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To: "Dr. Baruch Fischhoff - Chair, National Academy Committee on Improving Intelligence" <baruch@cmu.edu>, "Dr. Anne-Marie Slaughter - Director, Policy Planning Staff via Ms. Marisa S. McAuliffe" <mcauliffems@state.gov>

From: Lloyd Etheredge <lloyd.etheredge@policyscience.net>

Subject: 208. Red Team: Bolder IT Upgrades for US Grand Strategy + Rational Management?

Dear Dr. Fischhoff and Colleagues and Dr. Anne-Marie Slaughter:

May I suggest another Red Team project for the National Academy of Sciences to recommend? It follows from an analysis of the role that IT can (now) play in the causal equations that shape the future.

There has been a continuing dream that, someday, American foreign policy will operate by a Grand Strategy and rational, state-of-the-art management:

- Where do we want to be in 5 years - or 20?

- How do we expect to get there?

- Where are the metrics that tell senior management - quarterly and annually - how America is doing and the internal and/or external problems it needs to address?

-Where are the intelligence and rapid learning systems to monitor the state of the world, evaluate programs and theories, conduct experiments, and recognize new ideas and what Bismarck called the "distant hoof beats of the approaching forces of history"?

Changing the World: Causal Equations and the IT Component of Grand Strategy

The pieces of this Grand Strategy/rational management vision have been coming together for a long time. The National Intelligence Council, for example, was formed to create a fifteen year forecast that could be (rationally) connected to a Grand Strategy. Today, we finally are getting online a new Dashboard system that - while it is not the War Room visual display technology that we would hope to have for a truly purposive and fast-moving system - is going in the right direction. . . . And a Red Team should take the long view, ask what still is missing, what should come next, and - my basic concern in circulating this idea - analyze a universe of bold, creative possibilities, arriving with new and inexpensive global communication/information technologies, that can change the world if the Obama Administration now rethinks its causal equations and the IT component of Grand Strategy.

IT Upgrades = Better Grand Strategy

- For example, it should be easy to contract with Wal-Mart and offer an online (wholesale) cooperative buying service to UDCs (and NGOs) that leverages purchasing power on a global scale and drives down the prices that they are (over-) charged for imports from abroad (e.g., fertilizer and other petroleum-based products, drugs, international communications links, raw materials) by 30% - 40% or more. The service can offer fixed prices that Wal-Mart negotiates for smaller wholesale quantities (e.g., 10 tons of fertilizer or 5,000 cell phones) and online public auction and bidding systems for larger quantities. The service also may help Third World and startup companies, with new products and lower prices, to reach wider markets. Even experienced buyers of the international automobile industry in the US, Europe, and Japan found that their new online auction and buying services drove down wholesale supply prices across the entire industry (and forced increased productivity and better management throughout the supply chain.)

For poorer countries, a global service that helps them to get the most benefit from every dollar can be a system upgrade that allows the US and other advanced countries to contribute to them, even at a time of recession and deficits.

Math & Science: No Child Left Behind and Global Grand Strategy

- Another example is assuring Internet connections and basic linkup technologies and resources for science and math education for all UDC schools. We have provided the basic Internet connections to schools (and libraries) in the US, and it is the right vision for the world. It would be straightforward, also, for scientific societies and USAID and others to assure that teachers are fully supported and that the math and science curriculum materials are available online, free, so that all teachers, schools, and school systems in UDCs have curriculum materials for their students equal to the best in the world. <1> "No Child Left Behind" is the right formula for the world, too. . . . IT does not achieve this goal alone, but it makes a solution possible. We should not be writing-off so much of the current "youth bulge" generation around the world. . .

Red Team Options: Bold IT Packages and Preventing Violence

The global spread of recession, high youth unemployment, and still-unchanneled anger makes the rapid contributions of new communications & IT technology an attractive area for fresh thinking if we want to nurture a better and safer world. It is critical - in Africa and the Islamic world, for example - that we do not write-off the current youth generation. <2>

We know from social science research that, unless a K-12 education system works successfully during these formative years, it is almost impossible to compensate. People need literacy, but they also need brain pathways for abstraction and forethought to envision, start and run a successful business - or for almost anything. [Math and science are good ways to stimulate these pathways.] Our best social science research tells us that the defaults of limited economic growth, high unemployment, and limited education will be greater conflict and violence. And the violence will not only be story-book victories of oppressed masses overthrowing repressive regimes, but a future of group conflict, instability, and *de facto* limited possibilities. A Red Team needs to see the behavioral equations, connect the dots, staff the options, and get them to the President. We are running out of time.

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<1> The science curriculum materials could include - in a world where cell phones are part of the future of UDCs - How to Write an App, so K-12 students around the world can begin to think about IT innovations in their circumstances. Environmental education is a key area where the basic factual data and

<2> At this point, the Grand Strategy for IT and UDCs needs to be American-initiated. I give the Obama Administration high marks for recognizing the merits of a new, G-20 system - i.e., beyond the UN and current IO systems and the informal Davos and expanded Trilateral systems. However, the Obama Administration's implementation of the G-20 design should be moving more quickly - and, itself, with a greater IT component (e.g., # 133, 169, 172, 194 at www.policyscience.net at II. D). Until a full G-20 system is brought to life, the US government and its IT companies have to activate the bold, creative thinking for the system about these issues.

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