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Interview with Peter O'Donnell, Jr.

Note to Researchers: Mr. O'Donnell made clear in the interview and in subsequent statements that his memory might not be completely accurate given age and the passage of time since events discussed herein. Additionally, some information may not be from direct observation, although that will be clear from the context of the statement.

Key:

Inboden: Dr. William Inboden, University of Texas, Austin, Interviewer
O'Donnell: Mr. Peter O'Donnell, Jr.
Connor: Mr. Geoff Connor, University of Texas, Interviewer

Inboden: Alright. This is Will Inboden. I'm here with Geoff Connor, Serena Ritch, and Mr. Peter O'Donnell. It's June 5, 2014. Mr. O'Donnell, you're aware that we're recording this conversation, this interview about your good friend Bill Clements?

O'Donnell: Yes.

Inboden: Okay. Wonderful. Thank you so much. So you mentioned you had a couple things you wanted to...

O'Donnell: Well, I want to make something clear. You've asked me to search my memory and records for events that happened a long time ago, a very long time ago. It really started in January or February of 1963. You can do the arithmetic. I may not have perfect recollection, but there are some things I remember like they were yesterday. You need to keep that in mind as you sort through my answers.

Inboden: Well, we completely understand and don't worry about that at all.

O'Donnell: Well, I want to be sure you understand. I will not try to recall things that are beyond me. I'm not ashamed to say so. I'm 90, and my memory is not what it once was.

Inboden: Well, you're looking pretty good for 90. I hope I look half as good you at 90 or so.

O'Donnell: I recommended you read this book, *Bill Clements: Texian to his Toenails*, written by Carolyn Barta. I've read it a number of times. I asked Bill about it, and he spent a lot of time with Barta, a reporter with the *Dallas Morning News*. I said to Bill, "I thought it was a good book. How about you?" He said, "Yeah. I think it was good." So I've re-read part of it and was really surprised by the detail. Now, what do you want to know from me? I've got a few things that I've boiled down in my mind, so have at it.

Inboden: Alright. If I can first mention, I'm so glad you mentioned the Carolyn Barta book because Geoff and I have both read it a couple times and Geoff is actually friends with Carolyn Barta. We were hoping to meet up with her on this trip, but she unfortunately has shingles right now. But we're even in discussions with her about her giving us access to her research notes and interviews from that book because it is a wealth of information.

O'Donnell: She worked hard and so did Bill. He would block out a certain amount of time and provide the answers. Anyway, this book is, in my opinion, a repository of a lot of information about Bill Clements. I'm going to take the liberty of telling you how I net it out for different things that you've indicated interest you, and there'll be other things that will develop.

There was a man named Walter Fleming who went to high school with Bill. He was actively involved in politics, and so was I. Fleming said to me, "There's a guy that made a statement that you ought to follow up on. He said he was looking to do something in public service." I first met Bill on the street in December 1962. From that, I made a cold call on Clements and said, "I'd like to talk to you." I was looking for a candidate to run for the 1964 United States Senate election. Bill, among other things, said, "I'm not going to just make money the rest of my life." That is a very significant statement, in my opinion, because he was a guy that took action when he made a decision. And so that was one thing.

Inboden: That's a great quote about him saying, "I'm not just going to make money the rest of my life."

O'Donnell: It's not only a great quote; it's a true one, because I heard it with my own ears. These are not random shots, but I'll fast forward. I was involved in the Nixon campaign in Dallas and Texas. I asked Bill if he would be the Dallas County Finance Chairman for Nixon. Well, of course, we didn't have much in the way of budgets, but Bill thought about it a long time and said, "Now, how much money did you say?" Then he opened his appointment book, stared at it and said, "I'm only going to be in town for three days, but I can do it!" That's really important, because when he said he could do something, by golly he did it.

Inboden: If I can just ask to clarify. Would that have been the 1968 Nixon campaign?

O'Donnell: Yes.

Inboden: Okay. Alright. Just wanted to make sure we had that. Alright.

O'Donnell: Then, a man named Tom Reed was really important. I recruited Tom to be in the Republican Party in 1964.

Inboden: Yes. I just spoke with Mr. Reed yesterday and he says to say hi. I told him I was going to see you today.

O'Donnell: Well, he's a wonderful guy. Tom was connected with a lot of the Reagan people. In 1973, Bill recruited him to come to the Defense Department as an assistant to the secretary and deputy secretary. The next year, Tom was appointed Director of Telecommunications and Command and Control Systems, which he was splendidly equipped to do.

When we finally got the gubernatorial campaign going in 1978 Tom said, "Well, Republicans in Texas do pretty well in the cities, but you can't just let things drift in the rural areas. You've got to get a plan." Well, of course, that was music to Clements' ears. He liked to plan everything, and he finally came up with one. Bill said, "We're going to campaign in every county." Well, there are 254 counties in Texas. No one had ever done

that, and no one has done it since. He and Rita, who was a wonderful campaigner, split up the territory and went to every county in Texas. (And George drove the bus.) That election was won by 16,000 votes.

Connor: Strake?

O'Donnell: Pardon me?

Connor: George Strake?

O'Donnell: No. It was George Bayoud. George was driving the bus.

Inboden: Yeah. That was George in the 1978 campaign. That's right, yeah.

O'Donnell: He said frequently they didn't have it planned. They would click one county at a time by spotting the radio station antenna for each of the 254 counties.

It shows you, first, he had an audacious plan, and he was physically strong. He played football at Highland Park High School and was an All-State guard, so he was plenty strong, physically. He was never tired, and there's something else that relates to that. There was a man named Ike Larue from east Texas. Ike and Toddie Lee Wynne thought so much of Bill that they staked him in the oil business by selling him two used drilling rigs on very favorable terms. Ike and his nephew, Fred Larue, talked to me about Bill. Fred said, "I never saw a guy so determined to succeed in business." The Southeastern Drilling was actually SEDCO, and they started with those two used rigs. Bill said his typical day started about 4:00 a.m. By 6:00 a.m., he arrived at the field where these rigs operated. At that time, the crews changed and passed on the information they had for the day. During the day, he visited with prospects and finally went home for dinner, did paperwork and turned in about midnight. Four hours sleep, day after day. And this was during the time he was building his company. Drilling contracting is a hard business - competitive, big players - but he was bound and determined. That was a big part of his success - great energy and work ethic. Later, when he was Deputy Secretary, he asked me to come to Washington with him. We were trying to recruit people. I'd see this god-

awful schedule and say, "You know, you really run a risk of exhausting yourself." He said, "I'm never tired." And that's an important statement.

Inboden: Okay. These are great, very helpful.

O'Donnell: Well, they're true. And they give you some insight. He was asked to be Deputy Secretary before they asked Elliot Richardson.

O'Donnell: Nixon was predisposed for him because of his wonderful record in business and politics. He was in charge of the campaign in Texas, so President Nixon asked him to be Deputy Secretary and said, "You will be the General Manager of the Pentagon." And Bill said, "Well, that's flattering. Will I have the power to hire and fire?" President Nixon said, "Yes, of course." And then Bill said, "Will you put that in writing?"

Now, there was a guy who had his mind on his business. A lot of people imply they have this, that, and the other. Bill nailed it. Bob Haldeman was there. Nixon said, "Bob, draw up something," so he did. And Bill said, "I kept that piece of paper right here (in his breast pocket) for four years." Now, when you think about all those people and all that pushing and shoving, that was important. It let him do things that he might not have otherwise done. And finally, the cruise missile. Strategically, that was one of the biggest wins ever for the U.S. government. Bill had the idea, because he saw these different programs.

It was a very powerful, small jet engine. The other was a guided system that got its guidance from the stars. And the third was the ground hugging technology they did for the bomber that was built in Fort Worth.

Inboden: Oh, the B1 bomber, I think.

O'Donnell: It had ground hugging capability and flew beneath the radar wherever it went. Bill said, "There's no way they can stop this." It gave enormous change in strategic direction, both sides.

Inboden: Mr. O'Donnell, that was tremendously helpful. Those stories.

O'Donnell: My friend, Walter Fleming, had been talking to Bill, because Bill had made about \$30 million drilling wells in Argentina. He started drilling those wells, because Texas wells weren't all that deep. And you had to move the location within two or three weeks. Bill looked elsewhere, drilled those wells in Argentina and was one of the only ones that got his money out because he had the proper arrangements. When the well was finished, they had a way to draw the money out of the country.

Inboden: Thank you. Those were very, like I said, very helpful recollections and those are exactly the sorts of--

O'Donnell: Well, I haven't seen in writing.

Inboden: --yeah, that we're looking to collect.

O'Donnell: I think it's fresh. Well, you might be right about Carolyn; she may have had it and didn't use it.

Inboden: Yeah, because she has mentioned to us that she has a lot of material that didn't make it into the book and so we're going to be getting with her, yeah.

O'Donnell: I'm trying to think of things that will help you understand Bill Clements, the man, and how he decided things. He was tough--physically and mentally--and you couldn't flim-flam him. Where's that book? Look at that picture. (Mr. O'Donnell showed the group the cover photo of Carolyn Barta's book, *Texian to His Toenails*.) There we go. If that guy is looking at you....

Inboden: He's formidable.

O'Donnell: One time Ross Perot told me that he liked him; they liked each other. Perot said, "When I get through meeting with him for an hour, I feel like I've been in a wrestling match." There was nothing gentle about Bill. He was tough.

Inboden: Okay. No. That is very helpful. Well, if we can just then go through a few of the questions here, which will help give some more context to some of the insights you shared already. First, you mentioned that you had first met

Bill Clements in 1963 and that was when you were already active with the Republican Party here in Texas?

O'Donnell: I was. He wasn't. He was not a Republican. He was not a Democrat. He called it a ticket splitter. He was an Independent. And, by the way, it's somewhere in this paperwork. You refer to drilling as the oil business. He was *not* in the oil business. He was a drilling contractor. That's an important distinction.

Inboden: Yeah. We'll make sure we keep that straight. We've heard that emphasized several times. But what you were starting to share there about when you first met him in 1963, you were active with the Republican Party here, but he was not. Tell us a little bit more about what it was like to be a Republican in Texas in the early '60s and what role, if any, you played in helping him and encouraging him to identify as a Republican? Because there weren't many Republicans in Texas back then.

O'Donnell: Well, I'll tell you one other story. It's a true story. I was trying to recruit a candidate to run against Ralph Yarborough for the US Senate, and I asked Bill if he'd entertain the thought. We had some impressive support. Bill said, "Well, my business is expanding, and I've never run before. Right now is not a good time. However, there's a fellow in Houston, George Bush, who I think is dying to run. If you can get him, I'll be his State Finance Chairman." Bill knew George. George was also in the drilling business. He had a company, and he and Clements talked about a merger. I knew Bill, and I knew George. So in one day, I recruited two guys.

Inboden: That is incredible. Two very significant Americans, too. A future Governor or future President, that's not bad for one day's work.

O'Donnell: That's how that worked. He took a step in our direction as the State Finance Chairman, but he was an Independent at that time. Years later, when he wanted to run for Governor (which is what he had in mind all the time), he ran as a Republican. And, of course, Rita was a big influence. It happened that I knew her very well. My wife Edith and I asked Rita to be a founding Director of our Foundation in 1957.

Inboden: Oh wow, you did know her for a long time.

O'Donnell: I did. She's never missed a meeting. Sometimes we'd work with her to set a date, but she is fabulous. She's smart. She's interested in the same things we are. Did you get that speech?

Inboden: Yes. Got it. Yeah. We both have a copy of it here. This was wonderfully helpful.

O'Donnell: In 2007, they received the Lifetime Achievement Award from the Volunteer Center of North Texas. I was close to both of them, so I was asked to introduce them at the lunch. You read a number of different things that she did, and that was just in Dallas. But that's a pretty good picture there (referring to photo of Bill and Rita Clements with POD at event.) That's not the color picture?

Inboden: Yeah. The one we received from you on our computer-was the color picture. Our printer just didn't print out in color.

O'Donnell: I know, but she looks a lot better in that picture.

Inboden: Yeah. What a good looking couple.

O'Donnell: But he gradually came over. He did a lot of things to build the Republican Party. I'm trying to think of the man who he recruited to run for Governor of Louisiana and was elected in 1984...Dave Treen. Bill was a powerful recruiter. Did I tell you the story about recruiting Ross Perot? Clements was always recruiting for something. He asked Ross to head the War on Drugs. Ross didn't give him an answer right away, so Bill just announced it to the press. Ross first heard about it when he was on a runway in Iran.

Inboden: Bill Clements will get you whether you want it or not.

O'Donnell: Right. That was aggressive recruiting, and he was an outstanding recruiter. That's another thing that relates to his impact. The Governor of Texas - any Governor - has about 4,000 appointments during his term of

office. Well, Bill had two terms and recruited top people. When you get that many people at the top of different organizations, it influences things.

Inboden: Yeah. That Ross Perot story is terrific too. Now, going back to the Texas Republican party in the 1960s when you were active with it and when you were encouraging Mr. Clements to get active with it, what were the issues or values that Texas Republicans were focused on at the time in the 1960s? I mean, economic, defense, foreign policy?

O'Donnell: I'd say the most important issue was always education, and Bill shared that with Rita. That was primary. The other was the encroachment by the federal government on state and local authority. Those things pretty much stayed the same.

Inboden: Yeah. And how about in the 1960s when you were building your friendship with him and your professional collaboration, did you talk to him much in those years about his views on defense policy and foreign policy? I'm trying to lay the groundwork for when he takes the Pentagon job.

O'Donnell: Bill wouldn't admit to this, but he was a voracious reader. He read an article about the creation of a blue ribbon panel to look at the Department of Defense and said, "I'd like to be on that." Well, at the time, I had good contacts, called people and said, "Here's a guy who really wants to serve, and he's sharp." And they appointed him.

Inboden: And this was in President Nixon's first term, right? Do you remember what year that would have been?

O'Donnell: Yeah. He was appointed in July 1969.

Inboden: I remember the Barta book mentioned this too.

O'Donnell: He made it a real priority. You could always tell what really interested him. When he was on something, he was on it. Obviously, I worked with him on the Super Collider. It didn't matter what he was doing. If I called him about something, it was done that day. He could focus, and he did on that. That's how he got started, and he made an excellent record. And I think

that's what led to his being named as Deputy Secretary, because he made such a favorable impact on the people he was dealing with.

Inboden: Yeah. That's another point where you played an important role in his career in public service, in terms of helping get put on that commission then?

O'Donnell: Yes. I'll take some credit for that.

Inboden: No, this is really helpful because as you know with your very generous support, we've been collecting and digitizing thousands and thousands of the paper records from the Pentagon at this time, but what the paper records don't tell us are some of these things, like the conversation you had with him or a strong opinion he that he expressed to you that we don't have. So that's why these sorts of interviews are so helpful to us.

O'Donnell: He didn't have any weak opinions. He was strong. And he wasn't afraid to express himself.

Inboden: So going back to this 1970 Blue Ribbon Commission, during the time that Bill Clements was serving on that and working on that and around that time, but before he takes the job at the Pentagon, did he express many opinions to you about what he thought about things like the Cold War or Vietnam or the Middle East or the Defense Budget? What we're trying to do is understand more, what did he think about foreign policy and defense policy before he joined the Pentagon, or America's role in the world. Just any general observations that you may have.

O'Donnell: Bear in mind, 1970 and prior, is a long time ago. I wasn't in a position to question him closely on that or what he was going to do about it. He was trying to get all the information he could, so he could make a good decision. I saw him all the time. When he asked me to come to Washington to help him recruit, I did. He lived in one suite of the Sheraton Park Hotel and I lived in another. We met at 7:15 each morning and drove to the Pentagon in his limo. I talked to him about everything, but I didn't question him about policy. First place, it wasn't for me to say. And he may not have had an opinion, or if he did, he didn't want to share it. It wasn't anything we talked

about, and if we did I don't remember it. What were you doing 42 years ago?

Connor: I was in school.

O'Donnell: That's right.

Inboden: By the way, Mr. O'Donnell, I forgot to mention, Geoff's first job out of law school was working for Governor Clements in the Governor's Office as Associate General Counsel, right, Geoff? Was that the term?

Connor: Right. So I started for Governor Clements in 1988 when I finished law school. And so I worked for him for a little over two years until the administration changed. But that's when I remember first meeting you and I was a young aide and I was very impressed and I'm sure I didn't say much, but I remember that you were there.

O'Donnell: Well, that's about it, I was there. But that covers so many things. I pick a few things out, because they impressed me, but that was so long ago.

Inboden: Well, one of the things we had wanted to talk about, which you already brought up was, once he took the Deputy Secretary job and he moved to Washington and then he asked you to come out and help him, what did he ask you to help him on? What did it seem were his priorities in running the Pentagon and especially that he asked for your assistance on?

O'Donnell: In 1969, Secretary of Defense Mel Laird and President Nixon appointed Bill to the Blue Ribbon Defense Panel. Laird was also on the committee that picked Bill as Deputy Secretary. There were a lot of things we didn't know. We were trying to fill vacancies or, in certain cases, identify stronger candidates than those in place. It was the end of Nixon's first four years, and a lot of people were looking for something else to do. In fact, Clements and Mel Laird had the organization chart. They went through it, met with people and drew a circle around a lot of people. From that, they made decisions about the people they wanted to keep, place on probation, and let go.

Inboden: We hadn't heard this before. This is really interesting.

O'Donnell: Well, that's a true statement. That's how he and had Mel Laird saw it. And from that, they started filling the holes.

Inboden: Do you recall what the mood or attitude was like at the Pentagon in 1973 when Bill Clements was starting there? Because we know the history, we were just getting out of Vietnam, first time that the U.S. really lost a war. The Soviets were looking pretty strong. The Middle East had gone through two wars in six years. Do you recall what just the mood was like at the Pentagon in terms of--were people there worried about American decline? Were they afraid? Did Bill Clements have to kind of help buck up the building, I guess is what I'm getting at?

O'Donnell: Well, if you were going to get a guy to buck up the building, you had a good one. Bill was one of the most optimistic people I ever knew. He said he wanted to build support for the Pentagon, and he had a meeting of opinion leaders roughly every six weeks. It included business guys, professional people, some military people, and educators. He told them early on, "Our budget now is about \$75 billion, and by the time I leave in four years it'll be \$100 billion."

Inboden: Wow, because this is when Congress wanted to cut the Pentagon budget, not to increase it at that time. I have not heard this before.

O'Donnell: Well, that's because it wasn't broadcast. A lot of people heard it, and they didn't believe it. But he had it figured. He also figured, if you don't have any money, you can't do anything. He had a very positive attitude, plus he had these major weapon systems under way. I'll give you an example. I told you about the cruise missile?

Inboden: Mmm-hmm [yes].

O'Donnell: Now that didn't just flop out onto someone's desk. That took a lot of work. He did another thing that didn't get much notice. The Russian Embassy in Washington was strategically located and equipped with all kinds of gear to pick up sensitive electronic traffic, and there was huge traffic between

Washington, New York, and Boston. A lot of defense contractors were located in Boston. Anyway, it took eight years, but they built a communication link between the Pentagon and New York and Boston that could not be penetrated. Now that is strategic thinking.

Inboden: That's something else we hadn't come across before.

O'Donnell: That's a true story.

Inboden: Yeah. Now, going back to his transition from running SEDCO to running the Pentagon, did he ever talk to you or did you get much of a sense for how it was for him as a businessman to then step into a government job? Did he ever talk about his efforts to bring business principles to run the Pentagon or frustrations with bureaucracy kind of things? How did his business background affect his approach to running the Pentagon?

O'Donnell: People. He insisted on the very best performance from the very best people he could recruit.

Inboden: And he found a lot of those people in the business community, right?

O'Donnell: Yes. There were a lot of people who had a foot in both camps, and they stayed there. I think the big thing was judgment and then tremendous energy. And I never saw him go into anything without a plan. He wasn't just trying to make a noise.

Inboden: Yeah. Did he ever complain about the government bureaucracy and did he feel like that slowed him down at all in ways that when he was in the business world he didn't have to deal with bureaucracy?

O'Donnell: Well, sure it slowed him down.

Inboden: Yeah. Okay. Kind of an obvious question?

O'Donnell: That's why it's there! So they don't want you to do what you're doing. But he found a way.

Inboden: Geoff, you've got some questions too. I know I've been asking a lot of them.

Connor: Do you mind if I back up again to the early '60s or even before, because I'm curious, you did not meet Bill Clements until the early 60s?

O'Donnell: 1963.

Connor: But you both came from Highland Park, which then would have been an even smaller community. And so, I'm curious if you even knew him by reputation or knew any of his family?

O'Donnell: No.

Connor: You just hadn't heard of him at all?

O'Donnell: Never. He was six, seven years older than I am. When I came to Highland Park, he was graduated and gone. I never saw him.

Connor: And you do not believe then that he was a Democrat prior to the '60s?

O'Donnell: I am absolutely sure he was not.

Connor: You characterized him earlier as an Independent or ticket splitter?

O'Donnell: It's in the book by Carolyn Barta. He called it a ticket splitter, and I call it Independent.

Connor: And so, for example in 1988, when I went to work for him, the Republicans were still the minority party. He was the Republican Governor, but every other statewide official was a Democrat, even then.

O'Donnell: Right.

Connor: Even before then, in the early '60s when you were County Chair here, can you talk to us some more about what the environment was like for you and the other three Republicans that lived in Dallas? [laughter]

O'Donnell: Well, at the time, I was asked to run Bruce Alger's re-election campaign. He was running against Barefoot Sanders.

Connor: He was a member of Congress, right?

O'Donnell: Yes. It was successful. We won. At that time, we had three Republican office holders in the State of Texas: Bruce Alger, County Commissioner Frank Crowley (elected 1960), and state district judge John Furrh. I think that was it. Those were what we had. [Mr. O'Donnell also mentioned Jack Alexander from Midland County.]

Connor: And then you were part of the Draft Goldwater Committee Movement in 1964, is that correct?

O'Donnell: I'm going to correct you slightly. I was the Chairman of it.

Connor: I'm sorry.

O'Donnell: Well, there's a difference, and you're talking about politics. You've got to know, "Well, what's the position?" I was Chairman.

Connor: And was Clements involved in that movement?

O'Donnell: No.

Connor: Did you ask him to be or it just didn't come up?

O'Donnell: I was talking to him about different things. I was talking to him about running for the Senate. I didn't want a mixed message out there. I wanted him to think about one thing. But I'll tell you where it really got going. Bill became more and more persuasive getting people to join the Republican Party, and Louis Beecherl helped a lot. Louis was practical, smart, and if he told you he'd do something, it was done. And he could raise money. That makes a difference when you're trying to get people elected to office of any size, particularly statewide. He was phenomenal.

Connor: What about in 1968? Now, you were of course involved in the Nixon campaign.

O'Donnell: I was.

Connor: But there was an effort for Reagan in 1968 in Texas. What do you recall about that and do you know if Clements had any connection with Reagan at that time?

O'Donnell: I don't think so. He wasn't a very big blip on the radar screen. And I don't mean that in disrespect. There may have been some people pushing for Reagan, but there weren't very many. They didn't have any clout. In fact, the time Bill might have pointed to was 1976. Bill did a masterful thing. He knew he needed a lot of money to run for Governor, and he persuaded Gerald Ford and Ronald Reagan to come to Dallas and co-chair a fundraising event for him. I don't know if you've seen those photos.

Inboden: We actually have a photo on the wall in the Clements' Center Office from that event of Ford, Reagan, Bill Clements and John Connally. It's a great photo.

O'Donnell: Yeah, it is.

Inboden: Four great Americans.

O'Donnell: Well, the point is that Bill knew that was important, and he recruited those folks. But as far as having a thing break out into some intra-party fight, it wasn't.

Connor: So the 1960s was really a foundation building era for the Republican Party in Texas?

O'Donnell: We were trying to survive. If you have three people and all the others on the opposing side, it forces you to think, "Do we really have a chance to win or not?" We didn't have time and money to spare, so we had to focus. We had a big ongoing argument. We had people who wanted to run full slate

and others who wanted to pick and choose. I was in the pick and choose group, because you can't fund everything. You have to set some limits.

Connor: And you had been involved with Republican Party politics for a long time by the time Nixon was re-elected in '72?

O'Donnell: Yes.

Connor: But for Clements, it was really a relatively short ride, from you recruiting him as Nixon Finance Chair in '68 to him being Deputy Secretary, just several years later?

O'Donnell: Cream rises to the top.

Connor: Tell us about that. Tell us about him growing into a political role, because that's a very different role from what you've talked about earlier with SEDCO and his business. How did that evolve and what do you remember about it?

O'Donnell: Bill was always a great recruiter, and he looked for the top talent. That's the beginning and end of the story. When you see a big problem, you have to have money and good people, and he went right at it. He had a chance to show his stuff in 1968, and it made a big impression, among others, on Peter Flanigan and Mel Laird. I think he was aware that other people were looking, but he didn't spend his day worrying about it. He spent his time thinking about performance. If he said he'd do something, he'd do it. That would be my answer. I don't think he was thinking about that a lot.

Inboden: Yeah. Bill Powers and I met with Rita a couple of months ago, to just give her an update on the Clements Center. Well, you and Mrs. O'Donnell have been great friends to her all these years. I'm sure she still appreciates that.

O'Donnell: Since 1957. And we were friends before that!

Inboden: I know Carolyn Dickson worked for John Tower for years and he is another early Texas Republican. What was Bill Clements' relationship with John Tower like because we haven't come across a lot of--

O'Donnell: Well, he respected Tower. Tower got himself elected and re-elected four times. Nobody has exceeded that in Texas. He respected that, and he'd listen to Tower. Tower was good on issues, really good. I think Bill respected that. And Tower was out front. He was there years before Bill came to the party. He was tenacious and tough, mentally. But they were different people, and everybody isn't the same. But Tower might have been more circumspect than Clements. Look, consider what Bill did. They drilled the first offshore drilling rig in a barge in the Bay of Corpus Christi, so that's what he started with. He had a handful of people and those rigs that they were building, but Bill didn't have a big backer. I said, "Bill, it takes several years to build a rig, and you have to get the contract." The modus operandi was to get a contract and then build the rig. And he was buying rigs in Scottish and Japanese shipyards and I don't know where else. And they were acquiring these rigs, one and two at a time, all over the world and putting them to work. It was a monumental job, and I have no idea how he got it done. It was a huge organizational effort, and I don't know how he found time to know what was going on in the world.

Inboden: Yeah. Well, I think it goes back to what you were saying, how he only slept four hours a night and never got tired.

O'Donnell: Not only that, but he didn't waste any time. Yes, the focus.

Inboden: Yeah. Well, someone else we wanted to ask you about, this goes back to the transition from being a successful business leader to running the Pentagon and that's David Packard, because I know David Packard was Deputy Secretary of Defense under Mel Laird, of course after successfully co-founding Hewlett Packard. Did Bill Clements ever talk to you about David Packard at all? Did they have much of a friendship? Because when Clements did the Blue Ribbon Commission, that would have been working with Packard, so I just wonder if he learned anything from Packard about how to be a business leader and then run the Pentagon?

O'Donnell: I don't know if that was just the subject. I was aware of this because I was involved with some of the stuff that Packard was doing. We have a foundation, and we liked what they were doing and went to some of the

programs that Packard sponsored. No, I'm sure Bill would have asked him, but he didn't report back. Dave Packard was an exceptional guy.

Inboden: Yeah. Someone else that we spoke with recently, it might have Norm Augustine, said that he thought the two best Deputy Secretaries of Defense in history were Dave Packard and Bill Clements. And he said having those two right after each other was just--that's really what saved the Pentagon during some difficult times.

O'Donnell: I would agree with that. In fact, Admiral Tom Moorer, who was Chairman of the Joint Chiefs of Staff, told me that Clements was the best Deputy Secretary we've ever had. He and Packard had the same interests - education, national security. And you've have to give credit to whoever was recruiting those folks. To get stars like that, you have to exert yourself. First, you identify the target, say the country needs you, and we're going to help you get up to speed in your job. And I don't know who could do that. But that's a natural affinity, I'd say.

Inboden: Yeah. Now, what about President Nixon? How would you describe Bill Clements' relationship with President Nixon and Clements' opinion of President Nixon?

O'Donnell: I think he respected Nixon. Nixon was President, and he was smart. He did a few things that weren't very smart politically, but he had some people dragging him in the wrong direction. I was up there when a lot of that stuff was going on. In fact, I remember telling John Mitchell, "John, there are a lot of things going on here, and I'm not sure you're aware of them. But you better get a grip."

Inboden: It's too bad he didn't listen to you.

O'Donnell: Well, it would have saved a lot of grief. But the Hill - you've got a bunch of people that are trying to do something, maybe at cross purposes, so it isn't a model of efficiency. In fact, they aren't necessarily on the same page. But they had some strong people - Haldeman and Ehrlichman - but they had their agendas. Then you had John Mitchell - strong, tough. And how many others there were out there, I have no idea.

Inboden: Well, something else that we've looked at that's been a little bit of a puzzle is, once Nixon stepped out and then Ford became President, and then when Ford fired Schlesinger, why didn't Ford pick Bill Clements as Secretary of Defense, given the promotion? Did you ever have much of an understanding of--

O'Donnell: But I don't think he wanted it. First, he liked where he was. The Secretary of Defense was in the line of fire for all kinds of stuff. People liked his performance. They weren't firing at him, and he was doing just fine. I don't know of anything that he really wanted that he didn't get.

Inboden: And did Clements ever talk to you about what he thought of President Ford as President, because Ford was a big change from Nixon, I think in personality and style.

O'Donnell: They were totally different people. I don't know that he did. They were so different.

Inboden: Obviously, he built a good relationship with Ford because like the story you shared about getting Ford and Reagan together to do the fundraiser.

O'Donnell: Yeah. He had good heart. Ford, he got a lot tougher critique out of the media than he should have.

Inboden: Well, that's the media for you.

O'Donnell: Well, he had a respectable record academically at Yale. Compared to other Yale graduates, it was very respectable. He worked for one of the top law firms in the country. I thought he was a steady-as-you-go kind of guy. He made a couple of bum public decisions.

Inboden: I remembered that today is the 10th anniversary of President Reagan's death. It's ten years ago today that President Reagan passed away and as you know, Bill Clements, even while Governor, served on a couple of National Security Commissions for President Reagan on Central America and then the Strategic Forces Review. What can you tell us about Bill

Clements' relationship with President Reagan, and particularly any of the national security and defense work they did together?

O'Donnell: As far as Reagan, one of the connecting points that would give you a good opinion would be Tom Reed.

Inboden: Yeah. He's given us a lot of good--

O'Donnell: Well, he knew him. He arranged for me to visit Reagan at his home.

Inboden: Oh, wow. I never got to meet President Reagan.

O'Donnell: Well, he was the most amiable fellow. You couldn't pick a fight with him if you wanted, but he was smart about people and how to handle them. Tom could probably tell you that, if he wanted to. He's not immune to the law of gravity and old age, so I don't know. He's sharp.

Inboden: Oh, yeah. I, back in November, did an oral history with Tom and we ended up, over two days, we taped 12 hours because he's still very sharp and he had a lot of memories. And he of course was a big fan of Bill Clements.

O'Donnell: Now you see. He could give you an informed opinion on *that*; I can't.

Inboden: Yeah. But I'll tell you why we asked you, because he did give us his opinion and he had some good insights on the Clements-Reagan relationship, but we're asking anybody who knew Bill Clements, and sometimes maybe that Bill Clements would have told you a particular story about Reagan that he maybe hadn't told Tom Reed. So that's why, we're just trying to be comprehensive.

O'Donnell: I hope I'm being accurate, and I don't want to speculate. Bill stepped down as Governor in 1991. Well, that's quite a few years ago. I'd like to, at least, keep what I am saying correct to the best of my ability.

Inboden: Yeah. Let's go back to his time in the Pentagon and something you talked about. You talked about Bill Clements' leadership in really building the

cruise missile. And we know that he was very active on a number of other weapon systems, the M1 tank and the F16, the F18, the Aegis Cruiser.

O'Donnell: I think you've either interviewed him or intend to, Admiral Ken Carr?

Inboden: Yes, we also spent about 14 hours with him.

O'Donnell: He would have a lot of information. He was a submariner. But he was broader. He knew a lot of things that were going on. He'd have a worthwhile opinion. Bill had those three military aides. If someone gets something in the military, they'd bring him in, and they'd all listen to the same thing. People like that can tell you something.

Connor: We spent a couple of days with Admiral Carr earlier this year and we did get a lot of information. He's great. I'm wondering, were you involved in recruiting Admiral Carr to be a military aide?

O'Donnell: No. I'd like to claim credit. And I saw him a bunch, talked to him. I know that Bill liked him. He relied on him, trusted him, and he liked him.

Connor: And he remembers you. Admiral Carr remembers you and asked us if we were going to see you.

O'Donnell: That just shows you, if you hang around long enough... Clements was always very generous in his remarks about me.

Inboden: Well, it tells us he thought very highly of you. Because you mentioned Admiral Carr, what did you observe, what did the uniformed military, especially the Generals and Admirals, Flag Officers, what did they seem to think of Bill Clements?

O'Donnell: Well, I think they were probably of two minds. One, they respected the fact that he had that rank and that little piece of paper.

Inboden: From the President?

O'Donnell: I think by and large that he was very, very sympathetic to the military. So they started out there. I don't think they were disposed to criticize him.

This was a really important management deal. At the time, it took about five years to build a carrier, and the Navy had a program to rotate their senior officers every two years. Well, that's crazy. A carrier is a very complicated piece of equipment. And you're a couple years down the road, and you flip the top guy on this hugely complicated piece of vital equipment. Well, Bill stopped that. He said, "There's too much turmoil here. On certain types of procurement, we're not going to do it. If it takes five years to build a carrier, we're going to take five years." Well, that was important. That was a *very, very* important management decision. It didn't have to do with Congress or anything. It had to do with getting the job done efficiently. It's not glamorous, and not everybody understands it. But it's important.

Inboden: Now back to the new weapons systems that he was overseeing. Did he talk to you about why he thought those were important or what ones were real priorities for him? You've already told us about the cruise missile, and we know some others, but he may have shared things with you that we haven't come across in the papers. So why did he care so much about new weapons systems?

O'Donnell: We had an opponent who was gearing up to kick the daylights out of us. It's not just offense; it's defense too. You can't separate them. You have to be prepared to play both, and the cruise missile trumped a lot of stuff. It drove the Russians crazy, because they couldn't stop it. And it changed all the relationships. It's like the drones today.

Inboden: Yeah. Geoff?

Connor: I would like to talk some more about Clements' selection as Deputy Defense Secretary. Do you recall if there were other candidates that were on a short list and who they were and how he overcame to be selected?

O'Donnell: It started with a selection committee, if that's the right word. The person I knew was Peter Flanigan. He's deceased. Wealthy guy and investment

banker, he was on the edge of politics all his life. But he had a good friend named Bill Liedtke. Bill Liedtke and his brother, Hugh, had their input. I think they won about a \$3 billion suit against Texaco, so they were already wealthy. Bill Liedtke, Hugh's younger brother, knew Clements from the oil business. In fact, Hugh and Bill were both in the oil business. Bill was more political, and we talked about who they could consider. He came down with very high opinion of Clements, because Clements wound up, in effect, running the campaign in Texas. He didn't have that title, but he did, and they knew it. There was another strong vote for Bill. I don't know who else was out there. I wasn't involved at that. They didn't call me up and ask me. But when they did, I told them. The only two people I know for sure knew what was going on would be Liedtke and possibly Sam Wiley. He knew Bill well and favorably. I figured if those guys are in your corner, you're ahead of the game.

Inboden: Yeah. You're doing pretty good.

Connor: But the White House didn't ask you for your assessment of Clements before they appointed him?

O'Donnell: No.

Connor: They did not?

O'Donnell: No.

Connor: And do you recall if Clements would have--did he specifically target that spot that he wanted or would he have been happy to take some other slot in federal government?

O'Donnell: I don't think you could move him around much. There was a discussion with Peter Flanigan and Clements in the White House. Flanigan referred to someone he knew and said, "Well, what kind of rigs do you have?" and Bill said, "We put our rigs on a location and design them so they stay. I don't care whether the waves are 60 feet high, we stay." Flanigan was talking about some other approach and Bill said, "Well, that's an option, but that's not our style. When we put a rig in place, it stays." Well, that tells you

something about the guy and his approach. He told him up front the kind of rigs they have and how they approach it. It was typical Clements. He was going to stay there until the job was done and done right.

Connor: Carolyn Barta talks a lot in her book about you being generous with your time and talent in going with Clements to Washington and helping him settle into this role and helping recruit staff. Can you tell us more about that experience? That must have been exciting, but it must have also been very time consuming because it went on a long time. Did you regret volunteering to go and help with this?

O'Donnell: No. I thought the mission was important, and I wanted to help Bill. I was of the opinion, still am, he was an exceptional person. He was worthy of help. If you helped him, he wasn't going to turn around and do something that you didn't like. So no, that never crossed my mind. It gets backs to this. If he told you something, you could bank on it.

Connor: Now obviously, he continued to stay in touch with you, even after this initial phase. Was it primarily social? Did he call you and say, "We've got this big decision coming up at Pentagon and I'm thinking about this and that," just to get you to help him organize his thoughts?

O'Donnell: I don't know that I would claim to organize his thoughts. I'm not sure how he regarded me. He kept inviting me.

Inboden: That says something.

O'Donnell: Well, it does, and telling me everything he was doing. And, once in a great while, he'd ask my opinion. He wasn't asking a bunch of people a bunch of opinions. We were talking one time about an important appointment, and this was not in the Pentagon. This was in Texas politics. He had picked out a guy to be head of the Texas Water Development Board which has four, five really big difficult parts. I said, "Well, that's okay, but I think I have a better idea. I'd like to see you appoint Louis Beecherl." I think that may be the only time he said, "That's a better idea." He called Louis and in two weeks he was in the job! If I was always pounding on him for this, that, or the other, he'd stop talking to me. We were also playing golf, tennis and

every other thing socially. He didn't want someone lobbying him. We were friends. Sorry to disappoint you, but that's the God's truth. And I kept his friendship for a long time and it had to do with treating him the right way.

Connor: No, that's good. We talked earlier about foreign policy and defense affairs, and I know that wasn't the focus and it's been a while, but I'm wondering, in particular, the Soviet Union because those weapon systems that he was developing, you said it was for offense and defense because we had a significant major enemy. Did he ever talk to you more specifically about his fears that we may well have a nuclear attack or I'm expecting a nuclear attack before Brezhnev is gone or anything specific regarding our conflict with the Soviet Union? Because that would have been common talk at the time among all kinds of people.

O'Donnell: Not me. You have to have a base of information to come to that decision, and I didn't know. Now, the amount of money that is spent in the Defense Department on intelligence is huge. In fact, the military gets about 90% of the intelligence, in my opinion, and then they massage it and pass it over to whoever needs it. I didn't know all those names. If pressed, I might ask Ken Carr what he thinks. There was a guy, one of the military aides; I think his name is Pete Dawkins. He was a military person, great athlete.

Inboden: Rhodes Scholar.

O'Donnell: Huh?

Inboden: He was a Rhodes Scholar, too?

O'Donnell: Oh, yeah, all that. Clements didn't really confide in him.

Inboden: Admiral Carr told us a similar thing about Pete Dawkins, how he's got this resume and he's this dazzling guy, but he said he wasn't willing to put in the hours, he didn't have the good judgment and Clements pretty quickly saw that he was a show horse and not a work horse.

O'Donnell: Right.

Inboden: Now, back to what you were helping him out with when he first had you come to Washington, which was, I know a lot of the personnel questions, like bringing in good talent to the Pentagon and you shared that wonderful story about Ross Perot and how he--so tell us, how did Bill Clements persuade some of these other guys to come join the Pentagon team, especially when they had pretty important private sector jobs?

O'Donnell: His general approach was, "I've been asked to be Deputy Secretary, and my term of office is four years. I'm going to serve the full four years, and I want you to help me do what needs to be done." So he challenged them. It's a four-year commitment. It's not two-years, so you can get your credentials in shape and join some investment bank or big industrial company. I think that was it. When I was trying to recruit, I was calling all kinds of people I had no business talking to. I called the head of IBM and say, "I'm calling for Deputy Secretary Clements, and we need a person to head up the accounting. It's a really big job. Have you got any candidates?" And he's say, "Well, let me check on it." A couple of days later, I'd get a couple of candidates. It wasn't rocket science - just being willing to pick up the phone and identify myself, "I'm working for Secretary Clements. We need someone that's really capable, because it's a big job." So they'd come up with a couple of candidates. And we got a wonderful guy, Mal Currie. Mal Currie took the job as undersecretary of defense for research and engineering. He came out of Hughes Aircraft. When he took the job, the Defense Department had 20,000 contracts. Someone did something really nice to surface that guy.

Inboden: Geoff and I spent a wonderful day with Dr. Currie in California a few months ago, interviewing with him. And he just reveres Bill Clements.

O'Donnell: The guy was phenomenal. He had his head in the game all the time, and he was incorruptible. He'd tell you what's what. A lot of people in Washington, DC, the higher they go and the more money and power involved, the more difficult it is to get the straight answer. But that wasn't Bill.

Inboden: Yeah. Well, since mostly we're talking about Bill Clements here, but since you've mentioned Rita Clements a few times, I know it's during this time

that he was at the Pentagon that they got married. What did you observe of her role with him at the Pentagon? I mean, did she take much interest in what he was doing at the Pentagon? Was she very active with diplomatic receptions, things like that? I know she was an important part of the team. I just want to understand her role here at the Pentagon.

O'Donnell: She didn't have any credentials in Washington, but she was supportive of him. They'd go off on a trip to Australia or something and she would go right along, a dutiful wife. But she was really good with people. One time, she told me (and this related to the gubernatorial campaign), "I just love campaigning in rural Texas." Well, that comes through. That makes an impact on people, and she'd wind up with bigger crowds than he had at times. And if you win by 16,000 votes, you don't have a lot to spare. But she was really good, and you've seen the different things that she headed up here. She headed up the Main Street Project, where they went to every little town in Texas. That's unbelievable. And the energy it takes. You don't get in a jet plane and go somewhere. But she was wonderful.

Inboden: Yeah. You know who also spoke highly of her in our interview was John Warner, because he was the Secretary of the Navy under Bill Clements, and then of course he met Elizabeth Taylor at the British Embassy and they started dating.

O'Donnell: He had a house not very far from Bill's house in Washington.

Inboden: It was I think in Middleburg, Virginia, right?

O'Donnell: Yeah. Beautiful place. Show place. And that's horse country.

Inboden: Yeah. He was very helpful. He had some wonderful stories and he was a great interview.

O'Donnell: Well, he would know more than I would, because they were trying to show Rita a good time too. That wasn't her backyard. It wasn't. She was more at home in Athens, Texas. And was available. Again, *254 counties*.

Inboden: It's a big state.

O'Donnell: But she did. And you have to give her credit.

Inboden: Shifting gears a little bit, I know during the years that Bill Clements was running the Pentagon, you had the Democratic Congress that was pretty hostile to the Nixon and Ford administration and post-Watergate and that kind of stuff and they were trying to cut the Pentagon budget. What did you observe of Bill Clements' relationships with Congress when he was at the Pentagon?

O'Donnell: It was fine. He was very straightforward. He laid it on the line. Here's what we're trying to do, here's why we ought to do it, and I want your help. So he wasn't bashful. Now, he wouldn't go out of his way to make enemies, but he was very direct. Who was the Democrat Senator from Mississippi?

Inboden: Is it John Stennis?

O'Donnell: Stennis. That's right. That's the guy. He was helpful.

Inboden: Okay. They named an aircraft carrier after him.

O'Donnell: Huh?

Inboden: They named the aircraft carrier after Senator Stennis.

O'Donnell: Well, he did a lot, and he was *one* of the ringleaders of the Democrats. I'm not sure if that was Sam Nunn's time or not.

Inboden: Yeah, Nunn was elected in 1972.

O'Donnell: Okay. Well, that'd be another one.

Inboden: He was my first boss in Washington. I worked for Sam Nunn.

Now, how about when--this is something I know you'll be very familiar with because you were so close to the 1978 campaign. When exactly did Bill

Clements decide he wanted to run for Governor? Because you mentioned that he had much earlier shown an interest.

O'Donnell: I can tell you exactly. It was in early November 1977. Harrison Schmitt, Senator from New Mexico, came to Dallas, spent the night with Bill and Rita and said, "You ought to run for Governor." And so, duly noted, the next day Bill and Rita came to my office. Bill said, "Jack Schmitt says that I ought to run for Governor. Do you think I can win?" I said, "Yes, I do, and if you run, I'll help you."

Inboden: That was 14 years after you had first tried to recruit him to run for Senate?

O'Donnell: Yeah, but that wasn't what he wanted to do. He wanted to run for Governor. I told him that for this reason. When Bill was in the Pentagon, they got all the senior people to do a film test, interview. I knew some of those people and said, "How'd he do?" They said, "Well, he came through real well." And I said, "Well, that's important." If you're going to run for statewide office, you have to come through on television and that's why I concluded that he could win. He could come through on television. That was what he did. He was very powerful.

Inboden: That's a great story. We hadn't heard that one before. Okay. Yeah. And then that draws a helpful connection from Pentagon.

O'Donnell: No one else knows it.

Inboden: See, this is why we're interviewing you!

O'Donnell: Well, I'm doing my best to tell you things to round out your story. Now really, this guy should be a national hero with a record of accomplishment - outstanding accomplishment - in three different areas. That's incredible. It'd be difficult to be head of SEDCO, or it'd be difficult to get elected Governor and then re-elected. Then there is his record as Governor. He was a, "I want to do it kind of person." There are a lot of positive messages here for young people. Well, I'll tell you one other thing I did. When Carolyn Barta's book came out, I said, "This is an important book, because of the record of this man. Therefore, I'm going to see what I can do to get

some distribution.” There’s an association in Texas distributes books, so I paid to have this book put in every high school and college library in Texas and in California.

Inboden: Good for you.

O'Donnell: Anyway, there may have been better ways to do it, but I did that because of his record.

Inboden: No, you're right. He is a great Texan, a great American. I mean, that's why we're doing the Clements' Center too. Exactly to tell, because not enough people know.

O'Donnell: Well, that's right, and there's a bunch of stories that I don't know. But the ones I do know are interesting and would serve for his credentials. They're impressive, depending on your interest - just the story of how he built SEDCO. He had an annual report, and it had five people pictured on the front. They are all dead now. But he had Tom Rhodes, Spencer Taylor a couple of others, maybe Jerry Cunningham. The things he *did*. He was in Jackson, Mississippi and saw Jerry Cunningham. Bill went to high school with him. Bill said, “Jerry, you're down on your luck and don't have a job. I'll give you a job with SEDCO.” Cunningham wound up heading one of the worldwide drilling divisions. Bill saved that guy.

Inboden: Yeah. What a good friend.

O'Donnell: You don't see that, but it's true. Bill had a heart. He didn't express it the same way everyone else does, but he had a heart. And he was doing wonderful things. In addition to the three careers, there were a lot of facets to each of those.

Inboden: Yeah. When he was campaigning for Governor in 1978, did he talk much on the campaign trail about his experiences at the Pentagon? When he was trying to persuade voters to support him, did he talk about, “I did this at the Pentagon so you can know I'll do a good job as Texas Governor?” I just wonder how much he connected those two.

O'Donnell: Well, he connected it by the people he recruited. You ought to see the people he recruited in San Antonio. They were wonderful, former military people with a record. I think it became known that he had the military record. It was certainly known in San Antonio but other places as well.

Inboden: Well, I know Tom Reed, he was the campaign manager, right, wasn't he? I know he did something with the campaign.

O'Donnell: He did. He was a "senior advisor." He was the one that told us about getting out of the big cities and into the rural areas, small towns, and that led to the visit every county. Tom was wonderful.

Inboden: Well, Tom's wife, Kay, you may know, is from Wichita Falls.

O'Donnell: I do know that.

Inboden: I know he told me, because I had dinner with her also when I was out there, and he said, "Oh she was a real help with the campaign too and she loved Bill Clements and made Tom an honorary Texan."

O'Donnell: Let's see. Okay. Am I missing anything big?

Inboden: Yeah. We've covered a lot here. Geoff, any other angles?

Connor: I could go on for hours.

Inboden: Yeah. Probably shouldn't keep Mr. O'Donnell until midnight.

O'Donnell: What I've told you is, to the best of my recollection, correct. I'm not trying to speculate. That doesn't interest me. But this was a very, very unusual man that made his talents available to the country and in different ways.

He's got so many books that he's generated, one is conservation. There must be about 20 books that came out of the Committee he set up. He got another Committee on the National Guard, what is it?

Inboden: The Reserves?

O'Donnell: No. He was trying to stimulate the Texas National Guard. It's important, and it has a certain military power. He got a big headquarter deal going to take care of those people properly.

The Boy Scouts was one of his favorite charities. He was an Eagle Scout. They had a little -- don't know if you'd call it a park, over in Athens, Texas-- and among other things, they had a small black bear cub. It had a sign on it, "Please pet." Anyway, they got the national headquarters for Boy Scouts moved to Dallas.

Inboden: Well, I recently read Bill Cunningham's biography, his book about his time as the President and Chancellor at UT and he loves Bill Clements. I had breakfast with Dr. Cunningham recently and he loved Bill Clements. He says that when Cunningham was UT President and Clements was Governor, he said Clements was so supportive of UT. And he told the great story about Clements personally funding the Normandy scholars, the undergrads to be able to study military history.

O'Donnell: The more you keep digging, the more you find. He was under no compulsion to do it; he just did it out of the goodness of his heart.

Inboden: Dr. Cunningham said some very nice things about you in his book too, by the way.

O'Donnell: My goodness, it makes me question!

O'Donnell: I was making a lot of contributions to UT when he was President.

Inboden: Yeah. Well, I know we've taken up a lot of your time. Geoff, any final questions?

Connor: No.

Inboden: I think we've covered a lot here. Mr. O'Donnell, this has been incredibly valuable, so thank you very much.

O'Donnell: Let me know if any of it sees the light of day.

Inboden: Oh, yeah. Absolutely. What we'll do, I'm going to officially stop the interview.

[End recording]