



An Introduction to the RAND Corporation

What Is RAND?

- **An independent, nonprofit research institution**
- **A unique collection of men and women focused on the critical issues of our time**
- **A center for education and training in policy analysis**
- **Not a university and not a management consultant—but with the capabilities of both**

We Are Guided by Our . . .

- **Charter**

To further and promote scientific, educational, and charitable purposes, all for . . . public welfare and security . . .

- **Mission**

To help improve policy and decisionmaking through research and analysis

- **Core values**

Quality and objectivity

- **Vision**

To be the world's most trusted source for policy ideas and analysis

The Governing Body for RAND Is the Board of Trustees

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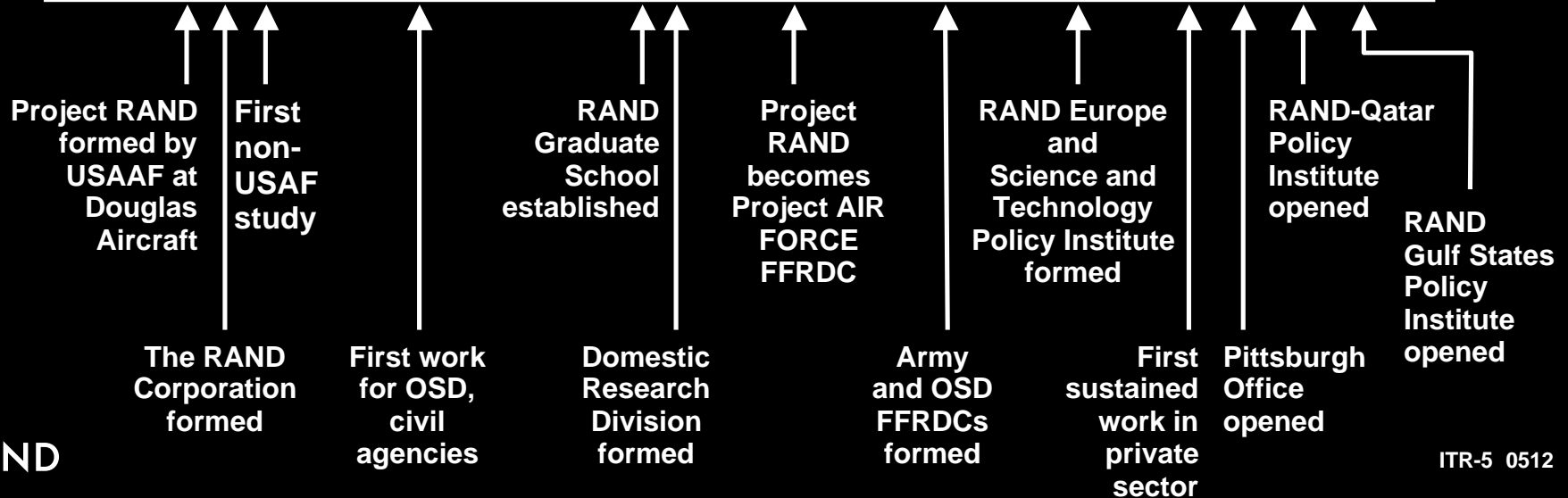
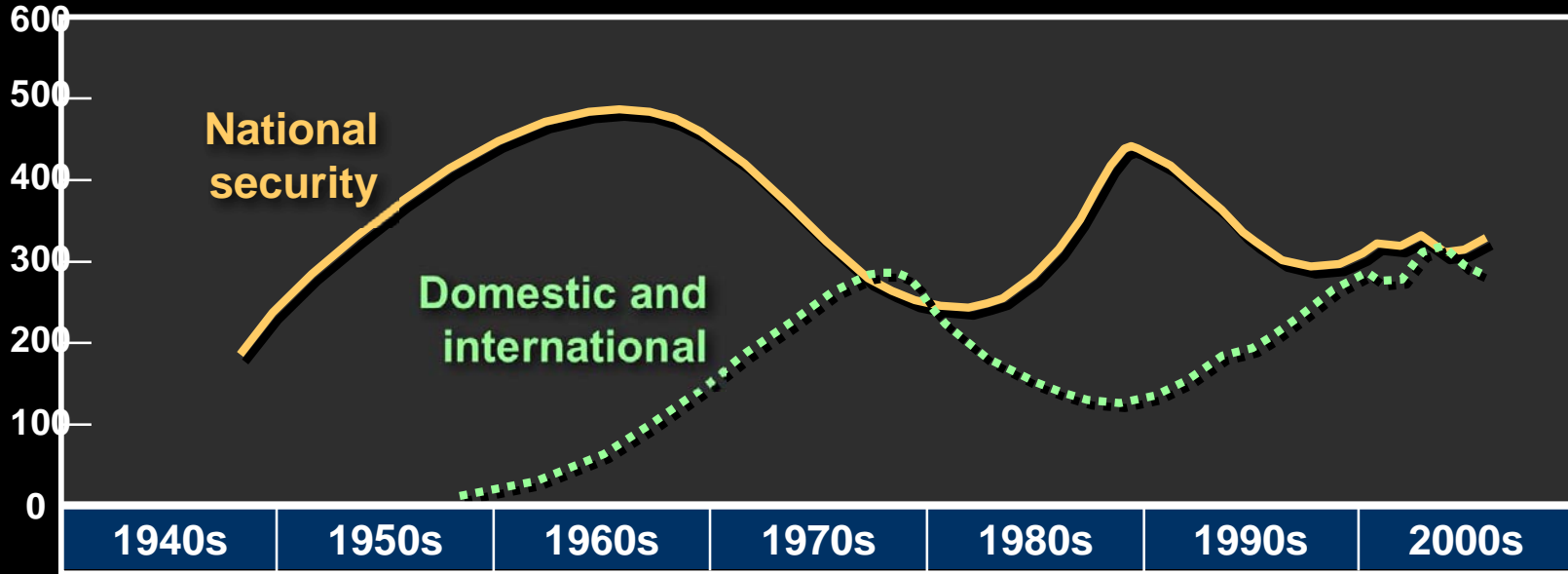
Donald Tang

Harold Brown
(Emeritus)

Frank C. Carlucci
(Emeritus)

RAND Has Evolved to Meet New Needs for Research and Analysis

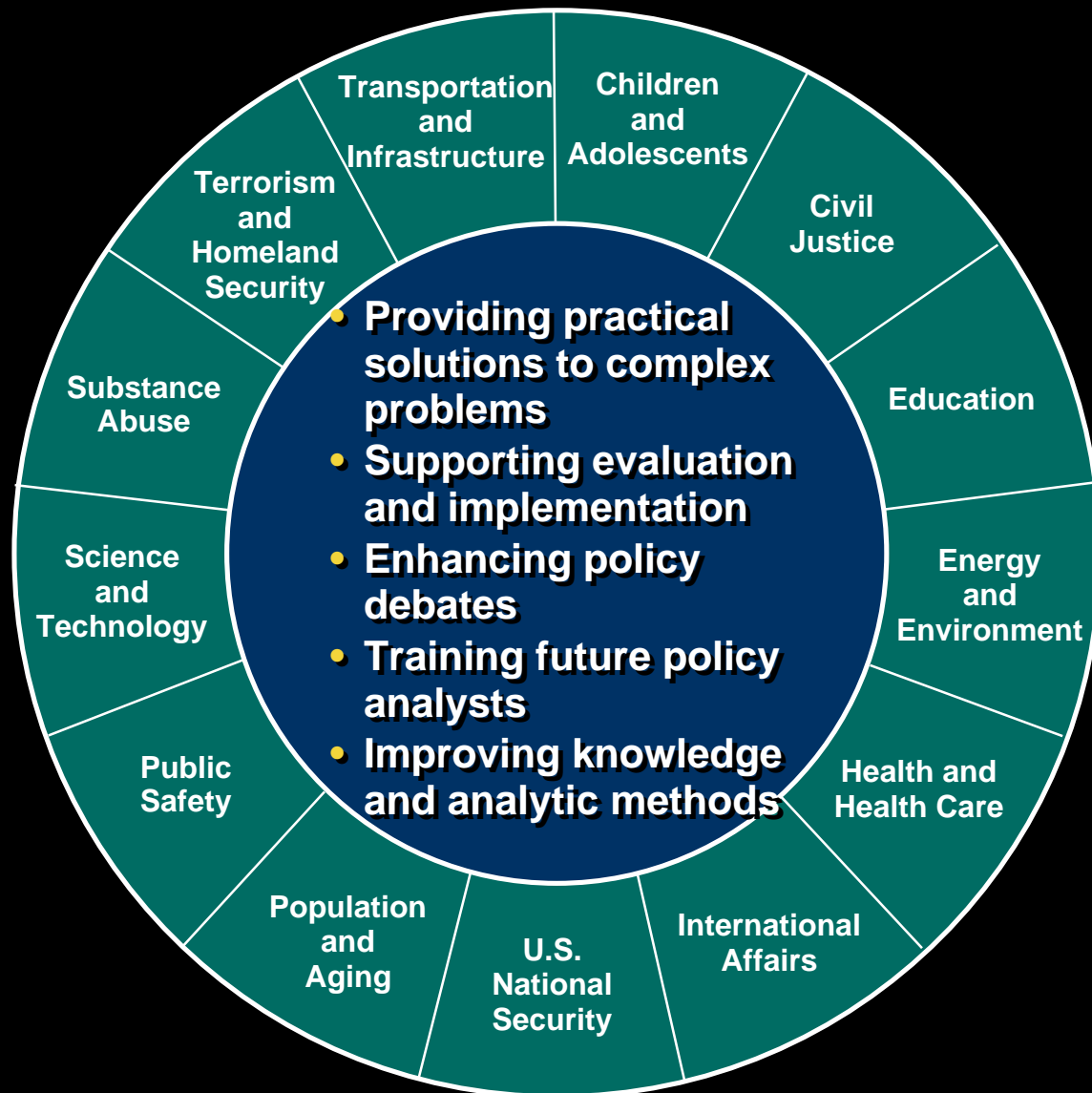
Research
person years



RAND's Presence Is Increasingly Global

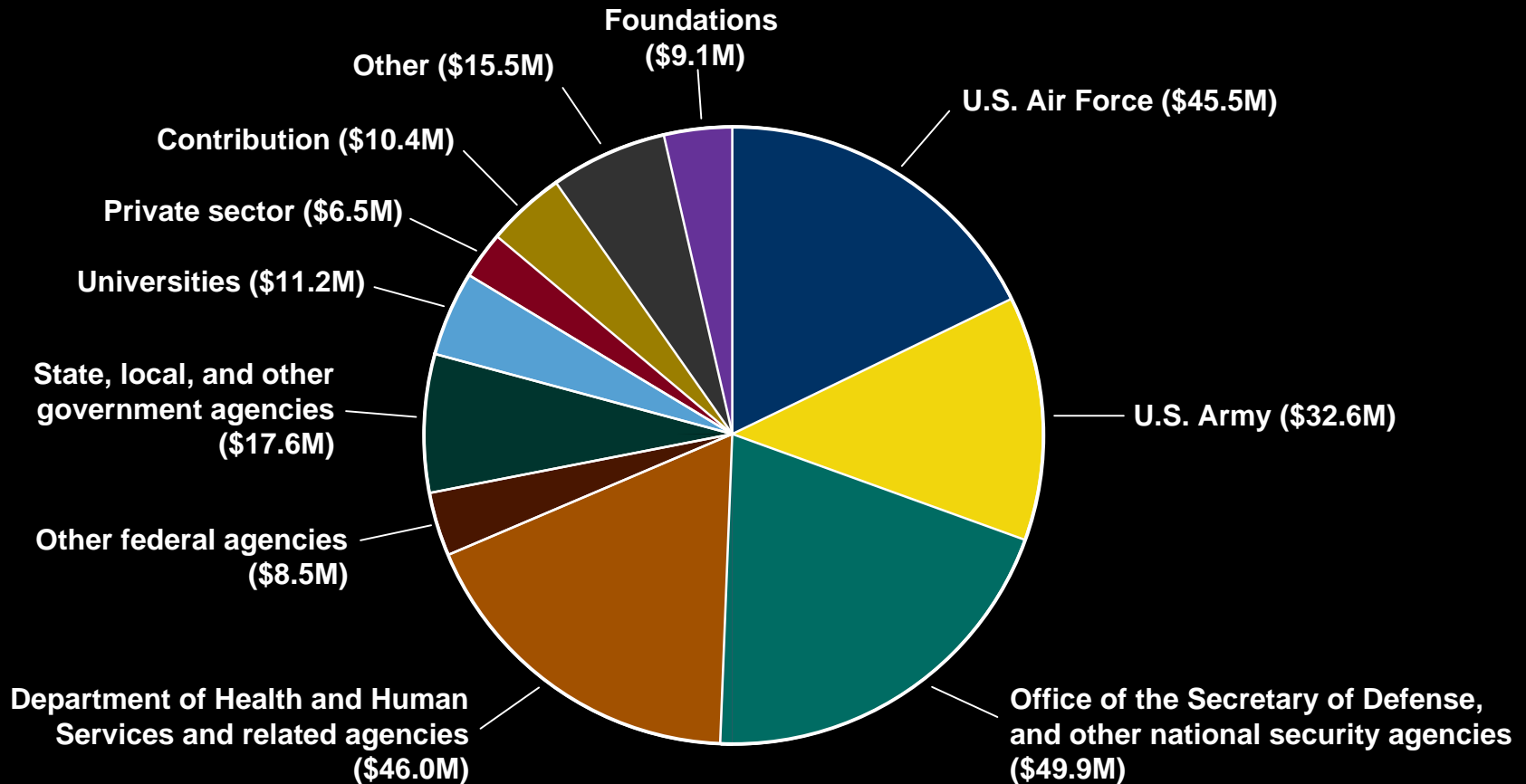


Principal Research Areas



Clients for RAND Research Span the Public and Private Sectors

FY11 Research Activity • \$252.87 million*



Our Research Is Typically Characterized by . . .

Issues that involve:

- **Competing objectives and perspectives**
- **Intersection of public/private interests**
- **"Messy" data, major uncertainties**
- **Implications for the future**

An analytic approach that is:

- **Integrative, collaborative, and multidisciplinary**
- **Empirical, with technical depth and methodological rigor**
- **Innovative, but informed by past findings**
- **Buttressed by demanding standards of quality and objectivity**

***RAND strives to build long-term
relationships with its clients***

Recent RAND Research Addresses Many Critical Societal Issues



Toward a Culture of Consequences

Performance-Based Accountability Systems for Public Services

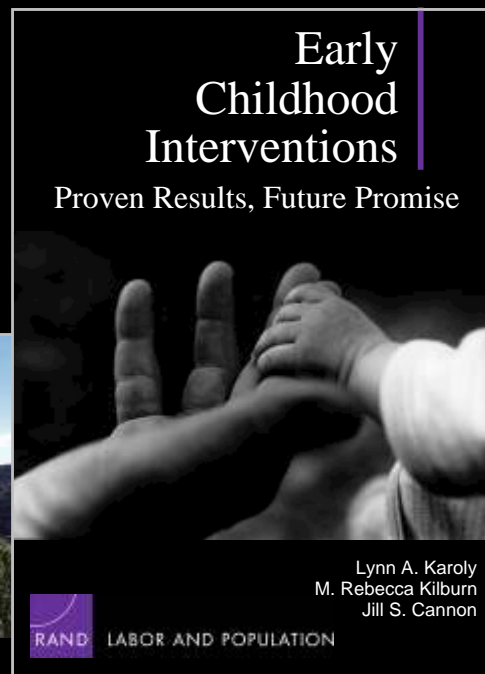
Brian M. Stecher, Frank Camm, Cheryl L. Damberg, Laura S. Hamilton, Kathleen J. Mullen, Christopher Nelson, Paul Sorensen, Martin Wachs, Allison Yoh, Gail L. Zellman



Oil Shale Development in the United States

Prospects and Policy Issues

James T. Bartis, Tom LaTourrette, Lloyd Dixon, D.J. Peterson, Gary Cecchine



Early Childhood Interventions

Proven Results, Future Promise

Lynn A. Karoly
M. Rebecca Kilburn
Jill S. Cannon



Invisible Wounds of War

Psychological and Cognitive Injuries, Their Consequences, and Services to Assist Recovery

TERRI TANELIAN AND LISA H. JAYCOX, EDITORS



Center for Military Health Policy Research

A JOINT PARTNER OF RAND HEALTH AND THE RAND NATIONAL SECURITY RESEARCH DIVISION

Recent RAND Research Addresses Many Critical Societal Issues



Standards-Based Accountability Under No Child Left Behind

Experiences of Teachers and Administrators in Three States

Laura S. Hamilton, Brian M. Stecher, Julie A. Marsh, Jennifer Sloan McCombs, Abby Robyn, Jennifer Lin Russell, Scott Nafel, Heather Barney



Policy Brief



Analysis of the Affordable Health Care for America Act (H.R. 3962)

THIS POLICY BRIEF PROVIDES AN OVERVIEW OF THE POLICY ISSUES AND RESEARCH DESIGN OF THIS POLICY BRIEF. FOR MORE INFORMATION, VISIT WWW.RAND.ORG.

On November 7, 2009, the U.S. House of Representatives passed the Affordable Health Care for America Act (H.R. 3962). As a vote of 218 to 215, the bill seeks to provide affordable, quality health care for all Americans. RAND undertook an analysis of the provisions of this bill related to expanding coverage for people who currently do not have health insurance. Using the COMPARF microsimulation model, RAND estimated the potential effects of H.R. 3962 on changes in the number of uninsured, the costs to the federal government and the states, revenues from penalty payments, and consumers' health care spending. In addition, we estimated the effects associated with different scenarios for expanding coverage. Those scenarios provide insights into how the various provisions of the bill fit, the individual member, the employer market, and the Medicaid expansion contribute to the estimated changes in coverage and spending. Moreover, these analyses illustrate how sensitive the estimates are to key design choices (e.g., the size of the penalty associated with an individual enrolling or enrolling, assumptions regarding administrative costs for insurance offered through the Health Insurance Exchange).

Summary of Major Findings

- The bill would reduce the number of uninsured to 24 million by 2018, a 50% decrease relative to the projected trend in the status quo.
- Those without insurance in 2009 will be younger, healthier, and wealthier than we would expect in the absence of the policy changes.
- Compared with the projected status quo trend, by 2018, about 12 million more people would be enrolled in employer-sponsored

insurance. 10 million more enrolled in Medicaid, and 8 million more enrolled in non-group insurance (including the Exchange).

- Among those who purchase insurance through the Exchange in 2018, the vast majority (95%) would choose the Bronze plan, with the remaining five split between the Enhanced (5%) and Platinum (2%) plans.

Spending

- The estimated \$753 billion cumulative increase in personal health spending between 2010 and 2018 represents an increase of 3.3% over the status quo projection.
- Between 2010 and 2018, cumulative federal spending on subsidies for those who buy insurance through the Exchange would be \$445 billion. Approximately 55% of the 25 million people purchasing insurance through the Exchange in 2018 would receive a federal subsidy.
- Medical spending is projected to increase by \$593 billion between 2010 and 2018, a 21% increase over the projected trend in the status quo.
- Penalty payments for those not complying with the mandate would total \$75 billion from individuals and \$180 billion from employers between 2015 and 2018.
- We project that, in 2018, average insurance premiums in the large group (employed) market will be at least 2% lower than projected in the status quo.
- We project some increase in insurance premiums for the most common nongroup policies. The increase is higher in the first few years after the reform (8%) and becomes negligible by 2018, with an average increase over the whole period of about 4%. When the market stabilizes (2016–2018), the premium will be about 3% higher than would

This product is part of the RAND Corporation research brief series. RAND research briefs present policy-oriented research on a wide range of public-policy issues.

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Low fertility in Europe

Is there still reason to worry?



Jin Hoorens, Jack Clift, Laura Staetsky, Barbara Janta, Stephanie Diepeveen, Molly Morgan Jones, Jonathan Grant



RAND Is Also Addressing a Wide Range of National Security Issues

THE IRAQ EFFECT

The Middle East After the Iraq War

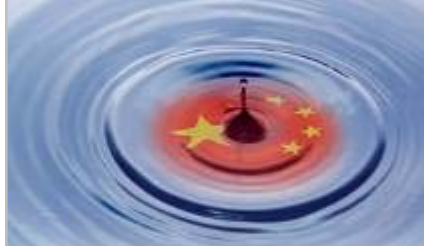


**Frederic Wehrey • Dalia Dassa Kaye
Jessica Watkins • Jeffrey Martini
Robert A. Guffey**

RAND PROJECT AIR FORCE

PACIFIC CURRENTS

THE RESPONSES OF U.S. ALLIES AND SECURITY PARTNERS IN EAST ASIA TO CHINA'S RISE



**EVAN S. MEDEIROS
KEITH CRANE | ERIC HEGINBOTHAM
NORMAN D. LEVIN | JULIA F. LOWELL
ANGEL RABASA | SOMI SEONG**

RAND PROJECT AIR FORCE



Cash Incentives and Military Enlistment, Attrition, and Reenlistment

Beth J. Asch, Paul Heaton, James Hostek, Francisco Martorell, Curtis Simon, John T. Warner

RAND NATIONAL DEFENSE RESEARCH INSTITUTE



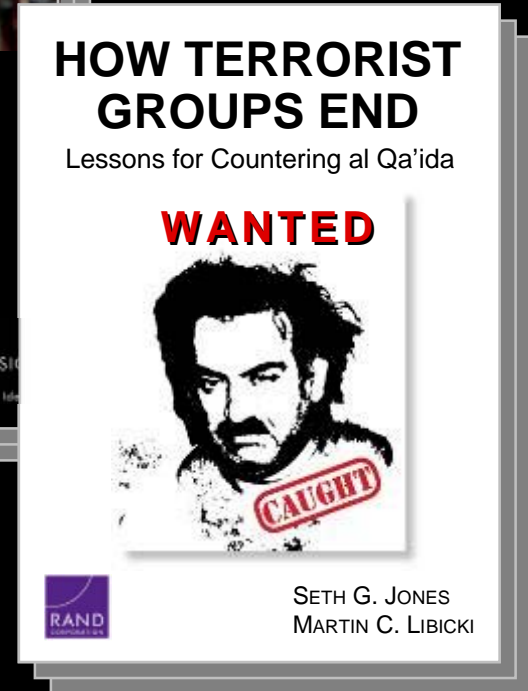
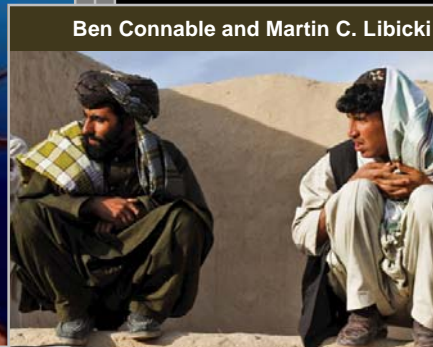
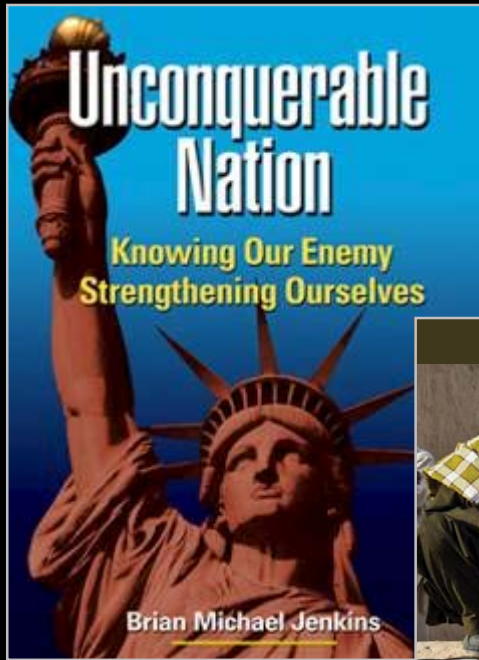
THE BEGINNER'S GUIDE TO NATION-BUILDING



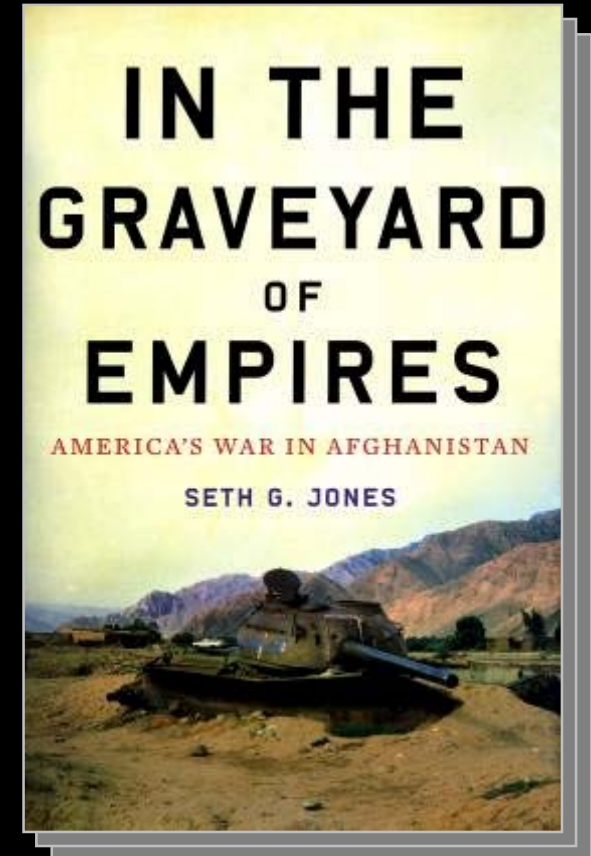
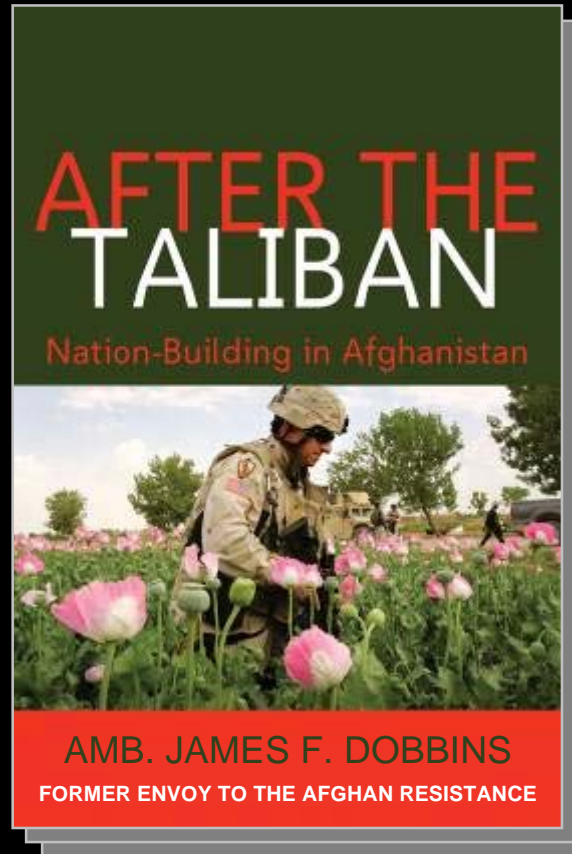
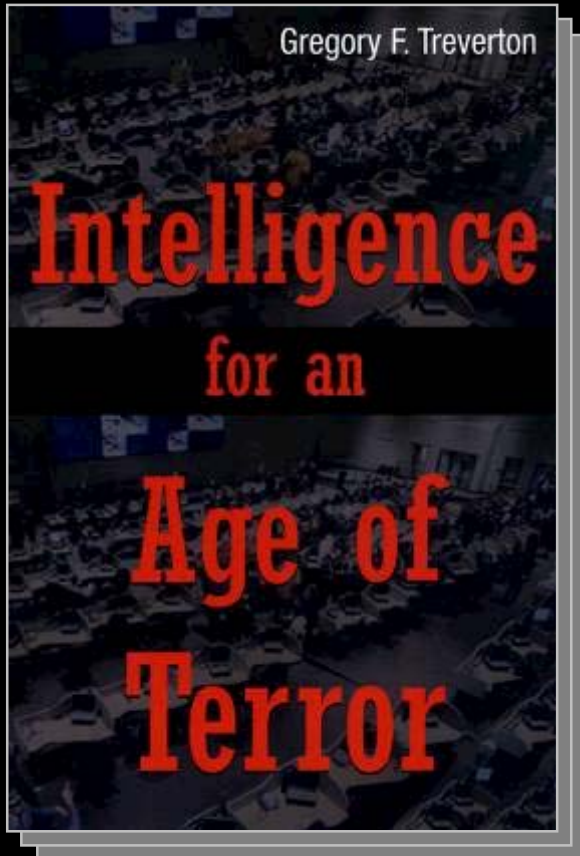
**JAMES DOBBINS, SETH G. JONES,
KEITH CRANE, BETH COLE DEGRASSE**

RAND NATIONAL SECURITY RESEARCH DIVISION

Homeland Security and Countering Terrorism Are Key Topics for RAND Research



RAND Research Published as Commercial Books Includes Nearly 280 Titles



RAND's Research in the Private Sector Is Also Quite Broad

- **Health care plan performance in major industrial settings and urban areas**
- **Access, quality, outcomes, and costs in health care**
- **Global risk assessment**
- **Energy and the environment**
- **Workforce planning**
- **Supply chain and logistics management**
- **Electronic information management and security**
- **Strategic planning in highly uncertain environments**

Donors and Clients Support RAND-Funded Research on Pressing Issues

Reauthorizing
No Child Left Behind
Facts and Recommendations


Brian M. Stecher, Georges Vernez

 INVESTMENT IN PEOPLE AND IDEAS
A study by RAND Education

Natural Gas and
Israel's Energy Future

Near-Term Decisions from
A Strategic Perspective

Steven W. Popper, Claude Berrebi,
James Griffin, Thomas Light, Endy Y. Min,
Keith Crane

 Environment, Energy, and Economic Development
A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT PROGRAM



The Role of Faith-Based
Organizations in HIV
Prevention and Care
In Central America

Kathryn Pitkin Derose, David E. Kanouse,
David P. Kennedy, Kavita Patel, Alice Taylor,
Kristin J. Leuschner, Homero Martinez

 INVESTMENT IN PEOPLE AND IDEAS
A study by RAND Health



**Building a Successful
Palestinian State**

The RAND Palestinian State
Study Team

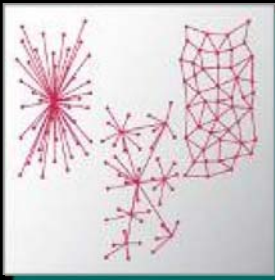


**RAND invests income from operations, philanthropic support,
and earnings from our endowment on research that reaches
beyond the scope of traditional client sponsorship**

Our Research Has Yielded Enduring Contributions to Knowledge



- **Game theory**
- **Linear and dynamic programming**
- **Measures of health status and quality**
- **Exploratory modeling**



- **Digital computing**
- **Time-shared computing (seed of e-mail)**
- **Packet switching (seed of Internet)**



- **Practical use of reconnaissance satellites**
- **"Slippery water"**
- **Aerial refueling**

RAND Also Uses Many Face-to-Face Mechanisms for Sharing Its Work



- **Conferences**
- **Informal research presentations and discussions**
- **Briefings and testimony for legislative bodies**
- **Visitors program**



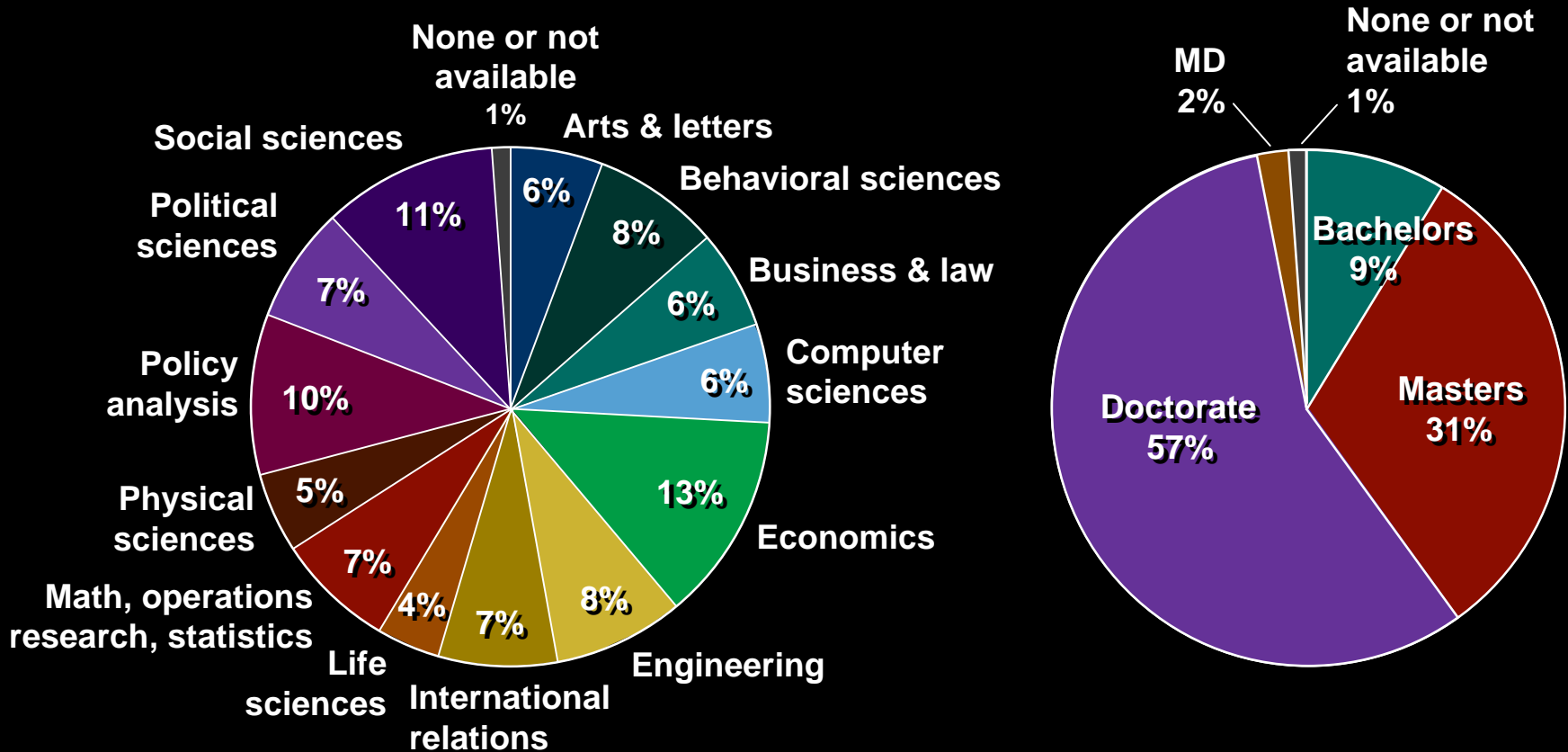
RAND Publications and Other Information May Be Found at <http://www.rand.org>

The screenshot shows the RAND Corporation website homepage. At the top, the RAND logo is on the left, followed by the tagline "OBJECTIVE ANALYSIS. EFFECTIVE SOLUTIONS." and navigation links for "Welcome", "Register", "Login", and "Cart". A search bar is located on the right. Below the navigation bar is a horizontal menu with categories: "About RAND", "Research Areas", "Reports & Bookstore", "RAND Divisions", "Graduate School", and "News & Events". A banner below the menu reads: "The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis." with the date "November 01, 2011".

The main content area is divided into several sections:

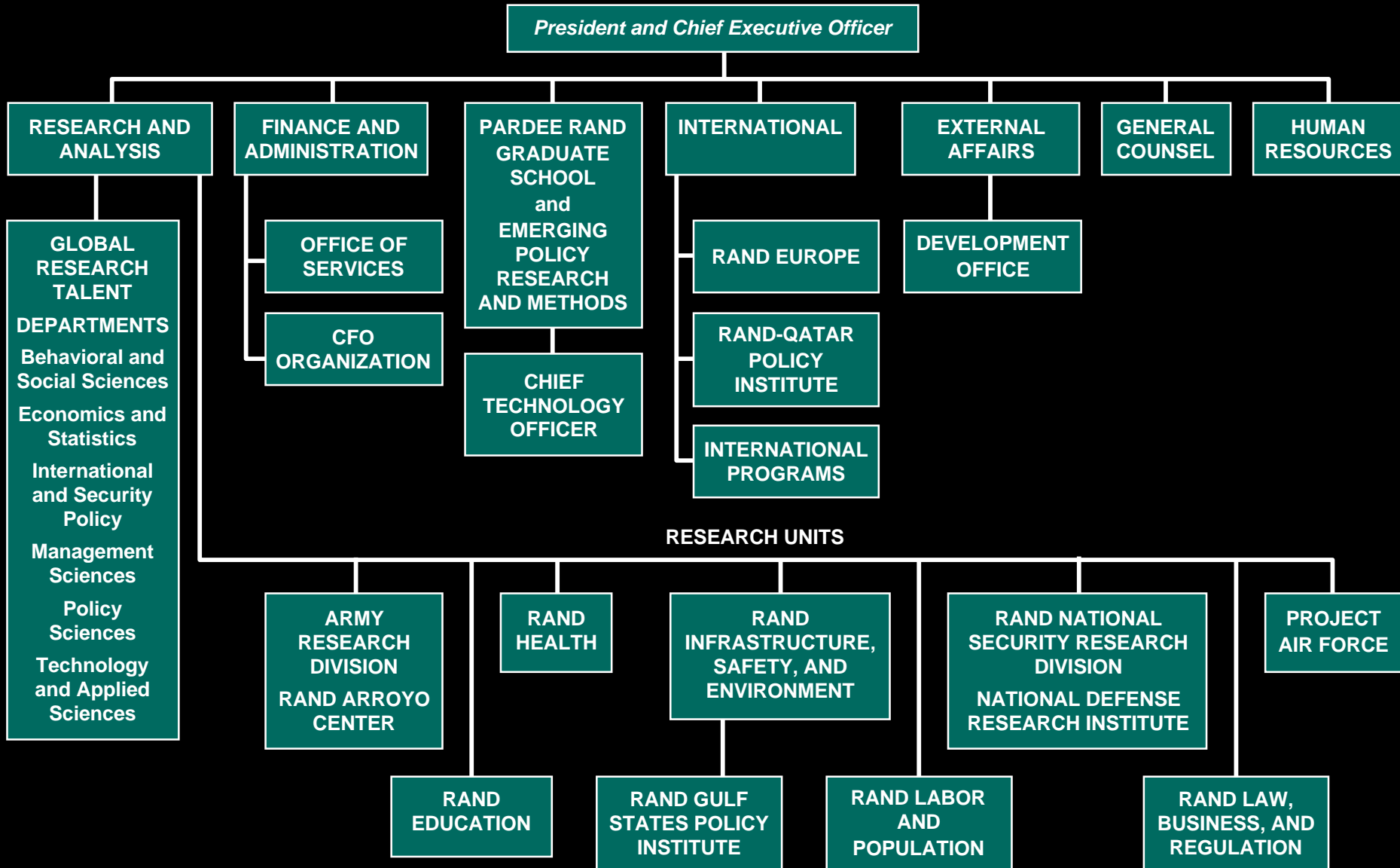
- Left Sidebar:** A vertical list of links: "For Donors", "For Congress", "For News Media", "For Job Seekers", and "For Clients".
- Featured at RAND:** A section with a purple header. It features a photo of people in a flooded area and a text box titled "Improving the United States' Capability to Recover from Disasters". The text describes RAND studies on disaster recovery reforms and provides a "Read More" link.
- My RAND:** A user account section with a purple header. It includes "Saved Items" and "Recommended" tabs. It prompts the user to "Log In" to see saved items and offers options to "Create a My RAND Profile" or "Why Register?". A "View My Profile" link is at the bottom.
- Latest Research:** A section with a purple header containing three items:
 - "Characterizing the U.S. industrial base for coal-powered electricity" with a "Full Document" link.
 - "The challenge of violent drug-trafficking organizations in Mexico" with a "Full Document" link.
 - "Beneficial collaboration between Army installations and energy utility companies" with "Full Document" and "Research Brief" links.
- In the News:** A section with a purple header containing three items:
 - "Where Keynes went wrong: What if government spending depresses instead of stimulates?" with a "Commentary" link.
 - "Death of Gadhafi opens new phase in Libya's struggle for independence" with a "Commentary" link.
 - "Success of Afghan national army and police will hinge on their ability to reach out to local communities" with a "Commentary" link.
- RAND News and Events:** A section with a purple header containing three items:
 - "David Groves discusses an innovative approach to California's water challenges" with a "Listen to the Audio" link.
 - "James P. Smith elected to Institute of Medicine for outstanding professional achievement, service" with a "Read More" link.
 - "David M. Lawrence, M.D., on designing public policies that will help innovation in health care" with a "View the Video" link.

RAND's Key Resource Is Its 792 Member Professional Staff



Supplemented by ~400 *adjunct* staff

Organization of RAND



Research Teams Are Supported by Specialized Resources



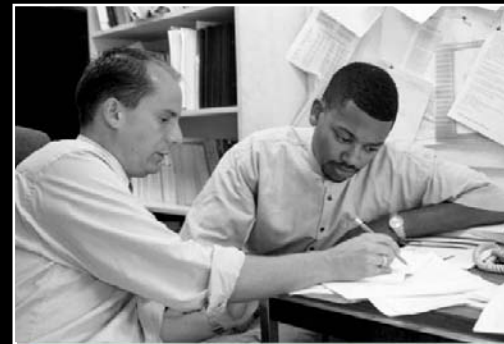
RAND's Training Programs Are Integral to Our Research

- Pardee RAND Graduate School

- Military Fellows



- Graduate student summer associates program
- Pre-and post-doctoral programs
- Professional development programs for minority scholars



The Pardee RAND Graduate School Is a World Leader in Training for Policy Analysis

- Produces the largest number of PhDs in policy analysis
- Curriculum combines cutting-edge courses with on-the-job training at RAND
- PRGS has 99 current fellows, 281 alumni



A Look to the Future

- **Sustained commitment to global security concerns**
- **Continued evolution of globally oriented research, new partnering relationships**
- **Expansion of work with the private sector**
- **Robust policy analysis training programs**
- **Additional operating locations**

End Note: On RAND's Contribution

"A prerequisite for formulating sound policy is understanding clearly which courses of action are possible and what can be gained or lost as you follow each of them. RAND is singularly able to lay out the options and insure that policy makers are not blind-sided. For this reason alone, RAND is a precious national resource."

Gerald Ford

Former President of the United States

"We Americans like to believe that for every problem we can find a solution if we put our minds to it. But the truth is that few policy problems have single right answers. To avoid serious mistakes, policymakers need meticulous, objective analyses of alternatives to decide what is possible, even if not what is perfect. No one does that task better than RAND. Analyses of the kind RAND pioneered are essential to constructive debate about the choices that have to be made to resolve difficult issues."

Shirley M. Hufstedler

Former U.S. Secretary of Education, Former U.S. Circuit Judge

"It's not enough for America to want to do right by all of its people. As we strive to improve our health care and education systems and to narrow the wage gap that separates the rich and poor, we have to be realistic and practical. RAND's people come up with real answers to very hard problems. They honed their skills on questions of national security and then applied them to complex domestic issues."

Jimmy Carter

Former President of the United States

"More than any other institution, RAND influenced the outcome of the Cold War. Looking toward the coming century's challenges, RAND's brilliance and independence will be more crucial than ever."

Vaclav Havel

Former President of the Czech Republic

