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HARVARD UNIVERSITY  
JOHN FITZGERALD KENNEDY SCHOOL OF GOVERNMENT  
Office of the Registrar  
Littauer Center  
Cambridge, Massachusetts 02138

Letter of Recommendation to Supplement Application for Admission

Allen Lee Keiswetter

I have known Allen Keiswetter since 1966 when he joined my staff in a foreign A.I.D. program. The staff operated in four decentralized units and Mr. Keiswetter was the Administrative Officer in one of such major units. I had occasion to deal with him and to observe his performance closely. I quickly became aware that Mr. Keiswetter possessed judgment, maturity and balance, as well as native intelligence, which I felt to be truly remarkable in a man of his youth. He has a neat, orderly mind, disciplined habits and immense common sense. As such he was able to manage and support many individuals of varying personal characteristics, most of whom were considerable his senior in years. He is soft spoken, widely read and thoughtful, but is not shy, unduly reserved or lacking in confidence. He works for the Department of State, and I recall telling a colleague that I should be very surprised indeed if he did not one day emerge as an ambassador. He seemed to me to have all of the qualities of intelligence, temperment and character which would make him an admirable choice for such a position in his future career.

From the foregoing, it should be apparent that my opinion of Mr. Keiswetter is very high indeed. A graduate of Dartmouth who did post-graduate work at Johns Hopkins, he will have no difficulty whatsoever in participating in and contributing to advanced research seminars at the John F. Kennedy School of Government. He has already amassed valuable insights regarding the functioning of Government both in Washington and overseas, and as regards many of the

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Government agencies involved in the foreign policy area. I unhesitatingly endorse Mr. Keiswetter's candidacy and feel that the Kennedy School of Government could scarcely make a better choice of an incoming student. I have every confidence that he will acquit himself with the same distinction that I have observed over the last five years.

Ogden Williams

February 16, 1971