



## UNITED STATES ARMS CONTROL AND DISARMAMENT AGENCY

Washington, D.C. 20451

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To Whom It May Concern:

Richard Barlow was employed at the U.S. Arms Control and Disarmament Agency (ACDA) as a student assistant for approximately two years. During that time he worked with the professional Agency staff responsible for developing and implementing U.S. Government policy on nuclear non-proliferation, i.e. preventing the spread of nuclear weapons to additional countries. I was privileged to be a colleague of Richard's during his tenure with ACDA, and his immediate supervisor for a few months prior to his departure in May of last year.

Richard's responsibilities grew substantially over the time he worked with us, and he never failed to demonstrate considerable competence and enthusiasm for the tasks assigned to him. His ability and interest in the subject matter were evident immediately upon taking the job, and he was accordingly given responsibilities normally assigned to staff members considerably more experienced and senior. These tasks included analysis of some of the most sensitive intelligence information available to the U.S. Government in the area of non-proliferation, and briefing senior ACDA policymakers -- including Presidential appointees. He handled this task with considerable skill.

Richard was very dedicated to his work, and often worked long hours without compensation. He is resourceful and knows how to get a job done right and on time. It is extremely unusual for a part-time student assistant (full-time during the summer) to be as involved in major issues as Richard was, but he was able to contribute significantly to the consideration of U.S. non-proliferation policies toward India, Pakistan and Libya, and was personally responsible for improving U.S. policies on technical assistance to the International Atomic Energy Agency.

Richard writes well, is very bright and has a good sense of humor. He has a good grasp of international political problems, and an excellent analytic capability. Discussions on major policy issues with Richard were always intellectually stimulating, and he was able to approach such questions with considerable insight.

I believe Richard is an extremely capable young man. He is intelligent, dedicated, has a good analytical mind and considerable potential. I am quite familiar with his work at ACDA, and his performance leads me to recommend him highly for any other position for which he may be considered.

Sincerely,

*Dean F. Rust*

Dean F. Rust  
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