## Subject: Building on DNI's Global 2025: New Data, Analysis, and Recapitalization Priorities

Dr. Fischhoff and Colleagues:

[I have sent a range of messages and ideas across the past several weeks. I have put reference copies online at www.policyscience.net (toward the bottom, at II. D.) and provided copies to Ms. Chauvin on your Washington staff.]

### Next Steps: Building on Global 2025

An attractive dimension of your Report might be specific recommendations to improve on the data systems, models, and analysis techniques currently used by US intelligence for its own [i.e., America's] forecasting/early warning systems.

Reviewing these baseline investments that US intelligence has made also could be an attractive opportunity for participation by social scientists (and students) in the US and worldwide. And the DNI might be willing to participate, and take a serious look at providing followup financial support, since the highest interest of the intelligence community is to understand the forces that really are shaping the world.

### Identifying Promising Lines of Work. Centers for Intelligence & Forecasting?

Might you identify promising lines of work? If they are sufficient, it could justify asking NSF to create 5-10 Centers for Intelligence and Forecasting, based on competitive, multi-year, renewable grants. The Centers could specialize in different areas - e.g., international public health, economic forecasting in a globalizing economy, human rights, developing new content analysis capabilities, computer modeling of complex human/physical eco-systems, cultural dynamics and change, visual analytics, etc. The Centers would be grounded in the social and behavioral sciences and one of their responsibilities would be to map the causal pathways and innovations

that are shaping, or could shape<2>, the future. Within this framework, you could help to recapitalize academic social science. And a problem-solving orientation can - just as engineering challenges have helped, historically, to advance the physical sciences - give traction and focus to basic R&D.

Additional Centers might be established internationally - e.g., Turkey, Dubai, China, Brazil, etc., with the strategic idea that increasing the professional forecasting capabilities (and shared cognitive maps) of the intelligence services and agenda-setting institutions in all countries is a fundamentally wise investment that can strengthen both the models and international cooperation. In some areas - e.g., international economic/financial forecasting or international public health - the agenda for international cooperation requires governments to develop new online data systems and new economic measures (or, for fast discovery studies of environmental health, inter-operable coding systems for Electronic Health Records). In other areas (e.g., rapid growth of computer-assisted content analysis) regional Centers will give access to needed expertise.

## Global 2025 is Online.
The Director of National Intelligence has placed four long-term forecasting reports online, the most current being Global Trends 2025. So it will be straightforward for your Study to alert social scientists and invite consultations about how to build upon this work.<1>

I am not an expert on forecasting models, but I can suggest some people who might have good ideas about how to build on the catalyst of Global Trends 2025. Bill Ascher (now at Claremont-McKenna) wrote an early tour d'horizon of forecasting methods across several areas (e.g., energy, economics). Walter Truett Anderson (now retired, who helped to build the Program on Bioscience and Society at the U of CA, Irvine) has been a sophisticated forecaster in many areas, including changes in culture, individual psychology and political change, and has international knowledge of the world of science-based futurology. About twenty years ago the late Karl Deutsch, Stuart Bremer, and a group of smart graduate students developed the GLOBUS simulation model in a collaboration with the German government and the Carter Center: Peter Brecke at the Georgia Institute of Technology and Brian Pollins at Ohio State are two alumni who might have an interesting perspective on what the DNI has done, from having tried to do the same work, and build separate modules, with mathematical rigor. Garry Brewer at Yale chaired a National Academy study, Decision Making for the

Environment: Social and Behavioral Science Research Priorities (2005). He might have a rigorous and useful assessment of what needs to be done, and what new DNI investments could accomplish, for national decision makers, across the next fifteen years. He also did early work on computer simulations,revolutionary violence, and political development.

with my best wishes,
Lloyd Etheredge

<1> There is an interesting historical collection, Tracking the Dragon: National Intelligence Estimates on China During the Era of Mao, 1948-1976 (http://www.dni.gov/nic/NIC_home.html). There also is the 2009 unclassified version of the National Intelligence Strategy (http://www.dni.gov/reports.htm).

<2> The analysis of what's missing is a new dimension, beyond Global 2025. I will provide a separate discussion of what I have in mind. For example, becoming smarter and wiser is a dimension that is not explicitly included in Global 2025, but - e.g., Breslauer & Tetlock - there are causal pathways and options that might (usefully) bring this added capability online in many countries.

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