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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: 220. Red Team: G-20 Strategy & Needs-Blind Foreign Admissions to APSIA Graduate Programs

Dear Dr. Fischhoff and Colleagues:

The world is moving quickly from the locus of international relationships in inter-governmental relations (conducted via diplomats and the court protocols of absolute monarchs at the time of the Congress of Vienna) to globalization across sectors, to acceleration, and to a new era of building networks and to complex, adaptive, and changing systems. If we accept this behavioral science forecast: How - to take the current G-20 plan as an example - is this G-20 world going to work well, and be able to steer along currents to a better future in 20-30 years?

In the future, the challenge of the DNI system and its G-20 counterparts abroad will not simply be spying and secrets, but the availability of networks that can be well-informed and unbiased about what governments need to know. And by means of which - operating in both directions - everyone's agendas might make contact and move more quickly.

Start Now - and Think Long

A Red Team should consider transferring endowment funds to permit needs-blind admissions packages for foreign students to our APSIA graduate programs. [These schools (www.apsia.org) offer professional training for students entering careers in the many aspects of international relations, including government service.] Students will have the benefit of the greater levels of abstraction and problem-solving orientations offered in US programs; they also will have a more direct, human experience of America and (especially at APSIA schools in the Washington, DC area) of American government.

And they - and American graduate students - can begin to develop a wider range of experiences and networks of contacts.

\$80 Billion/Year and Wise (Slower) Reductions

I suggested, earlier, that we should be thinking about reductions in the \$80 billion/year DNI budget. But the thoughtful way to do this would be in slower motion, with quiet transfers (and the approval of Congress) and shifting endowment funds. One percent of the budget is \$800 million - much higher than anybody in the academic world, or other institutions in the US and/or across the G-20 will have plans to begin to spend. But a good and quick beginning might be to provide \$15 million/year of endowment for needs-blind admission packages for foreign applicants to each of the APSIA professional schools in the Washington, DC area - where, with a commitment to a high quality Washington experience - they can get the most direct human experience of the US government process and of thinktanks, NGOs, etc. (Will \$15 million/school be enough? My memory is that there now are five APSIA schools - Georgetown, GW, Johns Hopkins-SAIS, American, U of MD - and George Mason is an affiliate (?)). And then the plans could build from there to include other interested APSIA schools.

A shared APSIA recruitment effort could advertise needs-blind APSIA-US graduate admissions to the G-20 (& worldwide). Added funds for this recruitment could be useful:

This kind of visionary investment in financial aid also will enrich the educational experience for American students at APSIA schools. American students can be more insular than students from other countries.

Exciting new crossroads graduate programs of APSIA schools abroad, like Georgetown in Qatar, might be especially useful experiments to support with additional financial aid endowment..

LE

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