



April 22, 2005

The Honorable Richard G. Lugar  
The Honorable Joseph R. Biden, Jr.  
Committee on Foreign Relations  
United States Senate  
Washington, D.C. 20510

Dear Mr. Chairman and Ranking Member Biden:

We were close colleagues of John Bolton during his tenure as senior vice president of the American Enterprise Institute from January 1997 through May 2001.<sup>1</sup> We are writing to tell you and your colleagues that the various allegations that have been raised before your Committee, concerning Mr. Bolton's management style and conduct in other organizations and circumstances, are radically at odds with our experiences in more than four years of intense, frequent, and continuous interaction with him.

Mr. Bolton was a demanding colleague—and was always at least as demanding of himself as of those around him. He was unfailingly courteous and respectful to us regardless of our AEI positions or seniority. Several of us were Mr. Bolton's subordinates, and the idea that he would seek to punish or settle scores with those who disagreed with him seems particularly preposterous to us. At AEI, whenever uncertainties or disagreements arose concerning research or administrative matters, the Bolton style was clear and consistent: he would state his own views openly and directly, expect others to be equally open and direct, and go out of his way to encourage subordinates to be open and direct, all in the service of arriving at the best possible decision. Disagreement was never discouraged and often led him to revise his own views; once a decision was reached, he expected subordinates to follow the decision with the same alacrity with which he followed the decisions of his peers or superiors.

For these and other reasons, John Bolton's management style at AEI became legendary for its crispness, openness, fairness, and efficiency. As we have followed the strange allegations suddenly leveled

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<sup>1</sup> Our positions at AEI during Mr. Bolton's tenure are given below our signatures.

at Mr. Bolton in recent days and reflected among ourselves on our own experiences with him, we have come to realize how much we learned from him, and how deep and lasting were his contributions to improving AEI's management and esprit de corps as well as the substance of our research programs. Contrary to the portrayals of his accusers, he combines a temperate disposition, good spirit, and utter honesty with his well-known attributes of exceptional intelligence and intensity of purpose. This is a very rare combination and, we would think, highly desirable for an American ambassador to the United Nations.

We respectfully request that this letter be shared with the other members of the Committee on Foreign Relations and entered into its records.

Yours truly,



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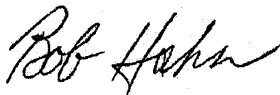
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