

2005

Year in Review

by Jim Thomson, CEO and President of RAND



Geopolitics

Army Intelligence Policy

Health Care Quality

Energy



Jim Thomson

For nearly 60 years, the RAND Corporation has been dedicated to a straightforward mission—helping improve policy and decisionmaking through research and analysis. Our mission’s emphasis on positive change means that the scholarly objectives of expanding knowledge, illuminating issues, and developing new ideas are important means—rather than ends. RAND’s mission commits the institution to reaching farther. We must constantly strive to make a difference.

To help us gauge how well we are carrying out our mission, Michael Rich and I ask three sets of questions about our research agenda and output, our dissemination, and, most important, the effects of RAND research and dissemination. The questions:

1. Are we addressing issues at or near the top of the national and international policy agenda? Are we helping to shape the agenda? In doing that, do our products and services meet the high standards of quality and objectivity that are RAND’s core values?
2. Is our research and analysis reaching key decisionmakers and the broader public, thereby improving the quality of the policy debate?
3. Have our products and services contributed to significant changes in policy and practice?

For nearly a decade, we’ve taken a year-end look at these questions and shared our assessment with members of the RAND family. As you will see from the illustrations that follow, everyone associated with RAND can take pride in the institution’s accomplishments during 2005. Yet, we can always do better in all dimensions, so we should use this review to rededicate ourselves to the idea that research and analysis of the highest quality, directed at the world’s most pressing problems and carried out with careful objectivity, can help make a difference in how those problems are addressed.

1. Are we addressing issues at or near the top of the national and international policy agenda? Are we helping to shape the agenda? In doing that, do our products and services meet the high standards of quality and objectivity that are RAND's core values?

RAND's overall research agenda defies any short and simple summary. Our three federally funded research and development centers for the Department of Defense address the most important issues faced by the leaders of the Pentagon in the areas of geopolitics; strategy and doctrine; force development and employment; intelligence policy; technology applications; defense personnel management; program planning, budgeting, and execution; logistics and other support functions; and military health care. Our domestic, international, and private-sector programs and initiatives in such areas as health care quality, access, security, and economics; education; criminal justice; labor and population; civil justice; governance; organizational effectiveness; homeland security; aging; drug abuse prevention and treatment; child policy; energy; environment; infrastructure; aviation; and surface transportation give RAND unsurpassed breadth in terms of policy coverage. Our research presence in Europe and the Middle East and our reach into Asia mean that RAND's coverage of important policy issues is increasingly international.

In 2005, RAND's national security divisions zeroed in on the operational challenges faced by our clients in the Department of Defense in Iraq and Afghanistan, as well as on the Secretary of Defense's major review of defense strategy and policy known as the Quadrennial Defense Review (or "QDR"). The RAND Arroyo Center continued to serve as one of the principal sources of lessons learned from combat operations in both Iraq and Afghanistan, including the mid- and long-range effects on readiness of the current level of overseas deployments. The RAND National Defense Research Institute (NDRI) expanded its body of work on developing policies for ameliorating the stresses experienced by military families from the intensive use of active and reserve components in the global war on terrorism. For the QDR, RAND Project AIR FORCE (PAF) developed new approaches to sizing forces for alternative defense strategies and assessing operational risks. The Arroyo Center examined the role of ground forces in future military operations, especially the challenges posed by missions categorized as "irregular warfare." NDRI used its strong body of previous research to produce briefings and papers on a broad set of topics related to the management of defense personnel, including options for altering the



military retirement system, the balance of active and reserve forces, and the system by which health care is provided to active-duty personnel, their dependents, and previous retirees. Research for the QDR drew on long histories of analysis of strategy, program, and policy options for transforming the military within each of RAND's three federally funded research and development centers.

In the United States, the devastation caused by Hurricanes Katrina and Rita exposed significant shortcomings in both strategic planning and operational response in virtually every policy domain. Immediate RAND efforts drawing on our existing body of expertise included projects on estimating the population likely to return to New Orleans; developing innovative strategies for planning, financing, and building new housing in coastal Mississippi; illuminating options for education reform in New Orleans; and examining ways that Louisiana and New Orleans can rebuild and improve different aspects of their health care systems, including the recruitment and retention of high-quality health care workers. To help address the longer-term challenges associated with regional recovery and redevelopment, RAND partnered with seven universities to create the RAND Gulf States Policy Institute to develop

and apply an analytical foundation for rebuilding and improving the health care system in the main affected states; evaluating the benefits and costs of different levels of flood control, hurricane protection, and wetlands restoration; developing options for financing public education; and improving the performance of public safety agencies during hurricanes and other catastrophic incidents.

RAND Europe's research agenda addresses many dimensions of numerous major issues that loom ever larger in Europe, including the implications of projected demographic shifts caused by changing birth rates and levels of immigration; the role of regulation and innovation in economic growth; the cost and quality of important social programs, including health care and education; and the modernization of such infrastructural components as transportation and energy systems.

Our institution is unmatched in its ability to explore the intersection of national security and domestic policy domains, especially where public- and private-sector interests overlap. RAND has an ever-widening agenda of research on such issues, ranging from strengthening

Program Planning

Public Health Preparedness

Surface Transporta

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the security of our physical infrastructure while modernizing it to redefining the roles of government agencies and corporations in addressing social, security, and economic problems. A notable example is the study we launched in 2005 for the U.S. Department of Justice and the U.S. Department of Homeland Security that will field the first detailed national survey measuring the effect of cybercrime on businesses operating in the United States.

Looking out even farther, RAND has committed to reinforcing and expanding its capabilities to tackle four sets of complex issues: overall reform of the U.S. health care system; increasing support for reform in the Islamic world and reducing support for terrorism; assessing the effect of the rise of China and India on the global economic, social, and security systems and developing policies to address those; and facilitating economic and social progress in the developing world. RAND has abundant capabilities to address the challenges of the developing world, but our agenda of ongoing work is sparse relative to the needs. Building that agenda will be a priority for us in the years ahead. Our current agenda is stronger in the other areas: Our extensive research on education, health care, labor market restructuring, and

government reform in Qatar through the RAND-Qatar Policy Institute, along with research on trends in the wider Islamic world in our national security divisions, represent a growing response to the second set of issues, while both PAF and NDRI have long addressed the evolution of China, including its economy, defense industry, and military forces, and the possible paths it might follow in the future. RAND took a major step forward in 2005 with the initiation of a multiyear project on reforming the U.S. health care system, which we are calling COMPARE, for Comprehensive Assessment of Reform Efforts. The project aims to develop a new suite of simulation models and the evidentiary basis to enable us to evaluate disparate proposals for redesigning the system of delivering and financing health care in America.

Everyone involved with RAND can be proud of the breadth and ambition of our research agenda, as well as the quality of the products and services it produces. But, of course, fine research on important problems is in itself not enough to make a difference. ■

2. Is our research and analysis reaching key decisionmakers and the broader public, thereby improving the quality of the policy debate?

Qatar Government Reform

Making a difference requires RAND to get its research and analysis to key decisionmakers in a timely fashion.

RAND is particularly effective at this within the national security community, where each year dozens of briefings on completed and ongoing work are delivered to senior officials and military officers. The nature of the policy improvement process makes this possible: RAND is a trusted advisor to its clients that plan to use the work to help them make decisions. In 2005, briefings covered subjects ranging from the analysis of alternatives for fulfilling the Air Force's future requirements for aerial refueling to options for strengthening the Army's combat logistics system to new methods for structuring force modernization reviews. RAND reports have a similar reach—not only into the top levels of the Pentagon but into the other national security agencies, as well.

Three notable examples from the last year: (1) The Deputy Commanding General of the Multinational Corps–Iraq asked NDRI to analyze the military's strategy, operational plans, and tactics for countering the threat posed by improvised explosive devices, or IEDs. NDRI

formed a diverse team of researchers in the United States and Iraq and delivered its first set of findings and recommendations to the Vice Chairman of the Joint Chiefs of Staff; the U.S. Ambassador to Iraq; the Under Secretary of Defense for Acquisition, Technology, and Logistics; the Director of the Joint Staff; and numerous senior combat commanders in the theater of operations. (2) The Arroyo Center's assessment of demand for Army brigades overseas and the rotational base of forces to meet that demand was presented to the civilian and uniformed leadership of the U.S. Army, as well as senior officials in the Office of the Secretary of Defense. (3) PAF outlined a new force-sizing construct in presentation throughout the defense community, including sessions with the Deputy Secretary of Defense; the Vice Chairman of the Joint Chiefs of Staff; the Under Secretaries of Defense for Intelligence and Acquisition, Technology, and Logistics; and the Chief and Vice Chief of Staff of the Air Force.

Our research reached comparable officials in other parts of the U.S. government, as well as senior officials at state and local levels. The subjects and audiences were as varied as RAND's research agenda: options for strengthening security at Los Angeles International



Airport for the mayor of Los Angeles, the City Council, and the Airport Commission; RAND Education's hard-hitting assessment of the trends and conditions of California's elementary and secondary schools for the governor and numerous other audiences within the state; options for preparing for a flu pandemic; and RAND's closely watched, first-year evaluation of police–community relations in Cincinnati.

RAND's visibility on Capitol Hill increased in 2005. Members of Congress and key policymakers cited RAND research 137 times in congressional testimony and in debate on the floor of the House and Senate. Of particular interest was RAND analysis of asbestos litigation, quality of care, veterans' health care, and a variety of terrorism and homeland security issues. Our congressional liaison office organized 19 congressional testimonies and 48 formal congressional briefings, along many more informal meetings and exchanges of information. The briefings included a three-part series on unexploded ordnance on military bases set to be closed, Medicare prescription-drug plans, the U.N.'s experience in nation-building, and RAND collaboration with Sesame Workshop in Afghanistan.

RAND research also reaches many senior decisionmakers overseas. Numerous RAND projects were briefed to the senior leadership of Qatar, including the Emir, and RAND Europe research was presented directly to senior decisionmakers in the United Kingdom, the Netherlands, Ireland, Turkey, France, and the European Commission. Most of these decisionmakers were at the national level, but RAND Europe research also reached officials at local levels, especially from its respected Surface Transport research teams. RAND also hosts numerous visitors from abroad, including, in 2005, the ambassadors to the United States from Pakistan, the Netherlands, and New Zealand. RAND research briefed to such visitors covered topics ranging from building security forces in Afghanistan and making science and technology choices to various education issues.

At the same time, we worked hard to disseminate our research to the general public, reaching one of the largest audiences of any research organization, especially in the key area of coverage of the results of completed research. Among the RAND studies that drew the heaviest news coverage were ones about preschool education, obesity, California schools, terrorism insurance, protecting commercial airliners from shoulder-fired missiles, and—in the European media as BBC, Die Zeit, and Frankfurter



Allgemeine Zeitung—changing population and immigration patterns. Newspapers, magazines, and news services carried 87 op-eds written by RAND staff in 2005—the same number as in 2004—appearing in publications including the *New York Times*, *Washington Post*, *Wall Street Journal*, *Los Angeles Times*, *Financial Times*, and the *International Herald Tribune*.

More and more RAND findings and recommendations are being presented to and discussed with senior executives in the corporate world. The RAND Center for Terrorism Risk Management Policy led the way with extensive dissemination of its work on terrorism risk and insurance to the CEOs of many leading insurance companies, including Swiss Re, American Re, Allstate, and The Hartford, among others, and to real estate CEOs on the boards of the National Association of Real Estate Investment Trusts and the Real Estate Roundtable.

RAND research was at the center of numerous policy debates during 2005, and was cited by participants on multiple sides as establishing the key facts and outlining the major policy options: resolving the asbestos litigation crisis; evaluating the potential of shale oil deposits in the United States; reauthorizing the federal Terrorism Risk Insurance Act; assessing the benefits and costs of health

information technology; setting the role of government in funding the arts; and introducing more patient choice into the British health care system, among other instances.

One stream of research stood out in terms of its dissemination around the world: the projects on ensuring the success of an independent Palestinian state. The results of this research were presented to the president and prime minister of the Palestinian Authority; senior government officials in Israel, the United States, and other countries in the Middle East and Europe; and the leaders of the League of Arab States, European Union, and the World Bank; among other key audiences. The project team briefed congressional leaders and numerous influential private groups. News stories, columns, and editorials about the analysis appeared in hundreds of different print and broadcast outlets in the Middle East, Europe, and the United States. The Palestinian leadership has formally requested RAND's assistance in refining and implementing the recommendations, and interest in the work around the world continues at a high level. ■

3. Have our products and services contributed to significant changes in policy and practice?

Environment

An institution dedicated to making a difference must in the end judge itself on more than its research agenda, the quality and objectivity of its products and services, and its dissemination efforts. Only when RAND research has been translated into positive change in policy and practice is our mission accomplished. As in the past, 2005 witnessed several notable examples, including the following:

Public Health Preparedness and Hurricane Katrina.

The public health exercises designed by RAND Health for the state of Georgia contributed favorably to the management and care of 70,000 Katrina evacuees who ended up in that state. The Georgia Director of Public Health Emergency Preparedness cited the RAND-sponsored exercises as having helped the state in multiple areas: coordinating messages across government sectors, having different agencies use the same methodologies, focusing on the groups that could reap the greatest benefit, expanding surge capacity through cross-training, using volunteers, preparing for isolation and quarantine, and establishing private-sector partnerships to provide transportation for evacuees. This example illustrates how researchers, working hand-in-hand with public servants, can first evaluate and then improve the end-to-end processes and management of public service delivery.

Reorganizing Support for the Expeditionary Army.

Army tactical units use thousands of spare parts, but only some are critical to keeping the unit's equipment opera-

tional. The Arroyo Center's logistics experts, led by Eric Peltz, have worked closely with the U.S. Army to identify those key parts and how many of each the supply system should stock in each brigade to ensure maximum readiness for deployed units. Earlier Arroyo inventory-management methodologies are now embedded in official Army policy. But Arroyo's team, led by Ken Girardini, is constantly refining these methodologies, and the Army has begun using Arroyo's latest—the first to take into account an array of constraints like storage space, investment cost, and transition workload, among others—to shape the inventories of brigades deploying to Iraq and Afghanistan.

Purchasing and Supply Chain Management

Initiatives. The Air Force Materiel Command (AFMC) is in the third year of implementing best purchasing and supply chain management (PSCM) practices that were documented in seminal PAF research in this area beginning in 2001. Drawing upon RAND's findings, AFMC dismantled its traditional method of purchasing parts and repair services by weapon system and in FY 2004 created commodity teams to develop supply strategies for important categories of goods patterned after practices of many successful private-sector companies. AFMC has also developed a "spend" analysis tool based on RAND techniques to evaluate its purchasing patterns as a result of its successful PSCM demonstration with the F100 engine.

Expeditionary Army

Independent Palestine

Technology Applications

Cognitive-Behavioral Intervention for Trauma in Schools. For several years, RAND Health has conducted a research project in collaboration with the Los Angeles Unified School District to develop and test a new approach to mental health screening and subsequent cognitive behavioral therapy treatment in schools. The approach has now been implemented in Wisconsin, Montana, Washington, Maryland, Colorado, and California, as well as overseas in Japan and Australia. Further adoption is under way in schools in Florida, Connecticut, and Illinois.

Continental United States (CONUS) Centralized Intermediate Repair Facility (CIRF). Over the past several years, PAF researchers have evaluated basing options for supporting rapid global power projection. Based on this research, the Air Force leadership decided last year to support deploying aircraft from permanent overseas Centralized Intermediate Repair Facilities (CIRFs) overseas. During the past two years, PAF researchers evaluated several options for extending the CIRF concept. Based in part on these analyses, the Air Force decided this past year to implement the concept in the Continental United States for the first time.

NASA's Aeronautical Test Facilities. The NDRI study completed in 2003 on NASA's wind tunnel infrastructure continued to have influence. The recently enacted NASA Reauthorization Act directs NASA not to close or mothball

any aeronautical test facilities that were identified in the final RAND report as being part of the minimum set of facilities necessary for national needs.

Improving Contracting at the City of Los Angeles Airports, Port, and Department of Water and Power. The findings of the RAND Infrastructure, Safety, and Environment (ISE) study of contracting, purchasing, and leasing practices at Los Angeles World Airports, Port of Los Angeles, and the Department of Water and Power have been adopted by the city's Blue Ribbon Commission on Contracting. The Commission's final report explicitly cites RAND's analysis, which was led by Mark Wang and Nancy Moore, as the basis for the city's new policies on the role and ethical standards of commissioners in the city's proprietary departments; improved procedures for issuing and evaluating contracts and leases; and steps for increasing the transparency in the contracting process.

Reorganizing and Reorienting Government Agencies for More Effective Nation-Building. The two-volume study by the RAND National Security Research Division (NSRD) of American and United Nations nation-building experience, directed by Jim Dobbins, together with numerous other derivative research products helped lead to changes in both the Department of State and the Department of Defense. Using recommendations and



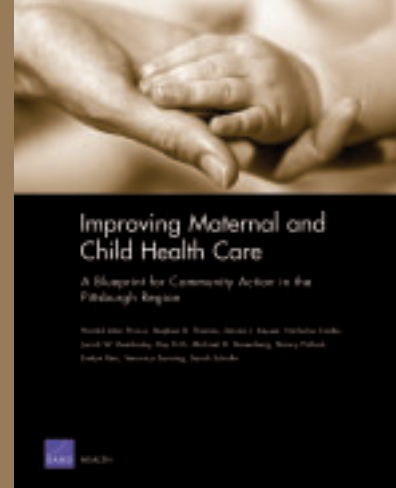
ideas about organization from RAND, the State Department created a new office to manage stability and reconstruction operations while the acting Deputy Secretary of Defense signed a directive making post-conflict stabilization and reconstruction a core mission for the U.S. military.

Health Reform in Qatar. The recommendations from phase one of RAND Health's broad study of health care in Qatar, led by Ross Anthony, were adopted by the Emir and his government. These recommendations formed the analytical and legal framework for moving from an outdated Ministry of Public Health to a new National Health Authority. The new Authority incorporates essential public health functions from the former Ministry, but also provides for separation of the health care delivery arm from the Authority oversight arm, and establishes plans to enhance quality, financing, health care delivery, data and reporting infrastructure, research, and public health programs throughout the country. Based on analysis, we also identified the need to move toward a primary and preventive care model that emphasizes wellness. The new National Health Authority is focusing on that transition now.

Occasionally, it's not possible to realize that RAND research has had a positive effect on policy or practice until many years have passed. This year, the Institute of Medicine (IOM), a branch of the National Academy of Sciences, took note of the long-term effect of RAND research on

the practice of medicine. The IOM bestowed its Gustav O. Lienhard Award on Robert Brook, citing Bob "as the individual who, more than any other, developed the science of measuring the quality of medical care and focused U.S. policy-makers' attention on quality-of-care issues and their implications for the nation's health." Over the years, Bob and his colleagues produced numerous innovative studies aimed at improving the quality of health care for Americans and, indeed, for the world. Frequently attacked by some in the health care community who initially refused to accept the findings or recommendations, these studies ultimately became accepted wisdom and led to real change in the practice of health care, although Bob would certainly add that there is much more to do.

No message of this length can adequately cover all of the notable research activities at an institution as broad, active, and influential as RAND. I've selected a few illustrations to remind all of us of RAND's commitment to making a difference through its mission of helping improve policy and decisionmaking through research and analysis. Although it is not comprehensive, I hope it is sufficient to tell you why Michael and I admire so much the record of achievements compiled by the staff of this institution, and supported by our clients, trustees, donors, and advisers. It's a record that all of you should be proud of as we all commit ourselves to building on it in the years ahead. ■



RAND's mission calls for us to communicate our research to key decisionmakers and the public. Below are the major unclassified, publicly releasable documents we published during the past year.

SELECTED PUBLICATIONS IN 2005

RAND Arroyo Center

Alternative Futures and Army Force Planning: Implications for the Future Force Era, Brian Nichiporuk, MG-219-A

American Public Support for U.S. Military Operations from Mogadishu to Baghdad, Eric V. Larson, Bogdan Savych, MG-231-A

The Effects of Equipment Age on Spare Part Costs: A Study of M1 Tanks, Carol E. Fan, Eric Peltz, Lisa Colabella, TR-286-A

High-Altitude Airships for the Future Force Army, Lewis Jamison, Geoffrey S. Sommer, Isaac R. Porche III, TR-234-A

How Should the Army Use Contractors on the Battlefield? Assessing Comparative Risk in Sourcing Decisions, Frank Camm, Victoria A. Greenfield, MG-296-A

Improving the Army's Management of Repairable Spare Parts, John R. Folkson, Marygail K. Brauner, MG-205-A

Increasing Participation in Army Continuing Education: eArmyU and Effects of Possible Program Changes, Bruce R. Orvis, Laurie L. McDonald, Barbara Raymond, Felicia Wu, MG-293-A

Making Better Use of Bandwidth: Data Compression and Network Management Technologies, John F. Pane, Leland Joe, TR-216-A

Proposed Missions and Organization of the U.S. Army Research, Development and Engineering Command, Bruce J. Held, Amado Cordova, Elliot I. Axelband, Anny Wong, Shelley Wiseman, DB-465-A

Reexamining Military Acquisition Reform: Are We There Yet? Christopher H. Hanks, Elliot I. Axelband, Shuna Lindsay, Mohammed Rehan Malik, Brett D. Steele, MG-291-A

Risk Management and Performance in the Balkans Support Contract, Victoria A. Greenfield, Frank Camm, MG-282-A

Steeling the Mind: Combat Stress Reactions and Their Implications for Urban Warfare, Todd C. Helmus, Russell W. Glenn, MG-191-A

Stretched Thin: Army Forces for Sustained Operations, Lynn E. Davis, J. Michael Polich, William M. Hix, Michael D. Greenberg, Stephen D. Brady, Ronald E. Sortor, MG-362-A

Success of First-Term Soldiers: The Effects of Recruiting Practices and Recruit Characteristics, Richard J. Bud-din, MG-262-A

Transformation and the Army School System, Michael G. Shanley, James C. Crowley, Matthew W. Lewis, Ralph Masi, Susan G. Straus, Kristin J. Leuschner, Steven Hartman, Sue Stockly, MG-328-A

Urban Battle Command in the 21st Century, Russell W. Glenn, Gina Kingston, MG-181-A

The Weapons Mix Problem: A Math Model to Quantify the Effects of Internetting of Fires to the Future Force, Christopher G. Pernin, Louis R. Moore, TR-170-A

RAND Education

Achieving State and National Literacy Goals, a Long Uphill Road: A Report to Carnegie Corporation of New York, Jennifer Sloan McCombs, Sheila Nataraj Kirby, Heather Barney, Hilary Darilek, Scarlett Magee, TR-180-1-EDU

California's K-12 Public Schools: How Are They Doing? Stephen J. Carroll, Cathy Krop, Jeremy Arkes, Peter A. Morrison, Ann Flanagan, MG-186-EDU

Decentralized Decisionmaking for Schools: New Promise for an Old Idea? Janet S. Hansen, Marguerite Roza, OP-153-EDU

Education in Mexico: Challenges and Opportunities, Lucrecia Santibañez, Georges Vernez, Paula Razquin, DB-480-HF

Examining Gaps in Mathematics Achievement Among Racial-Ethnic Groups, 1972-1992, Mark Berends, Samuel R. Lucas, Thomas Sullivan, R. J. Briggs, MG-255-EDU

Going to Scale with High-Quality Early Education: Choices and Consequences in Universal Pre-Kindergarten Efforts, Rachel Christina, JoVictoria Nicholson-Goodman, TR-237-EDU

Inspiration, Perspiration, and Time: Operations and Achievement in Edison Schools, Brian P. Gill, Laura S. Hamilton, J. R. Lockwood, Julie A. Marsh, Ron W. Zimmer, Deanna Hill, Shana Pribesh, MG-351-EDU

Making Out-of-School-Time Matter: Evidence for an Action Agenda, Susan Bodilly, Megan K. Beckett, MG-242-WF

Nonclassroom-Based Charter Schools in California and the Impact of SB 740, Cassandra Guarino, Ron Zimmer, Cathy Krop, Derrick Chau, MG-323-EDU

A Portrait of the Visual Arts: Meeting the Challenges of a New Era, Kevin F. McCarthy, Elizabeth H. Ondaatje, Arthur Brooks, András Szántó, MG-290-PCT

The Role of Districts in Fostering Instructional Improvement: Lessons from Three Urban Districts Partnered with the Institute for Learning, Julie A. Marsh, Kerri A. Kerr, Gina S. Ikemoto, Hilary Darilek, Marika Suttorp, Ron W. Zimmer, Heather Barney, MG-361-EDU

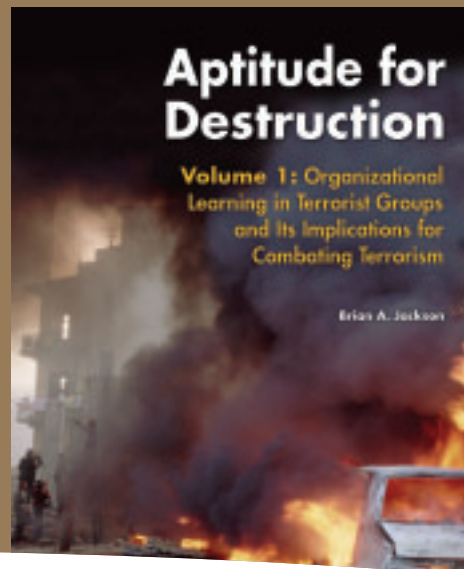
RAND Europe

De onderbouwing van DGG-beleid: Een procesbeschrijving voor het gebruik van beleidsinhoudelijke gegevens (The Foundation of Freight Policy: A Process Description for Performance Measurement Within the Policy Process), Rebecca Hamer, Odette van de Riet, Eric Kroes, DB-444-AVV

Designing a National Standard for Discovery Metadata: Improving Access to Digital Information in the Dutch Government, Jeff Rothenberg, Irma Graafland-Essers, Harry Kranenkamp, Abigail Lierens, Constantijn van Oranje, Rob van Schaik, TR-185-BZK

Intelligence and Security Legislation for Security Sector Reform, Greg Hannah, Kevin A. O'Brien, Andrew Rathmell, TR-288-SSDAT

London Patient Choice Project Evaluation: A Model of Patients' Choices of Hospital from Stated and Revealed Preference Choice Data, Peter Burge, Nancy Devlin, John Appleby, Charlene Rohr, Jonathan Grant, TR-230-DOH



National Security Decision-Making Structures and Security Sector Reform, Susanna Bearne, Olga Oliker, Kevin A. O'Brien, Andrew Rathmell, TR-289-SSDAT

Options for Future MRC Unit Reviews, Jonathan Grant, Tom Ling, Amanda Scoggins, Stijn Hoorens, Miriam Shergold, Steven Wooding, TR-243-MRC

Stimulating Science and Technology in Higher Education: An International Comparison of Policy Measures and Their Effectiveness, Rebecca Hamer, Erik Frinking, Edwin Horlings, MG-270-OCW

Talking Policy: An Examination of Public Dialogue in Science and Technology Policy, Steven Wooding, Amanda Scoggins, Pernilla Lundin, Tom Ling, TR-268-CST

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Analysis of Healthcare Interventions That Change Patient Trajectories, James H. Bigelow, Kateryna Fonkych, Constance Fung, Jason Wang, MG-408-HLTH

"Are HIV/AIDS Conspiracy Beliefs a Barrier to HIV Prevention Among African Americans?" Laura Borgia, Sheryl Thorburn, *Journal of Acquired Immune Deficiency Syndromes*, Vol. 38, No. 2

Bioterrorism Preparedness Training and Assessment Exercises for Local Public Health Agencies, David J. Dausey, Nicole Lurie, Alexis Diamond, Barbara Meade, Roger Molander, Karen Ricci, Michael Stoto, Jeffrey Wasserman, TR-261-DHHS

"Body Mass Index in Elementary School Children, Metropolitan Area Food Prices and Food Outlet Density," Roland Sturm, Ashlesha Datar, *Public Health*, Epub September 2, 2005

"Can Electronic Medical Record Systems Transform Healthcare? An Assessment of Potential Health Benefits, Savings, and Costs," Richard Hillestad, James Bigelow, Anthony Bower, Federico Girosi, Robin Meili, Richard Scoville, Roger Taylor, *Health Affairs*, Vol. 24, No. 5.

The Challenges of Creating a Global Health Resource Tracking System, Elisa Eiseman, Donna Fossum, MG-317-BMG

"Cost-Effective Allocation of Government Funds to Prevent HIV Infection," Deborah A. Cohen, Shin-Yi Wu, Thomas A. Farley, *Health Affairs*, Vol. 24, No. 4

The Diffusion and Value of Healthcare Information Technology, Anthony G. Bower, MG-272-HLTH

"Does Alcohol Advertising Promote Adolescent Drinking? Results from a Longitudinal Assessment," Phyllis L. Ellickson, Rebecca L. Collins, Katrin Hambarsoomians, Daniel F. McCaffrey, *Addiction*, Vol. 100, No. 2

Enhancing Public Health Preparedness: Exercises, Exemplary Practices, and Lessons Learned—Assessing the Adequacy of Extant Exercises for Addressing Local and State Readiness for Public Health Emergencies, Lisa R. Shugarman, Elisa Eiseman, Arvind Jain, Nancy Nicosia, Stefanie Stern, Jeffrey Wasserman, TR-249-DHHS

"E-Prescribing and the Medicare Modernization Act of 2003," Douglas S. Bell, Maria A. Friedman, *Health Affairs*, Vol. 24, No. 5

Evaluation of a Patient Safety Training Program, Christopher Nelson, TR-276-HLTH

Exemplary Practices in Public Health Preparedness, Terri Tanielian, Karen Ricci, Michael A. Stoto, David J. Dausey, Lois M. Davis, Sarah Myers, Stuart Olmsted, Henry H. Willis, TR-239-DHHS

Extrapolating Evidence of Health Information Technology Savings and Costs, Federico Girosi, Robin Meili, Richard Scoville, MG-410-HLTH

Health and Spending on the Future Elderly, special Web Exclusive issue of *Health Affairs*, posted September 26, 2005, with the following articles:

"Consequences of Health Trends and Medical Innovation for the Future Elderly," Dana P. Goldman, Baoping Shang, Jayanta Bhattacharya, Alan M. Garber, Michael Hurd, Geoffrey F. Joyce, Darius N. Lakdawalla, Constantijn Panis, Paul G. Shekelle

"Disability and Health Care Spending Among Medicare Beneficiaries," Michael E. Chernew, Dana P. Goldman, Feng Pan, Baoping Shang

"The Health and Cost Consequences of Obesity Among the Future Elderly," Darius N. Lakdawalla, Dana P. Goldman, Baoping Shang

"Identifying Potential Health Care Innovations for the Future Elderly," Paul G. Shekelle, Eduardo Ortiz, Sydne J. Newberry, Michael W. Rich, Shannon L. Rhodes, Robert H. Brook, Dana P. Goldman

"The Lifetime Burden of Chronic Disease Among the Elderly," Geoffrey F. Joyce, Emmett B. Keeler, Baoping Shang, Dana P. Goldman

"Technological Advances in Cancer and Future Spending by the Elderly," Jayanta Bhattacharya, Baoping Shang, Catherine K. Su, Dana P. Goldman

Improving Maternal and Child Health Care: A Blueprint for Community Action in the Pittsburgh Region, Harold Alan Pincus, Stephen B. Thomas, Donna J. Keyser, Nicholas Castle, Jacob W. Dembosky, Ray Firth, Michael D. Greenberg, Nancy Pollock, Evelyn Reis, Veronica Sansing, Sarah Scholle, MG-225-HE

"In Their Own Words: Lessons Learned from Those Exposed to Anthrax," Janice C. Blanchard, Yolanda Haywood, Bradley D. Stein, Terri L. Tanielian, Michael Stoto, Nicole Lurie, *American Journal of Public Health*, Vol. 95, No. 3

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An Assessment of the Governor's Reorganization Plan to Create a Department of Technology Services, Tora Kay Bikson, CT-243

An Assessment of ONDCP's Budget Concept, Peter Reuter, CT-236

China and Globalization, William H. Overholt, CT-244

China's Military Modernization and the Cross-Strait Balance, Roger Cliff, CT-247

Chinese Government Responses to Rising Social Unrest, Murray Scot Tanner, CT-240

Consumer-Directed Health Plans: Research on Implications for Health Care Quality and Cost, Cheryl Damberg, CT-249

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