.** Lt. General of US Army; Commander of Military Assistance Advisory Group (MAAG), Vietnam, 1960–1962.
- McKean, Roland N.** Research economist at RAND, 1951–1963; co-creator of PPBS and co-author, with Charles J. Hitch, of *The Economics of Defense in the Nuclear Age*, the “bible of defense economics.”
- McNamara, Robert S.** President, Ford Motor Company, 1960; eighth Secretary of Defense, 1961–1968.
- McNaughton, John T.** Professor of law at Harvard Law School, 1953–1961; Deputy Assistant Secretary for Arms Control, 1961–1962; General Counsel of the Department of Defense, 1962–1964; Assistant Secretary of Defense at ISA, 1964–1967.
- Mendès-France, Pierre** Prime Minister of France, 1954–1955.
- Morrison, Norman** Quaker peace activist who self-immolated outside Robert McNamara’s office in 1965.
- Morse, Wayne L.** US Senator (Republican, Independent and, from 1955, Democrat) from Oregon, 1945–1969; member, Senate Foreign Relations Committee, later vocal and early opponent of war in Vietnam.
- Nes, David G.** US career diplomat; Deputy Chief of Mission to South Vietnam, 1964.

- Neustadt, Richard E.** Political scientist, advisor to Kennedy administration transition team, 1960–1961 and informally thereafter.
- Nhu, Ngo Dinh** Brother and advisor to President Diem, husband of “Madame Nhu”; head of South Vietnam’s Special Forces and secret police, 1955–1963.
- Nitze, Paul H.** Director of Policy Planning at the State Department, 1950–1953 where he was the principal author of NSC 68; Assistant Secretary of Defense at ISA, 1961–1963; Secretary of the Navy, 1963–1967.
- Nixon, Richard M.** Vice President of the United States, 1953–1961; President of the United States, 1969–1974.
- Nolting, Frederick** US Ambassador to South Vietnam, 1961–1963.
- Ormsby-Gore, David** Long-time friend of President Kennedy; British Ambassador to the United States, 1961–1965.
- Phillips, Rufus** CIA officer in Laos and Vietnam, 1954–1962; Assistant Director for Rural Affairs, USOM Saigon, 1962–1964; consultant to USAID and State Departments on Vietnam, 1965–1968.
- Quarles, Donald A.** Assistant Secretary of Defense for Research and Engineering, 1953–1955; Secretary of the Air Force, 1955–1957; Deputy Secretary of Defense, 1957–1959.
- Richardson, John H.** CIA Station Chief Saigon, 1962–1963.
- Rockefeller, David** US banker at Chase National Bank (later renamed Chase Manhattan Bank after a merger he helped to oversee); expert in international banking.
- Rockefeller, Nelson** Governor of New York, 1959–1973; Chair of President Eisenhower’s Advisory Committee on Government Organization (1952).
- Ronning, Chester A.** Canadian diplomat.
- Roosevelt, Franklin D.** President of the United States, 1933–1945.
- Rostow, Walt W.** Economist and modernization theorist; OSS in World War II; Deputy National Security Advisor, 1961; Chairman of the Policy Planning Council in the State Department, 1961–1966; National Security Advisor, 1966–1969.
- Rusk, Dean** Secretary of State, 1961–1969.
- Russell, Richard B.** US Senator (Democrat) from Georgia, 1933–1971; Chairman of the Senate Armed Service Committee, 1951–1953 and 1955–1969.
- Salinger, Pierre E. G.** White House Press Secretary, 1961–1964.
- Schelling, Thomas C.** Harvard economist and expert in game theory.
- Schlesinger, Arthur M. Jr.** Historian and special assistant to President Kennedy, 1961–1963.

- Schulze, Charles Assistant (1962–1966) then director of the Bureau of the Budget, 1966–1968.
- Seaborn, J. Blair Canadian diplomat; member of the International Commission for Supervision and Control (Vietnam), 1964–1967.
- Sevareid, Eric US author and CBS journalist, 1939–1977.
- Shoup, David M. General of US Marine Corps; Commandant of the Marine Corps, 1960–1963.
- Shriver, Robert First director of the Peace Corps, 1961–1966; President Kennedy's brother-in-law.
- Sargent Sargent
- Sorensen, Theodore C. Chief legislative aide to Senator Kennedy, 1953–1960; President Kennedy's primary speechwriter, 1961–1963; White House Counsel, 1961–1964.
- Stennis, John C. US Senator (Democrat) from Mississippi, 1947–1989
- Stevenson, Adlai Governor of Illinois, 1949–1953; US Ambassador to the United Nations, 1961–1965.
- Symington, William Secretary of the Air Force, 1947–1950; US Senator (Democrat) from Missouri, 1953–1976; author of Symington Committee Report, 1960; member of Senate Foreign Relations and Armed Services Committees.
- Stuart
- Taylor, Maxwell D. US Army General; superintendent of West Point Academy, 1945–1949; Author of *The Uncertain Trumpet*, 1960; Army Chief of Staff, 1955–1959; leader of Task Force to investigate failure of the Bay of Pigs invasion, 1961; Military Representative to President Kennedy, 1961–1962; Chairman of the Joint Chiefs of Staff, 1962–1964; US Ambassador to South Vietnam, 1964–1965.
- Thant, U. United Nations Secretary General, 1961–1971.
- Thieu, Nguyen Van President of South Vietnam, 1965–1975.
- Thompson, Robert British counterinsurgency expert, with experience suppressing Malayan insurgency; head of BRIAM, 1961–1965.
- G. K.
- Thornton, Charles Leader of team at Office of Statistical Control in the US Army Air Forces during World War II that included Bates “Tex” McNamara; later led team to Ford Motor Company.
- Bates “Tex”
- Truman, Harry S. President of the United States, 1945–1953.
- Vance, Cyrus “Cy” R. General Counsel of the Department of Defense, 1961–1962; Secretary of the Army, 1962–1964; Deputy Secretary of Defense, 1964–1967.
- Vinson, Carl US Representative (Democrat) from Georgia, 1914–1965; Chairman of the House Armed Services Committee, 1949–1953, 1955–1965.
- Warnke, Paul C. General Counsel of the Department of Defense, 1967; Assistant Secretary of Defense at ISA, 1967–1969.

Westmoreland, William C.	US Army General, Commander of MACV, 1964–1968.
Wheeler, Earle G. “Bus”	US Army General; Army Chief of Staff, 1962–1964; Chairman of JCS, 1964–1970.
Wilson, Charles E.	President of General Motors, 1941–1953; fifth Secretary of Defense, 1953–1957.
Wood, Chalmers	Second Secretary at US Embassy Saigon, 1957–1959; Vietnam desk officer at State Department, 1959–1963.
Yarmolinsky, Adam	Member of Kennedy transition team, 1960–1961; Special Assistant to McNamara, 1961–1964; Deputy Assistant Secretary of Defense at ISA, 1965–1966; Professor Harvard Law School, 1966.
