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To: "Dr. Baruch Fischhoff - Director, National Academy Study on Improving Intelligence" <baruch@cmu.edu>

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

Subject: **Natural Declines in High-Performance Systems. The Rationality of Redundancy & Global Knowledge Management**

Dear Dr. Fischhoff and Colleagues:

I forward two related suggestions for the National Academy's social science Report to the DNI re anticipating institutional decline in data acquisition/analysis performance.

Anticipating Institutional Decline

It is difficult to maintain high performance systems. For the National Academy Report a key challenge is to create and recommend national monitoring systems to observe the decline of the DNI system and its components when they occur. There should be better methods than waiting to be blind-sided by waking up to discover the worst global economic crisis since the Depression is underway.

The National Academy's recommended monitoring systems might not work. [Even the largest U.S. for-profit corporations (e.g., GM) can decline. This occurs even when there is competition that should keep the organization sharp; and when there are abundant quantitative measures of decline across many years.]

Global Knowledge Management. Recommending the Rationality of Redundancy

A complimentary strategy is to consider what the DNI does to be global knowledge management concerning many important questions and areas of knowledge. Thus, it may be useful to recommend the rationality of redundancy - i.e., building stronger, independent government, non-profit, and for-profit data and analysis capacities in several allied nations (e.g., UK, Israel, France, Japan, Saudi Arabia, etc.)

We are living in a world where many of these Open Source resources can equal or exceed what spy agencies can learn on their own: The daily New York Times may be the best [and most cost-effective] intelligence

service in the world. Private companies - Exxon, for example - may understand Arab politics better than most governments. During the Cold War, many CIA spies had "day job" employment as foreign journalists, National Geographic photographers and writers, etc. And having, de facto, a high percentage of the N=200,000 spies and analysts actually living abroad might increase the range of evidence-based disagreement.

- De facto subsidies [perhaps in many key countries] to print journalism also are worth considering. The decline of the print media (and the number of correspondents of US news media stationed abroad) is alarming [Tom Fenton, Bad News (2005); Alex Jones, Losing the News (2009)]. After Tom Friedman and Paul Krugman, America is remarkably weak on thoughtful journalists and analysts. And I doubt that the N=200,000 intelligence community has achieved (via careers in government bureaucracies) many observers and analysts at their level.

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