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To: "Dr. Baruch Fischhoff - Chair, National Academy Committee on Improving Intelligence" <baruch@cmu.edu>,
From: Lloyd Etheredge <lloyd.etheredge@policyscience.net>

**Subject: 167. Improving R&D Recommendations: Suggestions
from former National Security advisers and others
with academic/social science backgrounds**

Dear Dr. Fischhoff and Colleagues:

A suggestion:

Improving R&D Recommendations

A remarkable number of recent National Security advisers and Secretaries of State have doctorates in the behavioral sciences or advanced degrees (e.g., Secretary Clinton, as a student at Yale Law School, worked with Harold Lasswell and his associates who pioneered the commitment to apply behavioral science to public policy.) You might want to contact those who are not currently serving, 24x7, in office and arrange for an interview/discussion with a group of your members.

The former Heads of the Policy Planning staff at the State Department also would be an interesting source of ideas to improve R&D. Dr. Frank Fukuyama has continued (as Dean of SAIS) to develop research ideas about a changing world. Dr. Richard Solomon (also, former Director of Social Sciences at RAND) now heads the expanded US Institute of Peace operation in Washington (with a new headquarters building opening on the Mall), with commitments to develop and apply ideas that can improve the intelligence of governments.

- Henry Kissinger once said that "everybody should begin (*sic*) by believing in Realism." And he became one of the major practitioners and innovators of relationship-building

theories and practices in his Middle East shuttle diplomacy. There may be important feedback loops, via these discussions, that open new lines of investigation and improve textbooks.

- Dr. George Shultz - also a former Dean and a former Trustee of CASBS - had sensibilities that fostered the end of the Cold War, even beyond what Secretary Kissinger believed was possible.

- Dr. Joseph Nye at Harvard, who pioneered the National Intelligence Council, now heads the US Trilateral Commission and may have leading-edge insights about new forces that are underway from the perspective of this world.

All of them are active, and trying to understand and articulate, with a degree of abstraction and foresight, a changing reality and its processes, now with the added experience of a practitioner.

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