

# 2007

## Year in Review

BY JAMES A. THOMSON, PRESIDENT AND CEO







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**In 2008, RAND marks 60 years of public service.** The institution is as strong as ever, with a widening research agenda, a healthy roster of strategic relationships, and a growing number of major donors. The luster of the RAND brand name comes not only from the institution's dedication to its core values of quality and objectivity, but also from our staff's sustained commitment to using our research and analysis to make a difference by addressing the most important challenges of our day.

Every year at this time, RAND's Executive Vice President Michael Rich and I evaluate how well we are carrying out our mission of helping to improve policy and decisionmaking through research and analysis by looking back at RAND's activities and accomplishments during the previous year and answering a series of questions about (1) the quality of our research and the focus of our agenda, (2) the strength of our dissemination and outreach, and, most important, (3) the effects of our products and services on policy and practice. As demonstrated by the examples that follow, all of us have much to be proud of when we look back on 2007.

Our mission test 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 scientific quality and objectivity?
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?



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**Responding to Wartime Needs.** Topping the concerns of U.S. policymakers in 2007 were the war in Iraq and the growing insurgency in Afghanistan. Those concerns are prominently represented in RAND's research agenda. RAND analysts continued their field research on approaches for countering improvised explosive devices, the roadside bombs that have caused most coalition casualties, and additional advances in supply-chain logistics to ensure timely receipt of parts and supplies in theaters of operation. RAND research on insurgencies, begun 50 years ago, achieved even greater depth with the release of several new analyses designed to help defense leaders better understand the life cycle of insurgencies—how they begin, mature, and end—and how to effectively counter them at each stage. Each of our national security divisions have numerous projects under way on the operational challenges in Iraq and Afghanistan, and the global efforts arrayed against al Qaeda and affiliated extremist groups.

As policymakers increased their attention to the health and welfare of servicemen and -women returning from overseas deployments, they were able to draw on RAND's unparalleled resources and legacy of previous research on military health care systems and health care quality. In 2007, RAND provided the principal analytical support for the President's Commission on Care for America's Returning Wounded Warriors (the Dole-Shalala Commission); the codirector of RAND's

military health research center served as the Commission's research director. RAND also began a large-scale study to help military personnel suffering from post-traumatic stress disorder, traumatic brain injury, and other mental and emotional injuries associated with combat service. RAND researchers are gathering data on the current health, functioning, and care needs of those who were deployed to Iraq or Afghanistan, assessing the capacity and quality of services being provided to them, predicting the costs associated with mental illnesses and the funding required to address them with evidence-based care, and formulating recommendations for improving the health delivery systems for veterans.

**Raising Student Achievement.** For decades, parents, educators, and policymakers have sought ways to raise the quality of education in U.S. schools. The No Child Left Behind Act (NCLB), passed with bipartisan support by the U.S. Congress in 2001, was intended to ensure that all children in public school are proficient in reading and math by 2014. With the law up for congressional reauthorization and the target proficiency date still seven years away, RAND Education has been in the midst of a congressionally mandated study to provide key data to help policymakers and myriad other stakeholders better understand the effects of NCLB on student achievement, identify areas of success, and recommend opportunities for improvement. This study and an additional one conducted for the National Science Foundation make use of several multiyear national surveys

of teachers, principals, school district staff, and parents, as well as collection and analysis of student outcome data. Together, these RAND studies represent the largest data-gathering effort conducted on NCLB since it went into effect in 2001. RAND Education is also at the forefront of designing and evaluating another much-discussed reform involving teacher and principal compensation, merit bonuses, and other pay-for-performance systems in Nashville, Charlotte, and Pittsburgh.

**Managing the Economic Risk of Catastrophes.** In 2007, federal legislators also wrestled with whether to extend the Terrorism Risk Insurance Act (TRIA), the law passed after 9/11 to provide a temporary federal backstop for property and casualty claims resulting from the massive damages incurred in the attacks. A separate but related debate concerns how to best manage risk associated with flood and wind damage, an issue made prominent by the unprecedented loss sustained in Hurricanes Katrina and Rita. In both instances, a series of analyses by the RAND Institute for Civil Justice (ICJ) and RAND Infrastructure, Safety, and Environment (ISE) played a central role in shaping the terms of the debate. To evaluate the TRIA question, researchers with the support of the RAND Center for Terrorism Risk Management Policy (CTRMP) tackled the central problem confronted by policymakers—the high degree of uncertainty related to circumstances of future attacks and the market for insurance under varying federal schemes—by devising an innovative computer simulation to analyze how different proposed legislative strategies would perform in thousands of plausible scenarios. The results showed benefits to leaving TRIA intact, but suggested additional consideration be given to planning for cases of chemical, biological, radiological, or nuclear attacks. In a RAND Gulf States Policy Institute study of the availability of commercial wind insurance following Hurricanes Katrina and Rita, researchers working in the ICJ addressed a troubling trend: Businesses are paying higher premiums for less coverage. This condition may delay needed economic reinvestment in the struggling U.S. Gulf States region. Additional analysis from ICJ and ISE on the flood insurance market for residential properties provided insight to policymakers seeking the right blend of incentives to ensure maximum coverage for properties most susceptible to damage.

**Crafting a Complex Relationship with China.** The U.S.–China relationship is complex, with overlapping economic, diplomatic, and ideological dimensions, and measures of both cooperation and competition. For two decades, RAND has sustained a cutting-edge research base on policy concerns related to China. In 2007, several publications added new insights to inform policymakers’ understanding of the evolving superpower. A RAND study

examining broad historical trends in Asian geopolitics, published as a commercial book, focused on seizing opportunities offered by China’s growing economy, and warned against taking a Cold War–era approach that overemphasizes military competition. Several other studies examined the most probable flashpoint for conflict between the United States and China—the relationship between mainland China and Taiwan. In one study, researchers noted the implications of China and Taiwan developing increasingly close economic ties. In another, researchers outlined the strategies China could employ to prevent U.S. forces from coming to the aid of Taiwan in the event of a Chinese attack on the island. To supplement analyses like these and assure RAND’s continued role as a leader in China-related research, Cyrus Tang, a Chinese-American businessman and RAND advisory board member, donated \$2 million to establish the Tang Institute for U.S.–China Relations. Housed within the RAND Center for Asia Pacific Policy (CAPP), the Institute will work to improve policy discussions that shape relations between the United States and China on issues such as currency, labor and trade, direct foreign investment, and the perceptions that each nation holds about the other.

### **Analyzing Opportunities for a Greener World.**

Multiple examples from 2007 illustrate RAND’s growing body of work on energy and environmental policy. A joint analysis, conducted by RAND Project AIR FORCE (PAF) and ISE, on technologies and policy options for developing alternative fuels is shaping the broader national debate on the cost-effectiveness of various alternative fuel initiatives, the role of the federal government in promoting technology outcomes, and specific Air Force decisions on science and technology investments. Testimony based on this research was given at several congressional hearings this year. A recently completed RAND Arroyo Center study showed the importance of environmental considerations even during contingency operations. Failure to attend to environmental consequences can not only increase cost and risk to our soldiers but also affect the ability to accomplish mission goals. Additionally, an analysis comparing the societal benefits of three existing auto fuel alternatives—diesel, hybrid, and E85 (an ethanol/gasoline combination)—is informing the debate over how we power the 17 million new cars and light trucks sold in the United States each year. Two ISE studies completed in 2007 tackle water management issues. One study helped public water resource managers in California address the novel challenges posed by climate change. The new RAND methodology for guiding water planning decisions under circumstances

of deep uncertainty is also attracting attention from federal legislators and state and local officials in California interested in ways the approach can be used to evaluate a range of climate change adaptation policies. In another study, researchers focused on private-sector concerns for water conservation. They created a convenient, easy-to-use tool to help commercial building owners make better decisions about improving water efficiency in their high-rises. Looking ahead, an occasional paper from the RAND Pardee Center for Longer Range Global Policy and the Future Human Condition examines the environmental damage wrought by modern industrial agriculture practices and discusses the potential of an alternative scheme—perennial polyculture farming—for reducing worldwide hunger and malnutrition, reversing environmental degradation, and redressing the loss of biodiversity. Finally, a note of commendation for RAND senior physical scientist Rob Lempert, who is at the center of many of RAND's climate change and environment projects: Rob was honored in 2007 as a contributor to the Intergovernmental Panel on Climate Change, which was awarded the Nobel Peace Prize.

**Shaping the Debate on Health Care.** With the U.S. presidential election in 2008 fast approaching, health care reform looms as the most significant and complex domestic election issue. Still, objective, reliable information on reform options remains scarce. In 2007, RAND Health continued to develop its innovative Comprehensive Assessment of Reform Efforts (COMPARE) project, which is designed to facilitate evidence-based evaluations of a wide range of proposed solutions for America's health care challenges. The project is supported by RAND's deep expertise in core areas of health care policy, which in 2007 produced major contributions on matters of quality of care; consumer-directed health care; effects of tax credits and subsidies; providing coverage for the uninsured, underinsured, and vulnerable populations such as poor children; consumer cost sharing for prescription drugs; and pay-for-performance medical incentive systems. A 2007 RAND Health study also reminds us that while the reform debate frequently focuses on financing, we still face significant obstacles when it comes to quality. Findings revealed the shockingly poor state of American pediatric care: Only 50 percent of recommended care is received by children during doctor visits. Recommendations for improvement point to modifying current insurance systems, which deter doctors from spending the amount of time needed to deliver the full range of recommended care to young patients. Finally, a novel partnership between RAND Health and a private-sector health services firm has led to the incorporation of RAND quality-of-care indicators into

a suite of commercially distributed consumer education tools, thereby substantially extending the reach of RAND-designed evaluation methods.

### **Focusing Attention on Promoting Healthy Lifestyles.**

A series of RAND studies released in 2007 heightened the appreciation of the effects of the growing obesity epidemic and the importance of policies to promote healthier lifestyles. Building on previous RAND research analyzing obesity trends and estimating their effects on future health care costs, researchers working in RAND Health and RAND Labor and Population have identified an alarmingly rapid rise in clinically severe obesity in the United States and showed that costs due to related disability can nearly double associated health care expenditures. Another stream of RAND research is zeroing in on environmental factors that may contribute to the obesity problem or help prevent it. Results show that how we design neighborhoods can play an important role in promoting physical activity and reducing obesity. Recommendations for obesity-fighting policies include increasing the number of neighborhood parks, keeping school playgrounds open longer and on weekends, and having a neighborhood land-use pattern that encourages walking. Additionally, a team from RAND Europe completed their analytical support in 2007 for the self-evaluation of the European Union's Platform on Diet, Physical Activity, and Health, a collaborative undertaking among a diverse group of European stakeholders to improve the health of European citizens. RAND analysis is helping to identify successful methods for promoting healthy eating, healthy lifestyles, and physical activity, as well as point out opportunities for improvement.

### **Keeping Communities Safe from Crime and Terrorism.**

A suite of studies released by RAND Europe in 2007 addressed rising concern in the United Kingdom about antisocial behavior and crime, and a high rate of repeat offending, which is estimated to cost £11 billion annually. RAND Europe's recommendation to reduce antisocial behavior through early childhood interventions contributed to shifting public debate from a focus on punitive strategies to an early crime prevention approach. Additional findings that rehabilitative measures are more effective at stemming violent crime than punitive ones are influencing evaluation of policies aimed at post-incarceration reintegration. A separate pair of studies addressing public safety issues was conducted by ISE researchers and examined fair and effective policing policies. Sponsored by the New York City Police Department (NYPD) following the controversial 2006 fatal police shooting of an unarmed African-American man, these studies review the NYPD's "stop-and-frisk" record for racial bias and also provide a comprehensive analysis of the force's firearms discharge review and training processes.

The stop-and-frisk findings were briefed to the NYPD Commissioner and released to the public in November. Both studies are expected to help NYPD management implement sound policies to improve police officer performance and provide better service to New York residents and visitors to the city from around the world. Few objective standards exist to establish whether policing services are fair and impartial. Moreover, the appearance of bias in police activities is common when crimes and police activity concentrate in minority communities. RAND's "veil of darkness" method of evaluating police bias, which compares the racial distribution of individuals stopped by police immediately before sunset (when cues about race are more easily seen) and immediately after sunset, has been used and accepted by local stakeholders in Oakland and Cincinnati, and was named the 2007 Outstanding Statistical Application by the American Statistical Society.

Terrorist groups remain the most imminent military and economic threat to the United States. RAND continued to expand its 35 years of leadership in terrorism and counterterrorism studies, a research stream that began after the murder of Olympic athletes in Munich in 1972. A collection of six studies produced by ISE this year addresses the complex and poorly understood relationship between terrorism and technology—the technological capabilities and vulnerabilities of terrorist groups, and the ways terrorists acquire and use technology. Another CTRMP study developed estimates of the probability that attacks will occur in a specific city, showing that a few large cities are most at risk. Additionally, a PAF study examining the relationship between terrorism and ungoverned territories—failed or failing states or ungoverned areas within otherwise viable states—is increasing our understanding of the conditions that give rise to a terrorist or insurgent presence. It recommends strategies that the United States can use to make these areas less fertile ground for terrorists.

**Controlling the Costs of Acquiring the Next Generation of Major Military Equipment.** As our nation prepares for the security challenges of the 21st century, it faces the major expense of acquiring a new generation of military equipment. For many decades, RAND has helped the Department of Defense (DoD) develop and acquire new equipment in a cost-effective manner. Multiple studies from across RAND's federally funded research and development centers (FFRDCs) contained recommendations for managing the acquisition costs of a new wave of technologically advanced equipment. A PAF study tracked cost growth in military equipment acquisition programs for the past three decades, determining that while the rate of growth has not increased historically, the magnitude of the cost

growth has remained high because of overoptimism, requirements "creep," and unrecognized technical issues. Another PAF study conducted for the Air Force Space Command and the Air Force Space and Missile Systems Center recommended an improved approach for estimating the costs of space systems and for understanding factors that drive growth. For the Navy, the RAND National Defense Research Institute (NDRI) identified increasingly ambitious requirements as a key reason why the costs of new classes of ships rise at double the inflation rate. In response, the Navy established a new organization, a cost analysis center to support a requirements review board as new ship classes are proposed and produced. For the Army, the Arroyo Center recommended how to manage the development of the Future Combat System (FCS) as it plans for initial production. The FCS is the Army's largest, most complex program to date: not a vehicle but rather a network of technologically advanced equipment, both manned and unmanned, ground and air—and the risks of cost growth are severe.

**Confronting the Challenges of Globalization.** In the four decades since RAND diversified its research agenda to address social and economic issues in addition to U.S. national security concerns, an increasing number of RAND studies examine policy challenges affecting countries and peoples outside of the United States. The many contributions of our colleagues at RAND Europe and the RAND-Qatar Policy Institute, in addition to forthcoming analyses from RAND's new partnership with the Vicente Fox Center in Mexico, are but a few obvious examples among many. World trends toward increasing globalization, however, set the stage for an even broader set of inquiries. In pace with this trend, RAND established two new research centers in 2007—the RAND Supply Chain Policy Center and the RAND Center for Global Risk and Security—to focus traditional areas of RAND expertise on multistakeholder solutions to cross-border challenges. A 2007 report from RAND Europe is also instructive. Focusing on the cross-boundary influence of information and communication technologies, it explores nontraditional options for governance and regulation. One of the truly global developments is the aging of societies around the world. RAND Labor and Population is involved in large-scale studies of the determinants and consequences of aging societies in nearly two dozen countries in North America, Latin America, Europe, and Asia.

Obviously, these illustrations are just a small fraction of the overall RAND research agenda, but everyone in the RAND family should take pride in the breadth, relevance, and depth of the institution's analytical efforts. ■



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

Conducting objective, rigorous research on pressing issues is an important first step in helping to improve policy. But for our work to make a difference, it is essential that we effectively communicate our findings and recommendations to decisionmakers who can use them. Each year, RAND researchers make thousands of presentations and publish hundreds of books, reports, articles, and research summaries to inform and advise public- and private-sector decisionmakers, while also enriching and shaping the public debate on prominent issues.

**Advising Senior Executive Branch Officials.** RAND is particularly effective at disseminating research findings of relevance to the national security community. In 2007, numerous briefings were conducted for top military and civilian leadership on issues of geopolitics and global security; intelligence policy; military force structure and employment; logistics and infrastructure; personnel, training, and health; and acquisitions and technology. To highlight but a few examples: Findings from a RAND National Security Research Division (NSRD) study on counterinsurgency efforts in Afghanistan reached the highest level of government when presented to Vice President Cheney just before his visit to Pakistan. Another NSRD report, *Building Moderate Muslim Networks*, has been briefed widely and at high levels, including to the Under Secretary of Defense for Policy and to senior State Department officials at a briefing arranged by the Deputy National Security Advisor for Combating Terrorism.

Conclusions from several Arroyo Center studies were presented to the Army Science Board as well as G-2 and G-8 decisionmakers; and the RAND Stability Operations Army Force Estimator, developed by the Arroyo Center in 2005, continued to be a useful tool for the Army, Marines, U.S. Forces Korea, and the United Nations to estimate force requirements across a range of stability operations. Other Arroyo Center briefings reached the Secretary of the Army and the four-star commanders of Army Forces Command, Army Training and Doctrine Command, and U.S. Transportation Command. PAF analysts helped policymakers assess the strategic and operational challenges posed by Iran and evaluate options for meeting those challenges. They briefed the staff of the Vice President and ran a series of tabletop exercises with senior staff from the State Department, the Joint Chiefs of Staff, the Air Force, and other offices and agencies. Analysts on another PAF project presented their recommendations on Air Force test and evaluation infrastructure to the Secretary and Chief of Staff of the Air Force. National security contributions from outside RAND's three FFRDCs also reached top executive officials: RAND Health's study on securing health during nation-building was briefed to U.S. Central Command, the command center for the Horn of Africa, the Middle East, and Central Asia; and policy implications of a RAND Labor and Population study on the national security impact of the world's aging population were discussed at the Summit on Global Aging convened by the State Department in advance of the U.S.–European Union Summit talks.



Our outreach on nondefense matters was similarly effective at providing timely input to decisions confronting senior executive officials. Highlights include presentations to the Secretary of Education, other U.S. Department of Education officials, and numerous state education officials on the impacts of No Child Left Behind; briefings to Federal Emergency Management Agency representatives on lessons for enhancing domestic disaster-response efforts after Katrina; meetings with Government Accountability Office leadership on strengthening response to public health emergencies; presentations to Department of Veterans Affairs officials on issues related to post-traumatic stress disorder; a series of briefings to leadership at the Department of Health and Human Services and the Centers for Medicare and Medicaid Services that have helped guide proposals by those agencies for a pay-for-performance financing program to align Medicare's current hospital payment system with the quality (rather than quantity) of care provided; and briefings to senior officials in the Department of Homeland Security on passenger rail security, al Qaeda recruitment, and other issues.

**Informing Congress.** RAND delivers research findings and lends analytical expertise to Congress to help legislators make better-informed decisions about the nation's many challenges. In 2007, RAND researchers testified before Congress on 28 occasions, contributing objective analyses to debates on issues such as the federal role in supporting alternative energy investment, renewal of the Terrorism Risk Insurance Act, implications of Afghanistan's civil war, and understanding terrorist ideology. RAND's Office of Congressional Relations also convened dozens of bipartisan briefing sessions for members and staff of the House and Senate to share input from RAND experts on issues at the top of the legislative agenda. Topics included challenges facing the global supply chain, the impact of the State Children's Health Insurance Program on children's quality of life, and challenges for U.S.–China relations. Moreover, we published 59 electronic newsletters for Congress, each customized to present recent RAND findings in a manner directly responsive to legislative needs.

**Supporting State and Local Decisionmaking.** RAND research was also briefed to a significant number of senior officials at state and local levels. Outreach efforts by the RAND Gulf States Policy Institute gained traction in 2007 with the opening of its second office in New Orleans, Louisiana, supplementing its existing base in Jackson, Mississippi. Capitalizing on the strengthened regional presence, researchers briefed Louisiana state officials on the impact of Hurricane Katrina on school attendance and test scores, while another set of researchers briefed state officials and the Army Corps of Engineers on their analysis of Louisiana's hurricane protection and coastal restoration

planning. Findings that exposed the lagging pace at which affordable housing is being rebuilt in the most damaged coastal counties in Mississippi were also briefed widely among regional public and private stakeholders in Mississippi, as well as in Congress.

Elsewhere in the country, separate teams of RAND researchers briefed California lawmakers on improving the seismic safety of hospitals. In addition, ISE research on the fiscal impact of Pennsylvania's Allegheny County Mental Health Courts was briefed to a broad array of senior county and state legislative officials, providing the first data available about the cost savings achieved by such a program. RAND Labor and Population's study of the adequacy and efficiency of preschool education in California was briefed to the top legislative leaders in California as well as numerous senior officials in the Executive Branch. In Pittsburgh, RAND Education's ongoing focus on the challenges facing that city's public school district found a broad audience. Findings about the impact on academic performance of after-school tutoring programs reached the district superintendent, local foundations, and supplemental services providers. Several RAND Health studies have found a national audience, with a number of state legislatures and state and local public health agencies requesting findings from 2007 studies on evidence-based falls prevention strategies and approaches to enhancing vaccination coverage among adults. Ongoing RAND Health work on innovative strategies to combat underage drinking and substance abuse among teens was also briefed to substance abuse experts from the National Conference of State Legislatures.

**Informing Judicial and Administrative Proceedings.** In addition to shaping legislation and its implementation, RAND research is increasingly cited by appellate court judges, the U.S. Supreme Court, and various administrative-law judges. In 2007, the most notable example involved the RAND Institute for Civil Justice's 2005 permanent partial disability rating evaluation, which figured prominently in the California Workers' Compensation Appeals Board opinion in the case of *Boughner v Comp USA Inc. and Zurich North America*.

**Briefing International Decisionmakers.** RAND staff regularly interact with senior policymakers outside the United States, too. Many of these interactions involve analysts from RAND Europe and the RAND-Qatar Policy Institute who brief their respective policymaking communities on a wide range of topics of regional importance. There are several notable examples from 2007: RAND's acclaimed research on strategies to help a Palestinian state succeed once a final status accord is reached was briefed to former U.K. Prime Minister Tony

Blair, now Special Envoy for the Quartet on the Middle East. The findings from the donor-supported Palestine project (completed in 2005) continue to reach expanding circles of business, religious, not-for-profit, and political leaders in nations throughout the world. Also widely disseminated in international circles were findings from the 2007 NSRD publication, *The Beginner's Guide to Nation-Building*; briefings were conducted for the World Bank and the entire staff of the United Nations Department of Peacekeeping Operations, and NATO distributed copies of the report to 50 top staff members on the ground in Afghanistan. RAND Europe's research on detecting fraud and error in the U.K. social security system formed the basis of a World Bank distance-learning module that is being used to train Bank clients and staff worldwide on social security fraud issues. And researchers from RAND Health, with support from a Pardee RAND Graduate School fellow, conducted a tabletop exercise for senior government officials from six Southeast Asian nations to test responses to a pandemic influenza emergency. The first of its kind, the exercise was designed to foster cooperation among countries in the Mekong Basin, which are most likely to experience the outbreak of a devastating flu pandemic, and to strengthen systems for detecting, monitoring, and containing an outbreak. More than 80 representatives from the six countries participated, as well as representatives from international organizations such as the World Health Organization, UNICEF, and the United Nations System Influenza Coordination office. This work is now being extended into the Middle East.

RAND also routinely receives distinguished international visitors at our seven offices worldwide and we make a special effort to share with them findings from our latest research. In 2007, RAND researchers presented findings from a variety of studies to Vicente Fox, former president of Mexico, as well as to Her Highness Sheikha Mozah Al-Missned of Qatar, and also hosted high-level visitors or briefed from more than two dozen other countries, including Afghanistan, Australia, Belgium, China, France, India, Iraq, Israel, Japan, Libya, Pakistan, South Korea, Turkey, and the United Kingdom.

**Reaching Private-Sector Decisionmakers.** Increasingly, RAND findings are being discussed with senior executives in the corporate world. Notable examples in 2007 include numerous briefings by researchers to senior insurance industry leaders on matters related to public-private risk allocation for catastrophes; presentations to major shopping mall owners on strategies for safeguarding their properties against terrorism; a conference for commercial logistics professionals to discuss issues confronting the

global supply chain; and a meeting among Silicon Valley information technology executives to explore the impact of cyber crime on U.S. businesses. Recent work by the RAND Gulf States Policy Institute on economic revitalization and organizing public-private partnerships was briefed extensively to business interests in New Orleans.

**Enriching the Public Debate.** An important part of RAND's public service mission is to enrich the quality of public debate on top policy issues. We aim to inject our research findings into media streams likely to reach the widest possible audiences, and also to provide broad access, via our Web site, to RAND's accumulated 60-year library of knowledge. In 2007, more than 2,700 individual media reports featuring RAND research were published or broadcast by newspapers, magazines, news services, and television and radio networks around the world. Studies published in 2007 that received the heaviest news coverage included analyses of (1) the poor quality of pediatric health care; (2) the safety risks posed by senior drivers; (3) racial patterns among pedestrian stops made by New York City police officers; (4) the academic gains among students enrolled in privately run public schools in Philadelphia; and (5) the ability of California hospitals to meet deadlines for new seismic safety standards. RAND researchers also inform public debate via published op-ed commentaries. In 2007, more than 70 op-eds were published in influential news media including the *New York Times*, *Washington Post*, *Wall Street Journal*, *Los Angeles Times*, *Financial Times*, *The Guardian*, and the *International Herald Tribune*. These commentaries provided timely, reasoned assessments of issues ranging from mounting ethnic tensions in Turkey's and Afghanistan's increasing civil strife to strategies for easing urban congestion and planning for the consequences of our aging population.

RAND's Web site, redesigned in 2006, continued to be an important resource for consumers of policy analysis. In 2007, visitors downloaded approximately 4 million copies of RAND publications and [www.rand.org](http://www.rand.org) was honored with the Independent Book Publishers' Benjamin Franklin Award for the best-designed and most-effective Web site. Enhancements to the site in 2007 included the launch of 67 RSS feeds to deliver RAND content from across five categories: featured research, featured projects, news and events, hot topics, and bookstore releases. The syndication of core content streams into RSS feeds allows RAND to "push" content to subscribers and continuously update them on new developments. This offering helps RAND keep pace with trends in online communications, but more importantly responds to the needs of key consumers to more conveniently access and manage large volumes of electronic information. ■



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



RAND's primary institutional objective is to have our work result in a measurable difference in policy or practice that positively impacts people's lives. We have high standards for evaluating outcomes. In 2007, we find a range of examples that demonstrate how high-quality, objective research communicated clearly and effectively to key decisionmakers can influence positive change. The following illustrations are a few of the ways RAND is making a difference.

**Military Procurement Cost Savings.** The DoD routinely seeks the most cost-effective way to fulfill its missions, and the need to save money or improve effectiveness is particularly acute in time of war when defense spending necessarily accelerates. When the Air Force proposed buying the last three lots of the F-22A fighter jet under a single multiyear contract on the basis that it would be more cost-efficient, Congress asked for an independent assessment of the savings. The Office of the Secretary of Defense (OSD) turned to NDRI to provide the independent assessment. Operating under considerable time pressure, a research team led by Obaid Younossi delivered findings to OSD and the Air Force in just six and a half months. The final report was submitted to Congress and accepted as the definitive answer to the congressional request. It served as the basis for the required DoD certification of savings. One month later, the multiyear contract was awarded by the Air Force at a savings of \$411 million.

**Strengthening Public Safety in Post-Hurricane New Orleans.** Hurricane Katrina, and the flooding that followed, largely disabled the New Orleans Police Department (NOPD) and other city first responders. Subsequently, the NOPD has suffered from unusually high rates of departure from the force and extreme difficulty recruiting new officers. With broader civic recovery plans dependent in large part on adequate public safety, rebuilding the police force became an important foundational issue for recovery. A RAND research team led by Bernie Rostker conducted a rapid study to help address the NOPD's recruiting and retention problems. Drawing on insights gained from decades of working with large governmental organizations to improve the management of their personnel systems, Rostker and his team identified several initiatives in five areas that, when tailored to NOPD circumstances, held the promise of helping the NOPD address its personnel problems at modest or no additional costs to the city. In 2007, New Orleans Mayor Ray Nagin announced that the NOPD had adopted RAND's key recommendations to increase compensation and improve internal promotion systems, resulting in the first net gain in the number of officers since the hurricanes in 2005.

**Improving Palestinian Health Care.** The Palestinian health system lacks adequate local capacity for some types of specialty medical services. To meet the needs for such services, the Palestinian Ministry of Health (MOH) has a process for referring patients for “treatment abroad,” by which the MOH pays for services provided outside the public care system (whether from foreign or from local nongovernmental providers). Over time, however, the number and cost of such referrals ballooned to the point of being financially unviable; also, referral policies were increasingly viewed as politicized and inequitable by Palestinian consumers. Starting in 2005, at the request of the Palestinian Cabinet, a team of RAND researchers led by Michael Schoenbaum conducted an intensive study of the existing referral system and potential options for improving it. In 2006, the Cabinet drafted, ratified, and implemented an updated referral law based on RAND’s analysis and recommendations, but when the Hamas-led government took office shortly thereafter, status of the new referral law became uncertain. In 2007, however, the Fatah-led government that succeeded Hamas in the West Bank revived the plan and is now pursuing a “treatment abroad” policy based on RAND’s recommendations. The government is also using this and related RAND research to inform its broader health-sector development strategies.

**Reducing the Cost of Resupply Troops in Iraq and Afghanistan.** When the cost of airlifting repair parts and general supplies to troops in Iraq skyrocketed, the Army turned to RAND Arroyo Center to help it devise a cheaper way to provide responsive support. A supply chain analysis conducted by Ken Girardini, Eric Peltz, and Marc Robbins revealed that it would be cost-effective to invest in additional inventory and position many heavy, high-demand, low-cost items in warehouses located in Kuwait, from where they could be flown or convoyed quickly to units in Iraq. Resupplied inexpensively by sealift, this theater inventory would avoid the high cost of shipping by air from the continental United States, reducing total supply chain costs. The Army and its supply chain partners, the Defense Logistics Agency and General Services Administration, accepted RAND’s recommendations to redesign the supply chain, increasing utilization of the Kuwait inventories by fivefold. The changes have resulted in about \$500 million in savings thus far, and RAND has provided additional recommendations that could increase the savings to about \$225 million per year.

**Sustaining Operations on Military Bases.** When first established decades ago, many of the nation’s military bases were in remote areas. Over time, suburban sprawl has begun to encroach on the borderlands of installations, limiting the type and manner of training that can occur there. Loss of biodiversity resulting from increased development further restricts military objectives by leaving bases as the last refuge for protected plants and animals. At the request of DoD, NDRI undertook an assessment of the Readiness and Environmental Protection Initiative (REPI), a law passed by Congress in 2003 that allows the military to establish buffers near training and testing sites to limit encroachment problems. Findings from the study led by Beth Lachman were delivered in 2007 and concluded that while REPI-established buffers appear to be effective, the program is underfunded given current land values and development pressures. The report recommended that DoD ramp up support for the program soon before the opportunity to buffer is lost. Following release of the report and a briefing of its findings to Congress, an amendment to the National Defense Authorization Act was proposed that cited the RAND report and adopted several of its key recommendations. Building on the report’s influence in the authorization debate, \$16 million was added to REPI in the Department of Defense Appropriations Act, 2008, which was signed into law in November.

**Strengthening Air Force Logistics.** PAF has worked to enhance the Air Force logistics enterprise for many years. Part of the effort identified how repair facilities outside of the United States could enhance logistics support to deployed forces. As a result of this work, the Air Force opened new facilities in Europe and northeast Asia. In addition, PAF research teams led by Bob Tripp, Amanda Geller, and Patrick Mills identified command and control process and procedures for managing worldwide and regional repair operations. This work was implemented by the Air Force in Europe and recently incorporated into the design of the Global Logistics Support Center.

**Building a Culture of Research in Qatar.** Formation of the RAND-Qatar Policy Institute more than four years ago represented the vision of Qatari leadership that national, regional, and global challenges could best be addressed with evidence-based decisionmaking. Building a local culture of research and an infrastructure for rigorous, objective policy analysis was critical to realizing this vision. In 2004, a team led by Debra Knopman developed a comprehensive blueprint for the creation, operation, and strategic direction of the Qatar National Research Fund

(QNRF), a Qatar Foundation–operated institution that would fund original, competitively selected research across a range of disciplines with the goal of fostering improvements in the health, environment, and security of the people of Qatar and the surrounding region. No institution of this kind had previously existed in Qatar. Beginning in 2006, RAND researchers worked with Qatari collaborators to build the QNRF from the ground up. These efforts culminated in 2007 with the successful launch of QNRF’s flagship funding program—the National Research Priorities Program—and the allocation of \$10 million in grants to fund 47 original research projects. The research grants are a first for Qatar and the region and were awarded based on an international, peer-reviewed competition designed by the RAND team to ensure transparency and integrity and to rival respected grant-making programs worldwide. Building on this initial success, the QNRF is prepared to launch a second funding cycle in the second half of 2008.

**Preserving Intellectual Capital in Support of National Security.** For the first time since the invention of nuclear submarines, the U.S. Navy will soon have no design program under way for a new class or major upgrade of these vessels. As design activities come to a standstill, the number of highly specialized submarine designers and engineers could dwindle, burdening the next submarine design effort with additional costs, delays, and risks. After analyzing the deleterious effects of the planned pause in submarine design, a RAND team led by John Schank recommended that the U.S. Navy take action to prevent a critical erosion of submarine design capabilities. They proposed that the Navy start designing the next class of nuclear submarines five years ahead of schedule and stretch out the design period to bridge the design gap. As an alternative, they recommended sustaining design resources at the shipyards, their vendors, and in the Navy that exceed those supported by the demand, so that the next class may be designed on time, within budget, and without elevated risk. These findings were briefed to the Secretary of the Navy and on Capitol Hill, influencing an initial investment in the future submarine program and the addition of \$5 million for submarine design to the Department of Defense Appropriations Act, 2008.

**Defining Capabilities for Responder Safety.** A 2004 ISE study on protecting emergency responders led by Brian Jackson, Susan Ridgely, and Jim Bartis continued to have influence in 2007. One of the study’s core recommendations was for the emergency response community to create a cadre of highly trained “disaster safety managers” to supervise multiagency safety efforts during large-scale emergencies. The managers would serve as a knowledgeable communications bridge between response organizations to facilitate the kind of information sharing that is critical to keeping emergency responders safe. In the fall of 2007, the Department of Homeland Security (DHS) released the Target Capabilities List (TCL), one of two DHS documents that collectively represent the definitive resource on the capabilities and processes deemed essential for the nation to adequately address catastrophic threats. The RAND blueprint for disaster safety managers was incorporated in the TCL on responder safety. The TCL represents extensive input of more than 1,500 federal, state, and local officials, and more than 120 national associations. It will be used to focus policy, planning, and investments at all levels of government and the private sector in order to strengthen the capabilities it identifies and better prepare the nation to respond to major incidents.

**Guiding Investment in Biomedical Advances.** When the United Kingdom’s National Institute for Health Research (NIHR) was established by the UK’s Department of Health, NIHR sought to create a group of national Biomedical Research Centres and Biomedical Research Units to support research on major health topics such as cancer, cardiovascular disease, nutrition, and mental health. NIHR wanted to locate the centers within the UK’s leading university and hospital research settings to leverage existing strengths among faculty and research programs at those institutions. To guide NIHR’s investment decisions, a RAND Europe team co-led by Jonathan Grant and Edward Nason conducted a bibliometric analysis that identified those centers with the most highly cited scientific and medical papers in a variety of fields. As a result of RAND’s work, NIHR was able to focus their investment on research centers with internationally respected reputations for medical research, and concentrate their peer-review processes on the track record for translating that research into clinical settings to benefit patients. The centers and units established by NIHR will share more than £450 million over the next five years to drive progress on innovation and translational research in biomedicine.

**Producing the Right Number of Fighter Pilots.** The Air Force faces a dilemma in deciding how many new fighter pilots it should train each year. It is chronically short of the overall number of fighter pilots needed to meet both flying and nonflying requirements, but it faces significant constraints on the rate at which new pilots can be absorbed into the flying force. In recent years, the Air Force's fighter pilot production goals have erred on the high side, degrading unit readiness in ways that PAF simulation modeling, led by John Ausink, Bill Taylor, and Jim Bigelow, had previously forecast. PAF's research was instrumental in convincing senior Air Force leadership to accept significant changes in its fighter pilot production goals.

**Preventing Gun Crimes.** In Los Angeles, records are kept that identify ammunition purchasers, but they were not being routinely examined. Working with the Los Angeles County Sheriff's Department, Greg Ridgeway and George Tita performed criminal background checks on a sample

of buyers, finding that more than 10,000 rounds of ammunition were sold in the city over a two-month period to individuals who are prohibited from owning guns or ammunition. Greg Ridgeway briefed these results to city leaders in Los Angeles, Sacramento, and Long Beach. As a result, the Los Angeles City Council passed a resolution to support state legislation that would mandate other cities to emulate its law requiring gun dealers to maintain a log of all ammunition sales; Sacramento passed such a law; and Long Beach is considering such a law. The Los Angeles Police Department now routinely scrutinizes ammunition sales logs.

The list goes on, but those few examples represent fulfillment of RAND's mission: high-quality, objective analysis of important issues, conveyed to policymakers in time to be used, that produced tangible effects in the form of improved policies, programs, processes, and practices. ■

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The key to RAND's success is its human capital—our unequaled research staff, the creative technical support staff, the hundreds of donors and advisers who believe in RAND's dedication to tackling the world's most important problems. Michael and I salute and thank each and every one.



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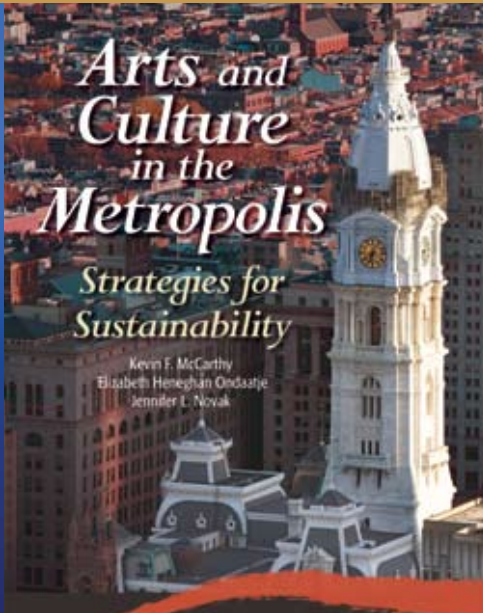
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