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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: Copenhagen Lessons; Finding Jason Bourne; Visiting Admiral Blair's Command Centers

Dear Dr. Fischhoff and Colleagues:

The National Academy of Sciences has been asked to make recommendations concerning databases, analysis and visual display methods, communications to decision makers, and other social/behavioral science issues involved in the performance of our \$75 billion/year, N = 200,000 national intelligence system.

I suggest that you visit Admiral Blair's Command Centers to see America's current systems in operation and at first-hand. For example, concerning the recent Copenhagen efforts.

Copenhagen Lessons: The Climate Change Political War-Room

A good beginning would be the Copenhagen/post-Copenhagen War Room for monitoring, developing, and implementing global political strategy. The Obama Administration has said that we are fighting for the survival of the planet. Thus, it would be logical to assume that Admiral Blair's Command Center for this purpose will be the best that we have. Thus, also, a good basis for National Academy recommendations.

You would expect to see every nation, with their public and (estimated by the intelligence community) actual/fallback positions for each issue. You would expect - for each nation whose vote the American government wanted on each issue - a full display of influential people and lobbying pathways; estimated lead times, and budgets to activate the pathways; designations of accountable managers for each country; DNI-level accountable managers in Washington for coordinating public diplomacy and strategic planning across government agencies, including the strategies for personal high-level lobbying. [Historically, some of the major breakthroughs in organizing international cooperation have required personal time and focused, high-level, personal visits to each nation. Maurice Strong traveled the

globe, personally, for several years to build the original environmental coalitions; Secretary of State Baker also devoted extraordinary personal time, and many airline miles, to visit foreign leaders and personally build the coalition for the Kuwait War.]

Copenhagen: Learning Quickly

A capable post-mortem evaluation re global power and influence is urgent: a.) The best assessment is that (to use a diplomatic language for significant failures) Copenhagen is an initial step - i.e., the Obama team must begin urgent plans (on behalf of all of us) for return engagements to effect the progress that we need; b.) The US government needs to learn to do better; c.) Admiral Blair and the DNI system - which was created to be the rational strategic overmind for the US system - probably *can* do better.

[I will refrain from suggesting specific hypotheses to your Committee. However, a good touchstone statistic is that there are more members of military bands in the Department of Defense than there are Ambassadors + Foreign Service Officers.]

Find Jason Bourne

I hope that you will envision and recommend what is possible, post-Copenhagen, re discovering/using the new realities and opportunities for power and control in the international system.

We know Hollywood's imagination about the new data, analysis, and visual display systems at Command Centers that Admiral Blair and the CIA now have available to find Jason Bourne. [The US government actually did build, beginning in the 1960s, impressive capabilities for data integration, visual displays, analysis, and fast responses - e.g., the NORAD Command Center, NASA's Mission Control Center].

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