

2006

Year In Review

by Jim Thomson, CEO and President







FOR NEARLY 60 YEARS, THE MEN AND women of the RAND Corporation have directed their diverse talents toward a single mission: to help improve policy and decision-making through research and analysis. Achieving this goal requires a collective dedication to objectively and rigorously analyzing the world's most pressing problems and effectively communicating our findings and recommendations to the decisionmakers most able to use them. We know we have succeeded when RAND's work contributes to a change in policy or practice that makes us safer, healthier, or more secure.

To evaluate our progress, each year Michael Rich and I review RAND's activities and accomplishments from the previous 12 months by asking and answering the following 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?

Those questions represent our long-standing test of how well we are carrying out RAND's worthy mission. And, as the illustrations below demonstrate, 2006 was another outstanding year for the organization.



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EACH DAY, RAND RESEARCHERS SEEK SOLUTIONS TO a broad array of tough policy problems. In the national security context, RAND's three federally funded research and development centers (FFRDCs) for the Department of Defense (DoD) inform Pentagon decisionmaking in the areas of geopolitics and global security; intelligence policy; military force structure and employment; logistics and infrastructure; personnel, training, and health; and acquisitions and technology. Our domestic, international, and private-sector research addresses matters of health and health care quality; education; homeland security; the evolving workforce and workplace; the supply and cost of energy; the environment; the sustainability of pension and social security systems; national and regional infrastructure; and civil justice.

What unifies RAND's incomparably diverse research agenda is our focus on the most challenging and seemingly intractable problems confronting the public and private sectors today. This has been true in the United States for nearly 60 years, and our international centers in Europe and the Middle East are enabling RAND to extend its reach. In all of our programs, we couple this responsiveness with pride

in being innovators—in spotting emerging trends and identifying challenges still over the horizon. The following illustrations reveal only a small slice of RAND's ambitious agenda in 2006, but we think you will find them representative of RAND's commitment to quality and objectivity and its unique perspective that is both responsive and visionary.

Responding to Insurgencies. In 2006, U.S. military operations in Iraq and Afghanistan confronted increasingly difficult insurgencies. Drawing on five decades of RAND counterinsurgency (COIN) research, and offering new analyses and recommendations, each of RAND's three FFRDCs—the RAND Arroyo Center, the RAND National Defense Research Institute (NDRI), and RAND Project AIR FORCE (PAF)—has been instrumental in helping the DoD improve its ability to conduct COIN operations and address the long-term challenges posed by anticipated increases in insurgent-driven warfare. Among the many contributions RAND made to advancing current and future COIN capabilities were NDRI's synthesis of 50 years of RAND Cold War-era COIN research to distill applicable insights and opportunities for improvement in current campaigns; PAF's analysis of

how airpower might work in combination with other military and civil efforts to help avert the development of an insurgency or delay its evolution long enough to allow political and social COIN initiatives to take hold; and the Arroyo Center's ongoing support for the Army's organizational and operational challenges in implementing stability, transition, and reconstruction operations. Additionally, the 2006 RAND Health report *Securing Health: Lessons from Nation-Building Missions* demonstrated that the potential for insurgency can be minimized if, after military interventions, greater attention is paid to basic health needs—such as improved sanitation and provision of drinking water. Looking ahead, NDRI is helping top defense policymakers understand how insurgencies end, and is examining possible end-state scenarios for Iraq and Afghanistan. PAF continues to assist advisors in Iraq, providing analysis of alternative aircraft designs to help combat the continuing insurgency.

Setting the Stage for Systemic Health Care Reform.

In 2006, RAND Health published the *First National Report Card on the Quality of Health Care in America*, a compendium of recent research studies that provides the best estimates ever available about the quality of health care in the United States. Unfortunately, the results were not good. Despite annual U.S. health care expenditures in excess of \$2 trillion, making health care the largest single sector of the U.S. economy, all Americans—regardless of socioeconomic background or geographic location—receive only half of recommended care. Other RAND Health studies have documented significant gaps in the care received by cancer patients, asthma sufferers, and the mentally ill, as compared with the care medical professionals know to be effective in treating those conditions, and highlighted barriers to care among the uninsured. Also troubling is the surprising related finding that most Americans believe they are receiving adequate care even when they are not, thereby lessening their motivation to seek out and demand better medical services. RAND Health is conducting dozens of studies aimed at diagnosing the



deficiencies of the American health care system and evaluating initiatives to correct them. Some studies evaluate specific initiatives, such as the 2006 study of consumer-directed health plans, which showed that greater cost-sharing by individuals does indeed reduce the use of health services, with uncertain effects on overall health care quality and patient health. RAND Health continues its ambitious, innovative, multiyear COMPARE project (Comprehensive Assessment of Reform Efforts) designed to facilitate evidence-based evaluations of a wide range of proposed solutions for America's health care challenges.

Helping the U.S. Gulf States Recover. At the end of 2005, RAND established a permanent presence in America's Gulf States region—the RAND Gulf States Policy Institute (RGSPI). Formed with seven partner universities in Alabama, Mississippi, and Louisiana, the Institute reflects our deep belief that recovery and redevelopment of the region are and should continue to be issues of critical national importance. Completed work this year will



contribute to the rebuilding of affordable housing, thereby enabling the return of displaced persons to the area, and will inform the creation of high-quality health care and education systems to replace the often-substandard systems that existed before the hurricanes. Ongoing research includes a study for the U.S. Army Corps of Engineers to develop a risk-informed decisionmaking framework for use in long-range plans to protect Louisiana communities from future hurricanes and restore damaged habitats and ecosystems along the Louisiana coast; an examination of damaged housing in southern Mississippi, especially for lower-income families; and an initial effort toward developing a long-term plan for the sustainable development of New Orleans.

Measuring the Effects of Deployments on American Military Forces. The heavy use of American forces overseas is placing unusual stresses on military personnel and equipment, and RAND has been at the forefront of efforts to assess those effects and devise

ways to ameliorate them. Until the release in January of NDRI's study of the effects of activations on the earnings of reservists, many people believed that the effects were negative. As a result of RAND's research, the debate is likely to shift to how the lives of reservists are affected when they return home from activation. To help the Pentagon on those issues, we are examining how the civilian earnings and employment of activated reservists change when they return home, how the careers of their spouses are affected, and how earnings changes are affecting reenlistment in the reserve components of the U.S. military. Because family burdens influence retention decisions, NDRI is also seeking to determine whether DoD support programs are meeting the needs of military families, with special attention paid to the needs of families of reservists. Finally, NDRI is seeking to estimate the relationship between deployment durations and rates of marriage and divorce among service members over the past several years.

Understanding the Changing Security Landscape.

While the war in Iraq and, more generally, the struggle against terrorism, have been the primary focus of DoD's leadership, the Arroyo Center, RAND Infrastructure, Safety, and Environment (ISE), NDRI, and PAF all have been engaged in producing a body of work that has highlighted the likely contours of the unfolding security environment. NDRI and PAF research on the dangers of nuclear proliferation—and the attendant risks associated with deterring nuclear weapons use—has been instrumental in shaping the evolving debate. North Korea's nuclear test this past October certainly brought much greater public attention to this question. The Arroyo Center and ISE work on the challenges associated with providing security to Americans at home—be it from natural disaster or catastrophic attack—while at the same time meeting U.S. obligations abroad, has helped to bring much greater clarity to the broader homeland security debate. PAF and NDRI work on the rise of China and the unfolding security competition in Asia—now more than a decade in the making—brought early attention to the issue and remains at the forefront of the policy debate. Finally, PAF's focus on the challenges associated with maintaining and strengthening alliance relationships, while confronting a host of new security problems, has brought renewed attention to this age-old problem.

Shaping Corporate Policy.

Corporate scandals in recent years have resulted in a surge of new regulations and elevated interest in the role of policy to promote more transparency and ethical practices in the boardroom and on Wall Street. The RAND Institute for Civil Justice (ICJ) released findings in 2006 about the impact on small businesses of the most broadscale of corporate reforms, the Sarbanes-Oxley Act. These findings are the first product in a growing agenda of research on corporate governance, regulation, and ethics. Ongoing inquiries into issues of corporate culture and governance, executive compensation, and securities litigation are intended to provide data and objective analysis to corporate decisionmakers as well as public policymakers. Additionally, a new ICJ project commissioned by the U.S. Securities and

Exchange Commission will examine the actions of investment advisors and securities dealers in order to help the Commission devise better regulations to protect investors.

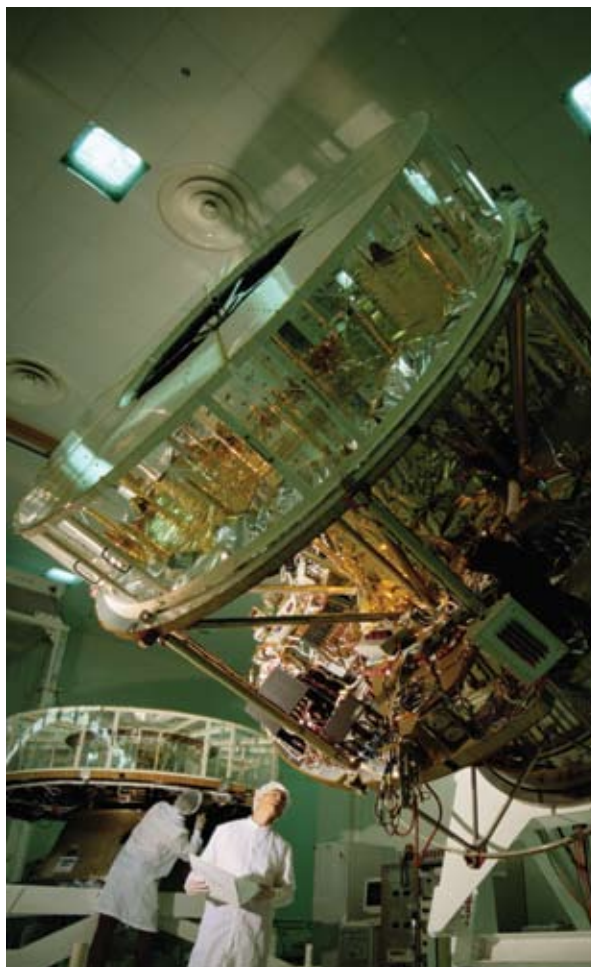
Anticipating the Consequences of Aging Populations.

In many countries around the world, including the United States and nations in Europe, the population is aging rapidly as people have fewer children and live longer. This trend threatens to generate severe financial strains on national social security systems and labor forces, and on the associated health care systems needed to treat the increased disability and chronic illness associated with older patients. RAND Labor and Population (L&P) is conducting research on a broad array of issues related to aging and retirement, including comparative studies that collect data from 15 different countries, to help policymakers map an effective course through this uncharted territory. Additionally, in 2006, RAND Europe published results from its assessment of whether assisted reproductive technologies, such as in vitro fertilization, could be used by European governments as part of population policy to combat the problem of aging populations. The research represents the first systematic analysis of the potential for biomedical developments to reverse low fertility and mitigate the effects of population aging and will be an important resource for European lawmakers determined to achieve their broader goals for Europe of full employment, economic growth, and social cohesion.



Recognizing the Opportunities and Implications of Technology. Understanding the consequences of new and emerging technologies and identifying policy options for maximizing benefits of technological innovations are important issues for policymakers. Multiple examples from 2006 demonstrate RAND’s leadership in providing insight in this area: (1) a RAND National Security Research Division (NSRD) analysis conducted for the National Intelligence Council assesses how advancements in key technologies (namely, biotechnology, nanotechnology, and materials and information technology) could evolve over the next 15 years in countries around the world, and identifies opportunities for policy action; (2) an ISE publication examines the risks posed by nanomaterials to worker safety and proposes a policy framework for federal regulators to balance worker health and safety with innovation and technological progress; (3) expanding on its work assessing the dramatic transformative potential of health information technology (HIT), RAND Health created a searchable, online database comparing evidence about costs and benefits of various HIT systems to offer health care providers the information they need to select the one that is right for them; (4) RAND research helped the Department of Homeland Security (DHS) understand terrorists’ efforts to overcome, counter, or otherwise avert defensive technologies; and (5) RAND Europe is continuing its work to identify options for a pan-European electronic identity management system that would support an expansion of electronic government services to European Union citizens over the next decade.

Addressing Top International Policy Issues. RAND’s research agenda reflects a wide range of global policy concerns. Numerous studies aim to develop policy options for increasing reform in the Muslim world; evaluate and respond to the global economic, social, and security effects of the continuing development of China and India; and advance economic and social progress in the developing world. Notable examples from 2006 include RAND Health’s comprehensive analysis for the Bill & Melinda Gates Foundation



of ways to improve the diagnosis of disease in the developing world, and the continuing work by RAND Education and RAND Health to modernize the Qatari education and health care delivery systems—innovative efforts in which other Islamic countries have expressed interest. Gifts from donors and independent research and development funds made available through RAND’s FFRDC contracts enabled us to do extensive exploratory research on the implications of the HIV/AIDS epidemic in Africa and on the status of human resources programs in the Middle East. This segment of our research agenda will certainly grow in the years ahead.

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

COMMUNICATING OUR RESEARCH FINDINGS TO decisionmakers and the general public is an essential part of RAND's mission. In 2006, our dissemination activities were impressively broad, yet effectively targeted to influential decisionmakers capable of utilizing our findings to inform their decisions and influence positive change.

Advising Senior Executive Branch Officials. RAND's role as a trusted advisor to the national security community—earned through many decades of delivering reliable and innovative findings and recommendations—was evident again in 2006 as RAND researchers engaged the top military and civilian leadership at the Pentagon and other agencies with dozens of briefings and discussions of findings on pressing policy concerns. Topics included confronting current operational challenges in Iraq and Afghanistan, preparing for the changing character and scope of future military operations, and prospects and concerns for the United States' space programs. To note but a few specific examples: The Arroyo Center continued to provide valued analytical assistance in improving joint supply chain management and Army logistics by briefing multiple four-star generals and other senior decisionmakers, and also supported the Commander of Combined Forces in Afghanistan on matters of strategy and doctrine. NSRD's research projecting the course of the global technology revolution reached top policy advisors in the White House; the National Security Council; and the Departments of Defense, State, and Energy. PAF found several of its top 2006 reports—*Learning Large Lessons*, *Air Power Against Terror*, and *Shaping the Future Air Force*—studied broadly by airmen of

all ranks after each received specific commendations from influential Air Force leaders. Three senior RAND analysts played active roles in three of the four expert working groups (strategic environment; military and security; and economy and reconstruction) that provided substantive support to the Iraq Study Group, the results of which are helping to shape the national debate about American strategy in Iraq and the greater Middle East.

In nondefense areas, the results of RAND research were shared among a similarly broad and influential audience, with presentations to high-level officials in the Department of Health and Human Services, the Federal Bureau of Investigation, DHS (including its Federal Emergency Management Agency), the Department of Energy, and the Office of Science and Technology Policy in the Executive Office of the President. In addition to briefings, RAND is providing continuing analytical assistance to senior officials in DHS on the development of the National Infrastructure Protection Plan.

Informing Congress. RAND supplies Congress with our findings and analyses to help federal lawmakers make better-informed decisions about the nation's many challenges. In 2006, RAND researchers delivered formal testimony to Congress on 18 occasions, providing critical, nonpartisan analysis of issues ranging from public health preparedness and U.S. border security to the advantages of biometric technologies for homeland security and law enforcement. Additionally, RAND convened 39 briefings for Democratic and Republican members and staff of the House and Senate to share insights on prominent issues confronting legislators, including an analysis

of the nation's AIDS prevention budget, security in Israel and Palestine after the rise of Hamas, maritime terrorism risks, and Cold War–era lessons for current counterinsurgency campaigns.

Moreover, RAND was frequently cited in congressional debate as having established the key facts and set forth the leading policy options for a host of thorny issues. Receiving significant attention on the House and Senate floors in 2006 were RAND work on terrorism and homeland security, the effect of activation on reservists, and implications of China's defense spending. A bipartisan Senate resolution, which cited RAND's pathbreaking research on the enormous potential benefits to be achieved through wide implementation of health information technologies, even designated a week in June "National Health IT Week."

Supporting State and Local Decisionmaking.

RAND research findings were also disseminated widely among relevant state and local audiences. RGSP's efforts to inform and invigorate strategic redevelopment in the U.S. Gulf States are particularly notable. At the state level, RAND research was presented to members of the Louisiana State Departments of Health and Hospitals and Natural Resources, and RAND has worked closely with the Governor's office in Mississippi on affordable housing issues. In New Orleans, RAND's repopulation estimates were delivered to the Bring New Orleans Back Commission, the influential advisory group of civic and business leaders heading up recovery efforts in the Big Easy, and RAND analysts briefed the city's mayor and other elected officials on strategies for ensuring a safe redevelopment process by recruiting and retaining a qualified police force.

In other parts of the country, RAND Education briefed California state officials on its comprehensive evaluation of charter schools, shared insights with Los Angeles' mayor and city council on the mayor's quest to gain greater authority over the Los Angeles Unified School District, and worked closely with civic leaders in Pittsburgh to address that city's troubled public schools. ISE researchers testified to the Texas State Senate about the looming crisis in

transportation financing and assisted the Los Angeles Police Department in numerous ways during the year, including hosting a half-day visit by Chief William Bratton and the Department's senior counterterrorism officials and supplying 3,000 copies of *Training the 21st Century Police Officer*, published in 2003, for the LAPD senior ranks.

Briefing Officials Around the World. This past year, RAND presented findings and recommendations to numerous top officials in Europe, the Middle East, Asia, and Africa, and shared insights with visiting foreign dignitaries from many countries. Many of the high-level interactions involved RAND Europe analysts, but there were many other examples as well: Work of the RAND-Qatar Policy Institute (RQPI) to modernize Qatar's education system was presented to senior officials in Syria, Lebanon, and the United Arab Emirates, as well as the leaders of UNESCO; NDRI researchers met with the president of Liberia and her senior cabinet officials to discuss recommendations for rebuilding Liberia's security sector; and RAND Education shared insights with the Mexican Ministry of Education about the role of merit-based pay programs in improving school performance. Notable visitors to RAND during the year included the Foreign Minister of Pakistan; the Interior Minister of Bulgaria; and ambassadors from Austria, Denmark, Egypt, Italy, Poland, Saudi Arabia, Syria, and Mongolia.

Engaging Influential Philanthropists. Philanthropists play an important role in bringing about positive social change. RAND's ability to cut to the core of complex problems and generate evidence-based options for progress can inform influential philanthropic investments. Special programs featuring RAND findings and recommendations reached more philanthropists in 2006 than in any previous year. They included major donors committed to advancing Middle East peace and economic development, ensuring continued civic support for the arts, and improving a diverse array of programs for enhancing children's quality of life around the world.



Enriching the Public Debate. RAND works hard to ensure our findings and recommendations reach the general public and leaders in the public and private sectors around the world who would not otherwise see RAND reports, all to inspire a more informed, reasoned policy debate. Media dissemination of our research findings is essential in this endeavor and allows us to engage the broadest possible audience. Worldwide newspapers, magazines, news services, and television and radio networks published and broadcast more than 3,100 individual news stories featuring RAND research. Among the studies published in 2006 that received the heaviest news coverage were ones about (1) the risk of poor-quality health care for all Americans, regardless of socio-demographic group; (2) maritime terrorism risks extending beyond dangers posed to container shipping; (3) the impact of military activation on reservists' incomes; (4) public school reforms in Pittsburgh; (5) estimating the rate of repopulation of New Orleans after Katrina; (6) revising U.S. counterterrorism strategies; (7) the poorer health of middle-aged Americans relative to that of their English counterparts; (8) health insurance for low-income children; (9) the influence of sexually explicit music lyrics on the onset of sexual activity among adolescents; and (10) pharmacy benefit design.

Additionally, RAND analysts inform public debate via published op-ed commentaries. Carried by influential media such as the *New York Times*, *Washington Post*, *Wall Street Journal*, *Los Angeles Times*, *Financial Times*, and *International Herald Tribune*, RAND researchers published 79 individual op-eds in 2006, with some op-eds getting additional exposure in multiple newspapers. These commentaries provided reasoned assessments of hot-button issues ranging from Iraq and North Korea to education reforms, racial profiling, and policies for helping homeless women.

Finally, we completely revamped our Web site in 2006 to provide even greater access to RAND's wealth of knowledge, products, and services. With a more robust user interface and advanced search capabilities, visits to www.rand.org increased 5 percent, page views of research findings increased 30 percent, and site activity by key consumers in the U.S. government and military services increased 18 percent and 40 percent, respectively, further extending the reach of our research at a time when audiences overwhelmingly turn to the Internet as a resource for information. Visitors to our Web site downloaded about 3.5 million RAND publications during 2006, approximately 17 times the number of hard-copy volumes we distributed.



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

THE ULTIMATE GOAL TOWARD WHICH WE collectively strive is to have our work lead to positive change in policy or practice. This past year yielded many impressive achievements in this regard; the following illustrations are but a small sample of the many ways RAND is making a difference.

Guiding Redevelopment in Louisiana and Mississippi. Now in its second year, and with an impressive slate of research both completed and on the horizon, RGSPI has established itself as a valued partner to local decisionmakers requiring reliable data and practical strategies for redevelopment in the still badly damaged region. In early 2006, L&P, in a project led by Kevin McCarthy and Narayan Sastry, published detailed estimates of the rate at which New Orleans might be repopulated in the near term, which have proved to be a critical resource for city planners, public service providers, and returning businesses. The study also identified shortages in affordable housing as the most significant barrier to repopulation. One of the most significant projects during the year was RAND Health's work on the emotional recovery of children traumatized by the hurricanes and the subsequent uprooting of their lives. Recognizing that schools were in a unique position to treat afflicted children but had little useful information about how to help, a team led by Lisa Jaycox and Brad Stein created a comprehensive assessment of school-based mental health programs designed specifically to assist children who had experienced natural disasters, violence, or other significant traumatic events. The user-friendly product has enabled schools to choose the treatment program that best fits their students' needs and can be supported with available resources, and is bridging a crucial information gap to let the healing begin.

Shaping U.S. Strategy and Policy. RAND has a long history of shaping the broader national security debate, dating back to the earliest days of the Cold War. This year, RAND analysts built on that legacy by directly influencing several aspects of the strategy debate in the DoD. While sometimes controversial, research products on nation-building, most produced under the leadership of Jim Dobbins, have had a distinct impact in the Pentagon, as well as elsewhere in the U.S. government, and can be credited for helping shape the DoD's evolving policy on stability and support operations. The PAF analysis of strategy and force sizing that Andy Hoehn and David Ochmanek performed was instrumental in shaping the Quadrennial Defense Review debate and changed the approach used by the DoD to sizing and shaping military forces.

Replacing Aerial Refueling Tankers: An Analysis of Alternatives (AoA). Aerial refueling tankers (so-called "gas stations in the sky") play a critical role in U.S. military and national security strategy, enabling the United States to effectively deploy air power in worldwide operations, such as over Iraq and Afghanistan, and to operate effective homeland defense air patrols. With the majority of the Air Force's current aerial tanker fleet nearing 50 years of age, encountering technical difficulties and bearing increased cost of operations, the Air Force commissioned PAF to assess the cost-effectiveness of a wide range of alternatives for replacing the fleet. Delivered amidst some controversy surrounding procurement practices, the rigor and objectivity of PAF's resulting AoA was especially valued. The key recommendations of the study, led by Michael Kennedy, which favor a competitive acquisitions program of manned commercial aircraft retrofitted for military use, were adopted by the Air Force and incorporated into a request for information to industry issued earlier this year.

Securing America's Ports. Over the past two years, a team of RAND researchers led by Henry Willis and David Ortiz completed a series of studies evaluating the security of the global containerized supply chain and assessing the various threats, vulnerabilities, and costs associated with a terrorist attack on different maritime vessels and facilities, such as cruise ships, ferries, and ports. This body of work generated significant interest in Congress in 2006 and was presented widely in both the House and Senate. As a result of this engagement on the Hill, the research team was asked to comment on early versions of the bipartisan Security and Accountability for Every Port Act (SAFE Port Act). Signed into law by President Bush in 2006, the final version of the SAFE Port Act incorporates several of RAND's key recommendations, including implementing a pilot program for container inspections rather than mandating 100 percent screening, focusing on improving information about the location of ships (maritime domain awareness), and requiring greater accountability for complying with maritime security measures.

Reforming Public Schools in Pittsburgh. As in many troubled U.S. school districts, leaders in Pittsburgh Public Schools are committed to raising academic performance, but find it difficult to isolate barriers to achievement among the myriad factors affecting student learning. When the district made the difficult decision to close or reconstitute underperforming schools, it sought RAND's help in identifying which schools were failing to serve its students' needs. Brian Gill and John Engberg responded by developing an innovative "school performance index" (SPI) that RAND Education used to rate an individual school's ability to raise student achievement test scores, while controlling for outside influences such as home environment and socioeconomic status. By using the SPI, the district could distinguish between lower-scoring schools that demonstrate gains in student achievement and schools that score higher but that are less effective in improving student achievement. As a result of RAND's analysis, 22 of the district's lowest-rated schools were closed in 2006 and students

were transferred to more-productive learning environments. In the longer term, the SPI will support even more ambitious analyses to identify the key features of Pittsburgh's high-performing schools, laying the groundwork for systemwide improvement of school performance. This same performance index could be useful to school districts around the United States as well.

Streamlining Income Tax Filing in the United Kingdom (UK). A large and growing percentage of taxpayers in the UK have been filing their income tax returns late, incurring penalties and causing increased costs and administrative burden for the UK's tax and revenue authority. Asked by the National Audit Office (NAO) to investigate the problem, RAND Europe's Stephen Miller and Andrew Daly modeled the impact of alternative filing systems and identified several key changes that would lead to workflow improvements. These changes were recommended by the NAO and accepted by the Revenue Authority, affecting more than 10 million UK taxpayers.

Improving Public Safety. RAND's research on policing and public safety continues to have effects at all levels of government. As a result of a RAND study on ammunition sales in Los Angeles led by Greg Ridgeway, the city strengthened its ammunition enforcement program and other cities are now considering following suit. At the federal level, based on research by Larry Hanser, Mike Hix, and Steve Drezner, the FBI is implementing RAND's recommendations on improving its human resources policy and succession planning for its senior executive corps, an essential step in transforming the FBI from a law enforcement agency to one that is also responsible for domestic intelligence operations.

Improving the Readiness of Army Units Heading for Iraq. The U.S. Army is testing a new policy on parts inventories that Army brigades carry with them when they deploy to Iraq and Afghanistan. As part of an Arroyo Center project led by Ken Girardini, Ken and Art Lackey have been designing these inventories to fit the precise organization and operational assignment of each deploying brigade. This new

analytical approach has produced a noticeable improvement in unit readiness, prompting Army officials to propose that tactical inventories should no longer be determined by unit commanders but rather by a new cell at the Army Materiel Command, using the RAND methodology.

Contributing to Qatar’s Modernization. Consistent with one of RAND’s overarching institutional goals—to support reform in the Muslim world—analysis from multiple research units conducted under the auspices of the RQPI helped Qatar make significant progress this year toward its goals of modernization. Chief among the reforms in 2006 is a large-scale redesign of Qatar’s labor markets to help diversify Qatar’s national workforce and achieve greater efficiencies in government labor policies and services. Guided by RAND recommendations, which were produced by a team led by Keith Crane, the reform effort includes the decentralization of government authority over government personnel operations, labor policymaking, and private-sector employment matters, as well as the development of new programs to encourage Qatari nationals to obtain employment outside the government sector. The consequences of such reform will contribute to the long-term stability and quality of Qatar’s government-provided services.

Making Liberia More Stable and Secure. DoD asked RAND to advise the newly elected president of Liberia, Ellen Johnson Sirleaf, on a reorganization of her country’s security sector. At present, Liberia has no army and more than a dozen separate police forces. The NDRI team visited Liberia and prepared a report recommending the creation of a new, small army; the consolidation of the many police forces; and the creation of a National Security Council to institutionalize control of all security forces. In the spring of 2006, the research team, led by David Gompert and Olga Olikier, briefed President Johnson Sirleaf and her cabinet on the final results. The president enthusiastically praised NDRI’s work, and she and her cabinet accepted the RAND study as the basis for their national security reform program.

Protecting U.S. Soldiers from Roadside Bombs. Improvised explosive devices (IEDs), or “roadside bombs,” are a leading cause of U.S. combat death and injury in Iraq. In 2006, NDRI continued to build on an important body of work supporting coalition efforts to counter IEDs. The work, led by Walt Perry and now funded by the Pentagon-created Joint IED Defeat Organization (JIEDDO), has made several significant contributions to the IED fight. First, Tom Sullivan led the development of a methodology to assist commanders in identifying likely locations of IED emplacements in the near term. This methodology was implemented with some success and NDRI provided analytical support to a number of units in Iraq on a daily basis over the last several months of 2006. The RAND methodology is currently being evaluated for wider implementation. Second, Randy Steeb and others developed a computational tool for evaluating proposed counter-IED tactics and technologies that is helping JIEDDO assess options and informing their decisions in selecting and adopting specific programs and systems to implement in the field.

Regulating New Media in Europe. New technologies have spurred rapid and dramatic developments in media products and services, with policy and regulatory bodies frequently struggling to keep pace. RAND Europe was asked to analyze the likely impact of a European Commission proposal to regulate “new media”—such as television on the Internet, mobile multimedia, and online gaming—under the same rules that apply to conventional European television. Finding that application of the existing regulatory regime was likely to stifle important economic investment by technology firms in Europe, RAND recommended less stringent regulations, and in 2006, the European Council of Ministers announced intentions to modify its regulatory proposal consistent with RAND Europe’s recommendations.

Expanding Military Recruiting. The U.S. Army undertakes sophisticated missions and requires and seeks the highest-caliber enlistees. Traditional

Army recruiting focuses on high school graduates, as non-high school graduates (“tier-two” enlistment candidates) are considered less likely to complete their first enlistment term, thereby wasting valuable training and recruiting resources and potentially disrupting unit performance. Questioning whether this recruiting guideline may cause the Army to miss out on good soldiers among the 20 percent of youth who do not earn a high school diploma, the Arroyo Center was asked to evaluate the effectiveness of a more comprehensive tool for predicting first-term success among tier-two recruiting prospects. As a result of RAND’s analysis, led by Bruce Orvis, and a joint RAND-Army briefing to senior DoD officials, the Office of the Secretary of Defense allowed the Army to increase the number of tier-two candidates it could bring into the service—a change in policy that contributed significantly to the Army meeting its recruiting goals in 2006. A related Arroyo Center project led by Jim Dertouzos on recruiter productivity and the recruiting potential of local youth markets contributed to changes in the mission-allocation process and the assessment of recruiter performance.

Requiring Quality Conditions for Coverage of Weight-Loss Surgery. Bariatric surgery is an important, last-resort surgical weight-loss procedure for individuals with severe obesity-related health problems. Although these surgeries are performed regularly, a RAND Health research team led by Paul Shekelle discovered that outcomes varied significantly among providers. RAND recommended standardizing the process of care within the specialty. This past year, as obesity-related health problems continued to rise, Medicare expanded coverage to include bariatric surgery, but only for providers who could demonstrate minimum quality measures—a key limitation consistent with RAND recommendations. This important caveat to coverage will help ensure that the increased affordability of bariatric surgery for elderly patients is coupled with adherence to evidence-based standards of care.

THESE MANY RESEARCH ACCOMPLISHMENTS were matched by several notable institutional milestones. The new Santa Monica research facility at 1776 Main Street earned a gold Leadership in Energy and Environmental Design award from the U.S. Green Building Council, one of the few privately owned buildings to receive that designation. The Promising Practices Network (www.promisingpractices.net), operated by RAND Child Policy, was one of 18 finalists (selected from more than 1,000 candidates) for the 2006 Innovations in American Governance Award, a program administrated jointly by the Kennedy School of Government at Harvard and the Council for Excellence in Government. The Pardee RAND Graduate School conferred 23 new doctorates in policy analysis at its June Commencement Exercises, bringing its nation-leading total to more than 200. And, with the help of the latest generous gift from former trustee Peter Bing, RAND established the new Bing Center for Health Economics, which will enable RAND to continue and strengthen its tradition of innovative, high-profile analytical contributions to health policy.

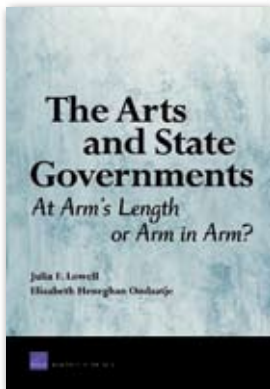
None of this would have been possible without the many interactions each and every day by RAND analysts from all fields and disciplines, reaching out to clients, grantors, and donors; to specialists and experts across the globe; to corporate leaders; and to policymakers at all levels of government. These interactions, which are buttressed by the efforts of RAND’s outstanding support staff, are essential to addressing the most difficult questions, examining problems in new and innovative ways, and sharing the results of RAND’s broad research program. Indeed, it is the “many faces of RAND” that create the body of expertise and the record of quality and objectivity that allow the institution to reach the most influential audiences—not only to shape the policy debate but ultimately to bring about changes in policies that improve people’s lives.

Everyone in the RAND family can and should be proud of the year’s achievements, as well as inspired by the creativity, commitment, and integrity of RAND staff who make these achievements possible and dedicate themselves every day to making a difference.

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.

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Human Resource Management and Army Recruiting: Analyses of Policy Options, James N. Dertouzos, Steven Garber, MG-433-A

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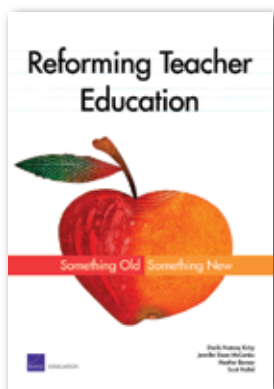
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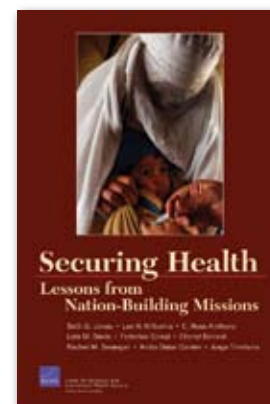
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"Reducing the Global Burden of Acute Lower Respiratory Infections in Children: The Contribution of New Diagnostics," Yee-Wei Lim, Mark Steinhoff, Federico Girosi, Douglas Holtzman, Harry Campbell, Rob Boer, Robert Black, Kim Mulholland

"Reducing the Burden of HIV/AIDS in Infants: The Contribution of Improved Diagnostics," Julia E. Aledort, Allan Ronald, Sylvie M. Le Blancq, Renee Ridzon, Alan Landay, Maria E. Rafael, Molly V. Shea, Jeff Safrin, Rosanna W. Peeling, Nicholas Hellman, Peter Mwaba, King Holmes, Cathy Wilfert

"Reducing Stunting Among Children: The Potential Contribution of Diagnostics," Karen A. Ricci, Federico Girosi, Phillip I. Tarr, Yee-Wei Lim, Carl Mason, Mark Miller, James Hughes, Lorenz von Seidlein, Jan M. Agosti, Richard L. Guerrant

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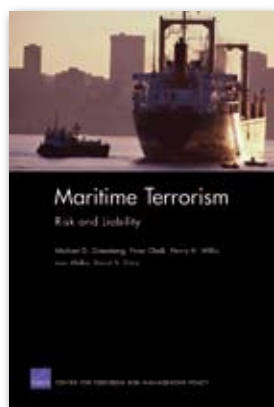
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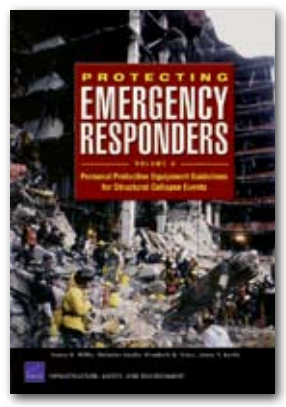
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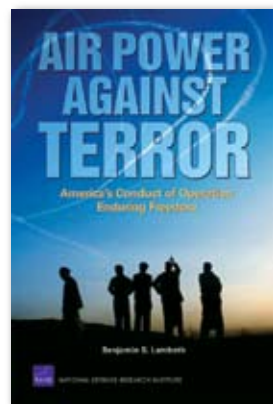
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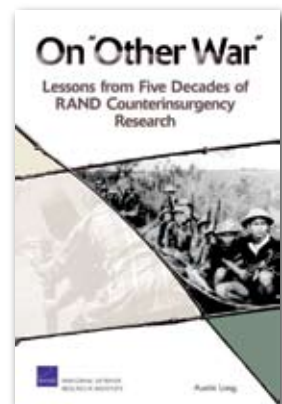
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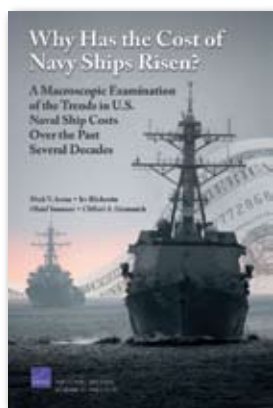
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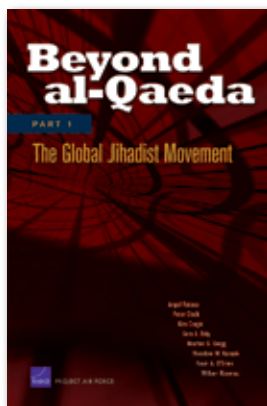
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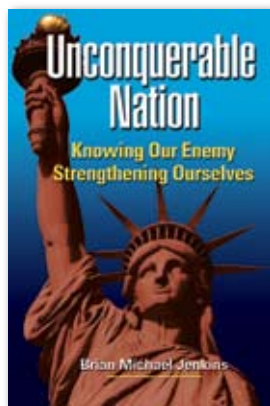
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