



THE SECRETARY OF STATE  
WASHINGTON

September 11, 1987

Dear Professor Bloomfield:

The Department of State has at last, due largely to your inspiration and efforts, developed a successful diplomatic simulation capability. The five major exercises conducted by the Foreign Service Institute during the past sixteen months have provided us with new insights and deeper understanding into problem areas of the world. I want personally to thank you for your help in this effort.

I know that simulations are powerful training and analytical devices which can give us unique perspectives on problems. You have clearly demonstrated this in your pioneering efforts at M.I.T. over the years. I am pleased that this device has now been adapted by FSI to strengthen our own policy planning and training functions. The Department of State is stronger because of your important contribution.

Sincerely yours,

A handwritten signature in dark ink, reading "George P. Shultz".

George P. Shultz

Professor Lincoln P. Bloomfield,  
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31 Wadsworth Street,  
Cambridge, Massachusetts.