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To: "Dr. Baruch Fischhoff - Chair, National Academy of Sciences Study on Social & Behavioral Science and Improving Intelligence for National Security" <baruch@cmu.edu>

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

Subject: Grand Strategy: Human Rights. Data, analysis, maximum velocity

Dear Dr. Fischhoff and Colleagues:

Traditionally, the Department of State often has viewed its role in American foreign policy as the crafting of verbal statements - i.e., "The American government supports the Universal Declaration of Human Rights." And securing international agreements to nuanced and crafted verbal formulations. Thus, even the DNI's Global 2025 report [which includes the input of the State Department and its Bureau of Intelligence and Research as part of the new DNI system] is elusive about America's causal model to forecast the actual rate of human rights progress, in different areas, across the next fifteen years.

You might want to recommend, to the DNI, that the Obama Administration invest in the social and behavioral sciences and think about intelligence for American foreign policy in the 21st century as the development of well-informed management plans - linked to clear goals, dates-certain, measurement, forecasting, models of complex and adaptive systems, program evaluations, and rapid (social science based) learning.

Secretary of State Clinton, who studied the application of social/behavioral sciences to national policy as a law student, might welcome this support for her goals.

For example, in the area of human rights, discrimination is ubiquitous and rigorous causal models and rapid learning could be a great benefit.

A vigorous, rigorous R&D investment by the Obama Administration for maximum velocity to secure the rights envisioned in the Universal Declaration of Human Rights would be a good initial project.

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