

Reply to Attn of F

April 29, 1983

TO WHOM IT MAY CONCERN:

During the period when I served President Reagan as the Assistant Director of the Nuclear and Weapons Control Bureau of the U.S. Arms Control and Disarmament Agency (ACDA), I came to know Richard Barlow well. I am very familiar with Richard's performance, capabilities and character, because he was my intelligence officer, and his principal duties were oriented directly to me and to senior members of my staff. I depended upon Richard to fulfill the critical function of keeping me selectively informed of highly sensitive intelligence developments relating to the NWC Bureau's areas of responsibility. The role Richard played was essential to the functioning of the entire Bureau, and he performed his duties with a degree of competence and dedication that is normally expected of more experienced and senior officers.

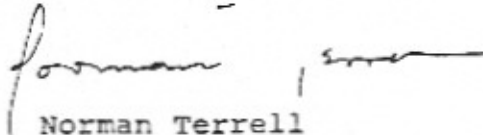
The range of issues which comprised the Bureau's area of responsibility included nuclear nonproliferation (the spread of nuclear weapons to additional states), technology transfer, and conventional arms transfers. These issues are among the most intellectually demanding and challenging in international affairs, and Richard demonstrated considerable intelligence in his ability to quickly comprehend and analyze foreign policy and arms control problems.

In addition to being bright, Richard is also possessed of good judgment and a pleasant disposition. As a result of these, and other qualities, he is able to meet the challenge of difficult and demanding tasks which require perseverance as well as sensitivity to the feelings and positions of others. As you may be aware, ACDA has been highly politicized in recent years, and Richard's duties often placed him in the heart of delicate intra and interagency discord. He always exhibited a patience and maturity in attempting to do his job in the face of these obstacles.

Other senior ACDA officials and I felt that Richard would have made a valuable addition to ACDA's permanent staff, and I personally expended considerable energy in efforts to have him converted from his time-limited appointment to a more permanent position. Unfortunately, budgetary constraints beyond my control precluded us from accomplishing this goal, and ACDA lost a highly qualified individual.

I believe Richard is a bright, talented and adaptable young man, and I'm confident that he will be an asset to any organization he joins.

Sincerely,

A handwritten signature in cursive script, appearing to read "Norman Terrell", with a horizontal flourish extending to the right.

Norman Terrell
Associate Administrator
for Policy