This product is part of the RAND Corporation corporate publication series. Corporate publications describe or promote RAND divisions and programs, summarize research results, or announce upcoming events.
At the start of each new year, Jim Thomson, RAND President and CEO, issues a memorandum to RAND staff reflecting on the previous year’s accomplishments and rededicating the RAND community to taking on the biggest policy challenges in the year ahead. This is a reprint of Thomson’s memo issued January 20, 2011.

Each January since 1997, Michael and I have taken stock of RAND’s performance by examining how well we are achieving our mission: to help improve policy and decisionmaking through research and analysis. We have ample measures of our financial performance, but this test measures something else for the RAND family.

RAND’s commitment and capacity to make a difference with its research is what attracts clients, grantors, and donors to RAND, of course, but it is also what motivates people to join RAND and to stay here. So, the Year in Review message performs an important function within our diverse and growing organization: reminding us of our mission and what has been achieved across the institution.

As we have in the past, we examine our accomplishments using a three-tier test of (1) the relevance of our research agenda and the quality and objectivity of our products and services, (2) our ability to reach the people who can use our work to make a difference, and (3) our contributions to change in policy or practice. I invite you to learn more about how RAND did in 2010, and I hope you will find inspiration for the year ahead.

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

2010 was a year marked by contentious debate about policy options in countries around the world. A coalition government in the United Kingdom and a new European Commission
took office and embarked on controversial policy changes to address fiscal problems. Debate
in the United States centered most notably on the role of government in addressing economic
woes, U.S. engagement in the Middle East and Southwest Asia, how to ensure that education
systems generate more satisfactory results, and health care reform. RAND made significant
contributions in each of these arenas. I’ll start with the last of the four.

Health and Health Care Reform in the United States
RAND Health researchers developed COMPARE (Comprehensive Assessment of Reform
Efforts) over the past few years in anticipation of the health care reform debate that culmi-
nated with the signing of the Patient Protection and Affordable Care Act (and companion
legislation, the Health Care and Education Reconciliation Act) in March. I reported last year
on the extensive collection of policymaking audiences that were briefed on the approach and
how we assessed the health care reform options under consideration. More recently, RAND
researchers used COMPARE to demonstrate that the health care reform law was near optimal
in terms of extending health insurance coverage at the lowest possible federal cost. COMPARE
is also being used to understand how implementation of the specific components of the law,
such as the creation of health insurance exchanges, is likely to play out. A paper published in
the September 1, 2010, edition of the New England Journal of Medicine estimates that the law
will result in a large net increase in employer-sponsored insurance offers, that a disproportio-
nate share of the increase will involve coverage for workers at small firms (which are not subject
to penalties under the law), and that nearly three-quarters of the workers offered coverage by
small businesses will receive that offer through the exchanges.

The notion of instituting cost controls on health care reimbursement was an important
part of the American reform debate. Cost controls give doctors and patients incentives to rely
more on alternative insurance sources, such as auto liability and workers’ compensation, to pay
for health care. A RAND Institute for Civil Justice (ICJ) project analyzed data from Massa-
chusetts (which serves as a model for national health care reform) and found evidence of sig-
nificant cost shifting to alternative insurers. This suggests that health care reform has hidden
costs that are not accounted for in public discussions and that reform might affect the costs of
providing auto or workers’ compensation insurance in the future.

Lawmakers in Michigan proposed legislation to cap auto insurance premiums in response
to high insurance premiums in the state (17 percent higher than the national average). An ICJ
study demonstrated that the difference could be entirely explained by higher health care costs,
suggesting that capping premiums is not a solution and that more direct health care cost con-
tainment measures make more sense. This is just one example of RAND research on legislation
that endeavors to improve the quality of a debate with empirical evidence.

One emphasis of health care reform efforts at the state level has been the cost of medical
malpractice, both direct costs and unnecessary “avoidance” behavior—that is, tests and treat-
ments that are expensive and of dubious medical value undertaken to minimize liability. An
ICJ evaluation of California data found a significant correlation between safety outcomes and
malpractice claims at the county level—a clear indication that improving safety can generate
improvements in the malpractice climate.

While the health care reform debate dominated national attention, it was not the only
important health policy matter on the table in 2010. RAND’s several years of work on influ-
enza vaccination was extended to reveal that an effective response to a future pandemic more
deadly than the 2008–2009 H1N1 event could not be achieved without improvements in vac-
cine technology. Other RAND Health projects focused on the unmet need for mental health services in post-Katrina New Orleans, the public health benefits of taxing unhealthy foods (like salt, soda, and fast food), and the validity of physician cost- and quality-profiling efforts being introduced by payers across the country. Like the COMPARE effort, these projects exemplify how RAND research is not only contributing to but also actually shaping the health policy debate.

**Envisioning and Evaluating Approaches to Improving Education**

Teachers are also beginning to be subjected to quality-centered review. Whether current methods for evaluating teacher quality are suitable for high-stakes applications, such as teacher compensation, is still being hotly debated; research by RAND Education has helped establish the technical basis for answering this important question. One project funded by the U.S. Department of Education has shown that traditional quality indicators, like the attainment of advanced degrees, longevity, and credentialing experience, are not closely linked to teacher quality as measured in terms of student outcomes. Other RAND projects have revealed how student outcome–based measures of teacher quality may depend on factors beyond the control of the teacher, thus suggesting limitations in the usefulness of these measures.

More generally, a variety of incentive systems for improving student achievement are being tried and tested across the country. RAND Education research teams are directly involved in evaluating pay-for-performance experiments in Nashville; Pittsburgh; Round Rock, Texas; and New York City. In Pittsburgh, RAND is also starting an evaluation of the Pittsburgh Promise, a privately funded program that seeks to incentivize achievement (and increase enrollment) by offering college scholarships to all students in the district. And RAND is beginning a seven-year evaluation of a Bill and Melinda Gates Foundation initiative to implement better measures of teacher effectiveness as tools for managing teacher placement, tenure, compensation, support, and careers. We are also conducting extended evaluations of programs to improve school leadership, including the use of measures based on student performance.

**U.S. National Security Interests Around the Globe**

The United States has been committed to large, resource-intensive military operations since 9/11. While U.S. engagement in Iraq has been decreasing, the situation in Afghanistan has become increasingly volatile, thus earning more attention from policymakers in the United States and allied countries. RAND’s national security research units have continued to contribute to resolving these policy challenges in myriad ways. One important RAND National Defense Research Institute (NDRI) effort for the U.S. Marine Corps Intelligence Activity assessed the potential for locally raised and managed defense forces to complement the counterinsurgency efforts of the Afghan National Security Forces (ANSF), assisted by U.S. and NATO forces. This study concluded that such local defense forces, likely to be respected and supported by local Afghans, could play a critical role in fighting the Taliban and al Qaeda and would not necessarily undermine the legitimacy of the ANSF. Widely briefed at senior levels up to the U.S. Secretary of Defense, the study’s recommendations are reflected in local village police forces across Afghanistan. At the same time, a RAND Project AIR FORCE (PAF) analysis focused on dismantling and disrupting Taliban and al Qaeda safe havens along the Pakistan-Afghanistan border area, with a particular focus on how airpower (working closely with special forces and law enforcement agencies) can disrupt activities within and among various havens.
Also in 2010, RAND Arroyo Center researchers modeled the objectives and influence of key political, military, tribal, economic, religious, and criminal leaders in Afghanistan and neighboring regions of Pakistan. With this model, alternative diplomatic, military, and economic strategies can be projected. This project could potentially revamp the discussion of strategies employed in the region.

The impact of meeting U.S. global security commitments is experienced most personally and profoundly by the men and women serving in the military and by their families. RAND has undertaken several streams of research building on the foundations of *Invisible Wounds of War* (which has had an enduring impact, as discussed in the 2008 and 2009 editions of this essay). For example, researchers from NDRI and RAND Arroyo Center have been examining the stresses that families and, especially, children are experiencing, as well as approaches for mitigating them. These stresses have manifested in various ways, including children’s academic performance. The salience of this issue is underscored by the significant press coverage that this research has received: approximately 178 references to date, including an article about the study in *Parade* magazine, which reaches an estimated 35 million readers. RAND Arroyo Center has also completed a study on the academic and behavioral health challenges among children of deployed parents, finding that extended deployment has a modest negative effect on students’ achievement test scores and that schools are seeking information on how to help children through the deployment period. Meanwhile, PAF has been helping Air Force leaders understand the increasing incidence of Air Force civilian suicides. The analysis benchmarked recent Air Force experiences against national and state norms and highlighted actions that could be targeted specifically at the Air Force civilian workforce.

**Fiscal and Economic Policy Challenges**

News reports in 2010 continued to be dominated by the global economic situation. Interventions by the U.S. government to avert some of the worst pain were quite costly, raising the federal deficit and debt to new high levels, thus inciting a new round of concerns about the solvency of the U.S. treasury. Though macroeconomic policy has not been an area of emphasis for RAND, our researchers have addressed many of the policy areas that feed directly into U.S. economic security.

The costs of the wars in Iraq and Afghanistan, currently estimated to be well over $100 billion a year, constitute an important fraction of U.S. spending at the federal level. In acknowledgment of the need to avoid squandering increasingly scarce financial resources, U.S. Secretary of Defense Robert Gates announced in September 2010 a sweeping initiative to improve U.S. Department of Defense (DoD) efficiency. As outlined in a 2010 RAND corporate publication, RAND is a long-standing source of objective evaluation of DoD program cost-effectiveness and cost-saving recommendations in many domains of defense spending. Thus, it is well positioned to help the department succeed with this initiative. RAND’s national security federally funded research and development centers (FFRDCs) have recently completed two such studies: One is helping the U.S. Army develop strategies to reduce the cost of equipping units; another study conducted by NDRI has completed a forensic evaluation of major weapon system acquisitions, generating insights about the root causes of cost growth.

Federal spending outside of DoD has also been under scrutiny. Legislation has been proposed to lower the cost of catastrophe insurance through loan guarantees. ICJ has shown that policies resulting in increased earthquake coverage rates, and thus reduced uninsured losses
following an earthquake, would save the government millions of dollars in the form of a reduc-
tion in federal disaster relief and tax deductions.

Although RAND has not been deeply involved in evaluating policies intended to help
Americans suffering from unemployment or the mortgage crisis, RAND Labor and Popula-
tion (L&P) is undertaking several related efforts. In partnership with Dartmouth College and
the Wharton School at the University of Pennsylvania, RAND is managing a center to develop
and test innovative programs to improve financial literacy and promote informed financial
decisionmaking. This is relevant because some believe that poor financial decisions among the
general population played a role in the recent recession. Since November 2008, an ongoing
project has been quantifying surveys (20 waves so far) on the impact of the recession on house-
holds. Other L&P researchers have been reshaping the debate over solutions to the impending
insolvency of Social Security. In a study sponsored by the U.S. National Institute on Aging
on the labor force participation of older Americans, RAND researchers have uncovered evi-
dence that more older workers are likely to remain in the workforce longer than in the past,
thus easing concerns that the nonworker/worker dependency ratio will increase beyond readily
manageable levels. This study also points to policies that can enhance these positive trends.

In the aftermath of the financial crisis, ICJ is conducting two large studies designed to
support ongoing deliberations about the future regulation of financial markets. The first exam-
ines the role of hedge funds in the financial collapse. The second is a review of accounting prac-
tices, traditional measures of financial stress, and their relevance in identifying and preventing
systemic risk. These projects place RAND squarely at the center of the national debate about
the reform of financial market regulations.

RAND has done little research on fiscal management at the federal, state, or local level,
though this has been a topic of focused attention by the public and policymakers. I should add
that we are currently reviewing whether and how the gaps in RAND’s research agenda regard-
ing macroeconomic and fiscal policy should be addressed.

Another raging national policy debate that arguably deserves more attention by RAND
is one that bubbled up in response to a 2010 Arizona law cracking down on illegal immigrants
in that state. RAND Infrastructure, Safety, and Environment (ISE) addressed the potential
impacts of a policy incorporating immigration enforcement by nonfederal entities in an occa-
sional paper published in April 2010. ISE is currently leading a multiunit effort to explore
opportunities for RAND to contribute to this important debate by analyzing the systemic
effects of immigration reform on demographics, public safety, workforce and local econom-
ies, and the provision of public services. RAND’s efforts to build understanding across the
U.S. border to the south will undoubtedly be enhanced by the RAND representative office in
Mexico, established in 2010.

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

Of the hundreds of studies completed by RAND each year, most generate publications that
are widely distributed. In 2010, approximately 300 MGs, TRs, DBs, OPs, and WPs were pro-
duced, which is comparable to recent years. (Of course, this does not capture the large number
of journal articles, the primary dissemination route for many parts of RAND.) A considerable
fraction of the studies are widely briefed to a variety of stakeholder and academic audiences. Many of them reach one or more senior government officials. The evidence of our success with regard to the reach of RAND’s work is in the range and number of studies that have been utilized (and often praised) by the most senior decisionmakers, that have been widely cited in the news media, or both. To demonstrate our success, let me spell out a few examples of the various ways our research is connected to those who make use of it.

**Key Examples of RAND Research with Reach**

Three examples stand out at the state and regional levels in the United States. First, RAND provided background research and analysis to support plans for governing and funding coastal restoration and economic recovery in the Gulf Coast region following the Deepwater Horizon oil spill. This study was conducted at the request of U.S. Secretary of the Navy Ray Mabus, who was asked by President Obama in June 2010 to lead the planning for the long-term recovery effort; the findings were incorporated into the Secretary’s report to the President. Also notable was the short timeline allotted for this complicated effort, which was completed in only about four weeks.

Second, research in a number of communities is helping local officials shape their plans to meet increasing water demands under evolving climate conditions, exposing them to RAND’s expertise on robust decisionmaking methodologies. In Los Angeles, this research supports a Blue Ribbon Committee established to address long-term water planning needs in this water-constrained environment.

Third, a RAND Drug Policy Research Center study of the likely implications of marijuana legalization as proposed in a ballot initiative presented on November 2, 2010, to the voters of California has exemplified the reach that can be achieved by a coordinated, comprehensive rollout process. The study generated two occasional papers that received extensive press coverage and has been presented to dozens of audiences across the state and beyond. Direct evidence of its influence on policymakers’ considerations is reflected in the number who referenced the research when announcing their position on the initiative, like U.S. Senator Dianne Feinstein (as noted in a July 13, 2010, *Los Angeles Times* article). The RAND research also appears to have had some effect on public opinion, indicated by dramatic swings in polling data before and after the RAND reports were released.

At the federal level, RAND’s three national security FFRDCs continue their longstanding tradition of access at high levels of uniformed and civilian defense leadership, including the Joint Chiefs of Staff and service secretaries. Indeed, in recognition of the importance of engaging senior leadership, PAF initiated efforts to enhance the value of its projects at the highest levels by generating frequent, succinct communication on issues of immediate salience; this initiative has already earned positive recognition by the leadership of the Air Force. Similarly, RAND Arroyo Center is generating frequent, succinct communication on issues of immediate salience to the Army’s senior leadership via its monthly “BlackBerry blasts.”

One specific example of a project that has garnered wide and senior attention is a joint PAF/NDRI effort focused on long-range strike capability, which is at the forefront of DoD’s force modernization agenda, with the results briefed directly to the U.S. Secretary of Defense. To note another, Generals Stanley McChrystal and David Petraeus, successive commanders of coalition forces in Afghanistan, have been directly and personally briefed on and responsive to NDRI research that assessed the ANSF and then developed recommendations for improvements in selected areas. In addition, RAND Arroyo Center studied recent Israeli conflicts in
Lebanon and Gaza, identifying lessons about irregular and hybrid warfare applicable to the U.S. Army. The recent U.S. Army decision to send tanks into Afghanistan was consonant with the results of that research.

Reach Outside the United States
RAND’s reach to senior decisionmakers outside of the United States continues to expand. Studies by the RAND-Qatar Policy Institute (RQPI) continued to reach senior Qatari decisionmakers. RQPI, in conjunction with L&P, worked closely with the president of Qatar’s Supreme Council for Family Affairs (SCFA), the government entity responsible for recommending policies and programs that promote the family and provide social protections to its vulnerable members, both on reorganizing the SCFA and in assisting in the development of effective relationships with private institutions that provide social services. This research was presented to leaders of the SCFA as well as Her Highness Sheikha Mozah bint Nasser Al-Missned. Based on the in-depth knowledge and institutional familiarity derived from these efforts, RQPI was invited to conduct a multiweek policy analysis training seminar for SCFA staff. Conducted in conjunction with the Pardee RAND Graduate School (PRGS), this training seminar exemplifies how RAND can directly help improve policy- and decisionmaking by supporting the development of analytical capacity within key organizations.

Still in the Middle East, though a bit farther to the north and many miles away in cultural and political terms, is Israel. ISE’s recent donor-funded study of the energy-security, cost, environmental, and other implications of Israel’s growing dependence on natural gas was shared with senior officials from the relevant Israeli ministries. Not only did this study have a direct policy impact (e.g., supporting a decision to embark on a larger assessment of Israel’s energy strategy and providing analysis that contributed to decisions to postpone investments in a new coal plant and natural gas terminal facility), but it also catalyzed interest among senior Israeli officials for additional RAND analyses on other pressing Israeli policy issues.

In the southern hemisphere, the RAND National Security Research Division (NSRD) conducted a project for the Australian government that addressed whether Australia could rely on domestic resources to design its own submarine. This NSRD project was briefed all the way up to the Australian Secretary of Defence and Minister for Defence.

Closer to home, Haitian President René Préval spent over an hour with the RAND researchers who had just completed research on rebuilding his country following last January’s devastating earthquake. The team then presented the study to about 40 private and government leaders, including two cabinet ministers, the head of the central bank, the head of the international development authority, the rector of the largest university, representatives from the UN and the Organization of American States, and local and American press.

RAND Europe greatly expanded its influence in 2010. A particularly instructive example is its work on perceptions of the trade-offs among liberty, privacy, and security. It produced what proved to be one of the most frequently downloaded RAND reports, which was briefed not only in Europe but also to U.S. policymakers. One result of this internally funded effort was the commissioning of a similar study by the United Kingdom Home Office.

Dedicated Efforts to Extend RAND’s Reach
Charged with expanding awareness, understanding, and appreciation of RAND, our work, and our people, the Office of External Affairs (OEA) enables RAND to reach beyond the clients and sponsors of RAND research. OEA conducts targeted outreach to key audiences, such
as elected lawmakers, news media, opinion leaders, and philanthropists, while also making RAND and its research accessible to the general public. With many public policy institutions competing for attention from these audiences, in 2010, RAND enjoyed at least 25 mentions in the Congressional Record and appeared in more than 10,000 major online, print, and broadcast news stories—over 20 percent more than in 2009. More than 4.3 million documents were downloaded from rand.org last year, and new web capabilities, including My RAND accounts and a mobile site, were launched late in 2010 and give all of our external audiences greater access to our work. RAND was also active on Facebook (more than 4,000 fans) and Twitter (more than 3,800 followers). Our online presence also extends the reach of our institutional messages and publications, as do the dozens of regular and special events featuring our work and our people in and near RAND’s major U.S. offices. The number of individuals and corporations making donations to RAND grew by about 43 percent in 2010. Alumni and friends of PRGS were among the many first-time donors to RAND.

Have our products and services contributed to improvements in policy and practice?

Again, the answer is yes, though evidence of direct and significant impact is not always easy to uncover. However, one example demonstrated not only direct use by senior decisionmakers but also a perceptible impact on the decisionmaking process.

Late in 2010, RAND completed comprehensive research to support a DoD working group considering whether and how to repeal the policy known as “Don’t Ask, Don’t Tell,” which precluded gay men and women from serving in the U.S. military if they were open about their sexuality. At the direct request of the U.S. Secretary of Defense, RAND had been charged with updating its 1993 study on sexual orientation and military service, completed before “Don’t Ask, Don’t Tell” was implemented. The results of the RAND effort were released in early December in conjunction with the release of the working group’s report. The working group’s main recommendation to repeal “Don’t Ask, Don’t Tell,” as well as its supporting recommendations, was highly consistent with the findings in the RAND report. Moreover, the working group incorporated a significant amount of RAND’s material in its own report; the word “RAND” appears 109 times in its 151 pages. Ultimately, the report and its recommendations were accepted and endorsed by Secretary Gates. On December 18, the U.S. Senate followed the U.S. House of Representatives in voting for legislation that repealed “Don’t Ask, Don’t Tell”—legislation that was signed into law by President Obama four days later.

Other Impacts Through Federal and State Legislation

Sometimes, RAND’s generic outreach efforts can lead to a direct impact on legislation. An article in the spring 2009 RAND Review on government cost controls inspired Representative Mike Quigley of Illinois to introduce an amendment reflecting recommendations from the article to H.R. 5013, the Implementing Management for Performance and Related Reforms to Obtain Value in Every Acquisition Act of 2010.

RAND research and staff had a direct influence on the federal health reform legislation. For example, much of the language of Title III, the part of the legislation that addresses the quality and efficiency of health care, was drafted with assistance from RAND researchers.
RAND researchers also influenced the provisions of the law related to graduate medical education. Additionally, RAND research was cited in the related committee reports, which elaborate on the thinking behind the legislation; such citations are not common.

April 2008 testimony by a RAND researcher before the Subcommittee on Education in the California State Assembly highlighted that students have limited access to drinking water, which was discovered as part of a National Institutes of Health–funded study on obesity prevention. The testimony led to the September 2010 passage of legislation requiring schools to provide water to students at lunchtime.

**Impact Through Regulation and Other Means**

Several elements of RAND’s framework for assessing the value of deterrence in counter-terrorism are now incorporated into the U.S. Transportation Security Administration’s (TSA’s) Incident Response Process, TSA’s strategy for quickly developing countermeasures in response to incidents like the Christmas Day bomber.

RAND Health researchers concluded a review of available evidence on the prevalence, diagnosis, management, and prevention of food allergies, which have significant deleterious effects on family economics, social interactions, school and work attendance, and health-related quality of life. As a direct result, in December 2010, the National Institute of Allergy
Tangible Impact at the Local Level

Sometimes, the impact of RAND research is tangible. A RAND Health study published in 2009 was the first of its kind to comprehensively assess health and health care use among the more than 100,000 youths residing in Washington, D.C., considering both the children’s health service delivery system and the communities where they live. The goal of the study was to lay a factual foundation for advocacy and policy decisions related to children’s health in the District, as well as to help inform the allocation of community benefit resources. The research influenced decisionmakers in the District to decide to spend tobacco settlement money building primary care infrastructure, which resulted in an impressive new facility that was just opened in December 2010.

Police departments in cities across the United States are using RAND research on the relationships between changes in the size of the police force and crime rates to make the public case for funding. The chief of the Los Angeles Police Department cited RAND analysis to convince the Los Angeles City Council to reject a police department hiring freeze. And Philadelphia created its own cost-of-crime report based on RAND’s analysis to bring facts to the debate on police funding.

Impact on Decisions About Costly U.S. Defense Programs

U.S. Army logistics research in individual equipment inventory management, theater stockage management, and Army Medical Department equipping have the potential to generate very significant savings for the Army and the U.S. taxpayer. For example, the Army reduced its Organizational Clothing and Individual Equipment budget by $30 million per year on the basis of recommendations made by RAND Arroyo Center to improve inventory management efficiency without degrading effectiveness by linking replenishment to actual demand and increasing lateral transfers of available inventory.

Two PAF studies were particularly and directly influential. The first was a congressionally mandated review of the U.S. Air Force decision to retire 257 fourth-generation fighter aircraft. The study analyzed the demands for combat air forces in a variety of operational scenarios. Results show that retiring the 257 fighters is relatively low-risk, but more fifth-generation fighters and enhanced long-range strike capabilities are needed to counter challenging adversaries. Thus, the study demonstrated that the decision to retire the fighters was indeed appropriate, freeing the Air Force to execute the decision and reap the resulting savings.

The second study helped determine what to do with tooling for the terminated production line, the F-22A. Because the F-22A manufacturing base is complex, shutting down the production line without making any investment in preserving key elements of production
capability would make it expensive and difficult to restart production in the future, if that were desired. The Air Force asked PAF to identify the costs and implications of various shutdown options on the industrial base. This study soon changed the position of the Air Force, including guidance to the manufacturer to share its tooling preservation plans.

NDRI research on the next-generation sea-based strategic deterrent platform encouraged the U.S. Navy to rethink its development strategy and to pursue a less risky approach involving a different propulsion system. This study sent the Navy toward a solution that it had not previously considered.

In many of these examples, RAND studies that were conducted some years ago generated a significant impact on policymaking more recently—when the policymaking environment was newly ripe for the challenges to be addressed and conquered by policymakers.

That RAND research offers such enduring value is a testament to its high quality and objectivity. It is also a testament to the dedication, skill, and ingenuity of RAND’s entire staff. Each of us should be proud of the collective efforts of the nearly 2,000 people who work together to deliver RAND’s products and services and grateful for the clients, grantors, donors, and other supporters who value our dedication to quality and objectivity.