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Your World
The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.
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The research and analysis conducted at RAND is complex; we seek solutions to the toughest policy challenges across an incomparably broad range of issues. Yet the **purpose** of our work couldn’t be more simple: to help individuals, communities, and nations be safer, healthier, more secure, and more prosperous.

In the pages that follow, you will discover ways RAND is doing just that. In 2011, we found ways to improve the lives of veterans and their families and to get better results for teachers and children in underperforming schools. We analyzed which health care reforms will actually help you and your family be healthier or have better access to medical care. We looked at ways freedom of expression could be enhanced in the Arab world in the wake of protests across the Middle East calling for reform.

We also celebrated Jim Thomson’s 22 years as RAND’s president and CEO, and prepared for our first leadership transition in as many years.

Amidst the remarkable diversity of activity at RAND, there is a palpable constant: the optimism of our nearly 2,000-person staff that through innovation, agility, and rigorous analyses, we can work alongside decisionmakers of all stripes to craft policies that are effective and sustainable, and that make a positive difference in the lives of people every day.

Thank you for your support for RAND’s work, our people, and our ideas.
Global Demographic Shifts

The world’s 7 billionth person was born in 2011, igniting a slew of media coverage and, in some instances, doomsday predictions. RAND analyses of demographic changes occurring throughout the world provide a policy context for the shifts in power and potential to which the world has already, literally, given birth.

Demographics are not destiny, but they are the next best thing. The accumulation of slow demographic changes inexorably alters nations, especially vis-à-vis one another—and in ways that are not easy to reverse. In the decades ahead, China and India will have the most to gain or to lose, and the United States will continue to have the most to protect and to defend.”

Martin Libicki is a senior management scientist whose article on demographic trends (cowritten with economist Julie DaVanzo) appeared in the Winter 2011 issue of RAND Review.
Living Longer in Mexico

The proportion of Mexico’s population age 65 and above is steadily increasing and a substantial proportion of that population lives in poverty. In October 2011, RAND, AARP, and Centro Fox, the research institute founded by former Mexican president Vicente Fox, announced the results of a new study aimed at addressing the needs of Mexico’s growing elderly population. “As the population of Mexico ages, the nation will face greater challenges about how to maintain the health and welfare of its older residents,” says economist Emma Aguila, coauthor of the RAND study. “This study provides options to strengthen the security of Mexico’s older population.”

In a separate, ongoing study, economists in the RAND Center for Latin American Social Policy are partnering with the state of Yucatan in Mexico to create and evaluate government support for persons age 70 and above, such as a pension of 550 pesos (about US$69). Many countries around the world have introduced noncontributory social security programs like this one, including Brazil, Bangladesh, and South Africa. Noncontributory social security programs are implemented as a poverty alleviation measure for elderly persons with no contributory social security coverage or employer-provided pensions. Given the worldwide trend of aging populations, studies like this one provide valuable insights into long- and short-term effects of these programs.
China and India

China and India have the world’s largest populations, with India’s rate of population growth about twice that of China’s. According to a RAND analysis released in 2011, India’s total population will equal China’s in 2025—each will have an estimated 1.4 billion people—and is expected to exceed China’s thereafter. In addition, India’s prime working-age population will overtake China’s in 2028.

While the Chinese public is aging faster than in India, China’s population is healthier, has access to a better-developed health care system, and has higher levels of literacy and education, according to the study. Both countries have gender imbalances caused by historical preferences for males, which could generate social pressures resulting from having populations with significantly more men than women in certain parts of the two countries.
Low-income students continue to perform at considerably lower levels than their higher-income peers, particularly when it comes to reading-related skills. Summer instruction has the potential to lessen or altogether stop summer learning losses and to promote higher achievement.”

Catherine Augustine, a senior policy researcher at RAND, on the 2011 Making Summer Count study
Healthy Families, Healthy Children

Parental depression and early childhood developmental delays are closely related conditions, although health systems often identify and treat them separately. As a result, many parents are not receiving the support and services they need to manage their depression as well as their child’s developmental needs. In Allegheny County, Pennsylvania, a team of RAND researchers is working in partnership with more than 30 local agencies and organizations to change the way that mental health care is provided so that families’ needs are met, parental stress is reduced, and the well-being of the family at-risk improves. RAND is also developing a toolkit to help other counties initiate similar programs.

Your Kids in an Emergency

The Promising Practices Network, a RAND-led consortium of eight organizations focused on best practices in the area of child policy, developed an Emergency Planning Guide for Child-Serving Organizations, such as child care centers, after-school programs, and camps. The information will also be helpful to other organizations that work with children and families, including schools and health care providers. The guide helps these groups focus their planning on risks they are most likely to encounter, such as man-made disasters, violent incidents, or natural catastrophes.

Making Summer Count

The loss of knowledge and educational skills during the summer months is cumulative over the course of a student’s career and further widens the achievement gap between low- and upper-income students, according to a 2011 RAND study commissioned by the Wallace Foundation. Researchers found that summer learning programs can give students the chance to master material they did not learn in the previous school year, prevent learning loss, propel learning gains, and provide low-income students with enrichment opportunities similar to those experienced by their middle-income peers. Despite the clear benefits from these programs, many school districts have discontinued them as a result of budget cuts. Among the specific recommendations on how school districts can overcome barriers to establishing successful programs: partner with community-based organizations, private summer learning providers, and city and local governments; and think creatively about funding sources, such as hiring teachers who need administrative hours as summer-site coordinators.
Views from the Homefront

A growing body of RAND research is focusing attention on military families and the emotional health of the children of deployed parents. Among the key findings released in 2011: 34 percent of military kids among our study sample experience moderate or high levels of emotional difficulties, according to parents. Just 19 percent of youth in the general population were reported as experiencing these same difficulties. Additionally, in a study of Army families, children with a parent who has deployed 19 months or longer struggle more academically than their peers, a finding consistent across rank or component of the soldier, seniority of the soldier, gender of the deploying parent, and gender of the child. Drawing on findings like these, RAND researchers are helping the U.S. Department of Defense and each of the services focus on programs that mitigate the impact of deployments on children. Children of Army personnel now have access to free, online academic tutoring services; many public schools now have Military Family Life Consultants; and the Army Medical Command has initiated a school-based behavioral health program.

Helping Students Thrive

What kids learn in school depends on what is taught to them, and research shows that educators tend to teach what is being tested. Under the federal No Child Left Behind law, in place since 2002, what’s tested is student proficiency in just two areas—mathematics and English language arts. In anticipation of the reauthorization of the federal law, RAND researchers are helping policymakers consider expanding the law’s accountability provisions to include additional educational goals such as proficiency in other important subjects such as science and history; preparing students for college; and improving social and behavioral outcomes, including self-discipline, the ability to work in teams, civic-mindedness, and maintaining a healthy lifestyle.

WATCH

Brian Stecher, associate director of RAND Education, discuss at TEDx Southern California three steps policymakers and educators can take to cultivate schools where students can thrive.

www.rand.org/v110716

LISTEN

to an Events@RAND podcast featuring a panel of RAND’s top education experts discussing evidence-based perspectives on measuring school performance and what that means for student learning.

www.rand.org/a110629
Rebellion and Revolution in the Middle East

Political and social upheavals rocked the Arab world in 2011. Drawing on a large body of RAND research on political reform in the Middle East and past transitions from authoritarianism, RAND researchers have been at the forefront of policy analysis about unfolding events in the region.

It has been an extraordinary year for [the Middle East]. In the last 30 years, similar waves of democratic change largely succeeded in establishing stable democratic governments in Latin America, Asia, and Africa. There are reasons for optimism on this score for the Middle East, but it will not be easy, or without reversals and bloodshed.”

Charles Ries, director of the RAND Center for Middle East Public Policy, and former U.S. Coordinator for Economic Transition in Iraq, in a December 2011 commentary published at GlobalSecurity.org
Arab Unrest

In commentaries published in global media outlets, RAND experts, including former ambassadors, policy analysts, and political scientists, offered insight to the longer-term policy implications of pro-democracy protests across the Middle East in 2011.

“The days and weeks after a victory like this [in Libya] are a golden hour that set in motion either a virtuous cycle of increasing security and economic growth, or a downward spiral into insecurity, factionalism and economic chaos.”

“An Open Door in Libya” by Christopher S. Chivvis and Frederic Wehrey (CNN, October 20)

“Uprisings in the Arab world have revitalized Iran’s opposition movement, which many had left for dead. Since the unrest following Tehran’s disputed presidential election in 2009, Iranian hard-liners have been ... holding on to power through brute force. Now the regime is facing more internal pressure than many thought possible just weeks ago.”

“Iran Might Not Be the Big Winner of Mideast Uprisings” by Dalia Dassa Kaye (The Washington Post, March 4)

“The protest [in Egypt] is not without leadership; it is spearheaded by a large network of Egyptian human rights groups and other citizens [who] have long challenged the Mubarak regime on humanitarian issues such as greater independence of the judiciary, protections for minorities, and maintenance of stated protections found in the Egyptian constitution. Activists in these groups have been trained in nonviolent civic protest tactics. They have networked with democratic activists in other countries for four years or more.”

“The Domino Effect of Arab Unrest” by Julie E. Taylor (CNN, February 1)

“The world is debating how it can help the opposition [in Libya], including no-flight zones and air strikes. But there’s a less aggressive, though perhaps even more important, step we can take: ensuring that Libyans can communicate with the outside world ... by deploying cellphone base stations on aircraft or tethered balloons.”

“Can You Hear Libya Now?” by Daniel Gonzales and Sarah Harting (The New York Times, March 5)

“If Libya is to have a chance of replacing Qaddafi with something better, the United States, its allies, and the rest of the international community will need to pivot very quickly from the rather straightforward requirements of war fighting to taking seriously the complex and demanding tasks of peace building.”

“Libyan Nation Building After Qaddafi” by James Dobbins and Frederic Wehrey (ForeignAffairs.com, August 23)
Gulf Security
The RAND Intelligence Policy Center and RAND International Security and Defense Policy Center jointly organized a conference to address issues of Persian Gulf security in the wake of the still unfolding Arab Spring protests. One hundred participants attended the Washington, D.C., gathering, including senior government officials, academics, military officers, and members of the media. Puneet Talwar, senior director for Iran, Iraq, and the Gulf states at the White House, was the keynote speaker.

Nurturing the Arab Spring
At a 2011 briefing on Capitol Hill, researchers discuss the growing body of books, film, and other creative works produced by Arab authors and artists that counter the intellectual and ideological underpinnings of violent extremism, factors that thwart the distribution of such works, and policy recommendations to help countries develop widely available and diverse media content.

In testimony presented before the House Foreign Affairs Committee, senior policy analyst Alireza Nader offered input on Iran's human rights abuses and the possibility of an Arab Spring–like uprising in Tehran: “The Iranian regime has lost much legitimacy since the 2009 election and is internally divided. Moreover, it is increasingly unable to meet the political and economic aspirations of its own people. Its survival as a cohesive and functioning regime is hardly guaranteed. ... The Iranian population, much like the Tunisians and Egyptians, is capable of challenging its government on its own.”

WATCH the video at www.rand.org/v110613

READ the testimony at www.rand.org/t/CT369
Servicemembers and Their Families

The wars in Afghanistan and Iraq have put America’s all-volunteer force to its most severe test since its inception in 1973. A growing body of RAND research is helping to reveal how the troops and their families are faring, and focusing attention on support programs and policies that can best serve individuals in need.

As the United States winds down its involvement in these wars, addressing the post-deployment mental health problems of those who deployed to Afghanistan and Iraq should not be forgotten. This will not be an easy undertaking, especially in an era of budgetary austerity. System-level changes will be needed across the entire U.S. health care system if the nation expects to recruit, prepare, and sustain an effective military force in the future, while honoring the sacrifices—visible and invisible—of those who served.”

Terri Tanielian, writing as a guest blogger at AcademyHealth. Tanielian directs the RAND Center for Military Health Policy Research.
How Are the Troops and Their Families Faring?

Findings from more than a dozen RAND studies are identifying for the first time specific impacts of deployment on servicemembers, spouses and caregivers, and children. The findings reveal stress but also resilience.

More than two million U.S. servicemembers have been deployed to Iraq or Afghanistan. Although the majority return home with few post-deployment problems, a significant percentage face challenges with mental health and/or reintegration to civilian life.

The lives of spouses and caregivers from military families change dramatically during deployment. There are both challenges and benefits, but for many, child- and employment-related problems appear to worsen.

Along certain measures of functioning and well-being, children from military families are not significantly different from other children. However, they do report experiencing more anxiety symptoms, emotional difficulties, and problems with family functioning.

A New Generation of Veterans

Veterans of the wars in Iraq and Afghanistan face many challenges, particularly when it comes to health care. For a 2011 Policy Forum, senior behavioral scientist Terry Schell (right) was joined by Jonathan Schleifer (center), policy director at Iraq and Afghanistan Veterans of America (IAVA). They discussed RAND research findings on combat veterans’ experiences with depression, post-traumatic stress disorder, and substance misuse; the challenges veterans face in their physical health, access to services, and post-military careers; and ways these veterans are unique and different from veterans of prior generations. IAVA is the United States’ first and largest nonprofit, nonpartisan organization for veterans of the wars in Iraq and Afghanistan. James Hosek (left), a senior economist and expert on defense manpower, moderated the discussion.
Preventing Suicide

The casualty toll exacted by the wars in Iraq and Afghanistan is well known. But also emerging is another cost: stress among servicemembers, which can manifest in a variety of negative ways. One of the most disturbing trends has been an increase in suicides among U.S. military personnel over the past decade. In response, RAND researchers were asked by the U.S. Department of Defense to examine the issue of military suicide and identify the elements of effective suicide prevention strategies. The results, published in *The War Within: Preventing Suicide in the U.S. Military*, focus on raising awareness of risk factors and promoting self-care, identifying those at high risk, facilitating access to high-quality care, providing evidence-based treatments, restricting access to lethal means, and responding appropriately when a tragedy does occur. RAND’s recommendations are helping each service strengthen its suicide prevention programs to become state-of-the-art and save lives.

Quality of Care

A pair of RAND studies released in 2011 examined the care available to veterans suffering from mental health issues. In the first, a congressionally mandated study conducted for the U.S. Department of Veterans Affairs, RAND researchers undertook the first-ever comprehensive look at the full spectrum of clinical services provided to veterans with substance use and mental health disorders, including post-traumatic stress disorder (PTSD) and depression. Findings showed that while the quality of VA mental health care is generally as good or better than care delivered by private health plans, it falls short of the high standards set in VA guidelines. Moreover, the proportion of veterans who received the care recommended for their mental illness varied widely. Researchers say the VA already has undertaken several mental health–specific initiatives that may increase the proportion of veterans receiving evidence-based treatments.

In the second study, researchers found that providing best mental health treatments for all veterans in need would save money as well as lives. “The findings suggest that, from a societal perspective, evidence-based treatment for PTSD and major depression would pay for itself in two years,” said Beau Kilmer, a senior policy researcher who led the study. “Although evidence-based care costs more than the treatment usually provided to veterans, it increases the probability of recovering from mental illness, which ultimately increases productivity and reduces the risk of suicide.” Study authors also note that these estimated benefits of evidence-based treatment are likely to be conservative because they focus on only the two years after return and do not consider the potential costs from other consequences of PTSD and major depression, such as substance use, domestic violence, and homelessness.

WATCH social scientist Rajeev Ramchand brief a congressional audience on findings from his 2011 study on military suicide.

www.rand.org/v110510
Health Care Costs, Quality, and Access

RAND advances understanding of health and health behaviors and examines how the organization and financing of care affect costs, quality, and access. RAND’s work in 2011 includes innovative studies of health care reform and insurance, as well as analyses of troubling trends in obesity, and PTSD in veterans and survivors of catastrophes.

The rising cost of health care is one of the most important domestic policy challenges facing the United States today. It affects our economy, our business competitiveness, and the finances of individual families. I know that all of you here tonight have a story to tell. All of us have had to deal with this issue for ourselves, for our children, or for our parents.”

Art Kellermann, Vice President and Director of RAND Health, addressing a capacity audience at a RAND Policy Forum in May 2011
Keeping the Focus on Quality

Eric Schneider holds the Distinguished Chair in Health Care Quality and is director of RAND’s Boston office. He practices general internal medicine and holds professorships at Harvard Medical School and the Harvard School of Public Health. In 2011, Schneider released findings from a study of 90 payment reform programs that reward providers for delivering better-quality, cost-conscience care or pay health care providers a fixed amount to coordinate treatment of an illness such as diabetes. According to Schneider, “Insurers and purchasers of health care in the United States are on the verge of potentially revolutionary changes in the approaches used to pay for health care. A significant investment is needed to develop new performance measures that can assure high-quality care as the United States experiments with these new payment models.”

Family Income Gains Consumed by Rising Health Costs

RAND research published in the September 2011 issue of the journal Health Affairs chronicles how rising health care spending over the past decade has affected an average American family—which, for purposes of the study, was presumed to be a median-income married couple with two children, all covered by employer-sponsored health insurance. A companion infographic in RAND Review (above) illustrated how these rising costs significantly eroded family income gains over the same period.
Side Effects of High-Deductible Health Care Plans

High-deductible and consumer-directed health plans have been gaining favor in the United States as one way to help control health care costs. Health care reform is expected to further encourage enrollment in such plans as they are expected to be a key offering in the insurance exchanges being set up in many states to help the uninsured find health coverage. In the largest-ever assessment of high-deductible health plans to date, RAND researchers found that while such plans work to significantly cut health spending, they also prompt patients to cut back on important preventive health care, such as childhood immunizations and cancer screenings.

In a related analysis, RAND researchers evaluated whether high-deductible health plans will leave the medically vulnerable—low-income and chronically ill patients—with inadequate access to health care. Researchers did not find greater cutbacks for medically vulnerable families. Instead, evidence suggested that all families were equally affected under high-deductible plans.

Study findings offer important insights to decisionmakers designing systems for care that reduce costs while minimizing unintended consequences.

Retail Medical Clinics

RAND is at the forefront of policy discussions regarding the potential for retail medical clinics to improve access to health care while lowering costs. A study published in 2011 in the American Journal of Managed Care revealed that retail clinic use increased 10-fold from 2007 to 2009. Proximity to a retail clinic was the strongest predictor of use. Women, young adults, patients without a chronic condition, and patients who live in high-income areas were all more likely to use retail clinics.

[Watch the online video report by California Healthline with physician and RAND policy analyst Ateev Mehrotra about growing demand for retail clinics.](http://bit.ly/wJSDE7)
A Decade of Homeland Security Initiatives

Even before the death of Osama bin Laden in May 2011, the approach of the tenth anniversary of 9/11 provided a moment to reflect and to reassess the U.S. reaction to terrorist attacks on its homeland. What did America get right? Where did the United States miss opportunities or pursue unwise strategies? How have Americans, and the world, changed?

The focus of [airline security] efforts should be on what works best and at least cost, but the traveling public remains doubtful that the focus has been put in the proper place. … It is imperative that we use the next decade to develop smarter, more sustainable, and more practical solutions to air passenger security.”

The Long Shadow of 9/11

In 2011, RAND’s Investment in People and Ideas program supported the publication of the book The Long Shadow of 9/11: America’s Response to Terrorism, in which more than a dozen of RAND’s leading experts offered a distinctively farsighted perspective to the national dialogue on 9/11’s legacy. Collectively, their insights assessed the military, political, fiscal, social, cultural, psychological, and even moral implications of U.S. policymaking over the past decade.

The book—coedited by Brian Michael Jenkins, who initiated RAND’s research on terrorism in 1972—is the latest in a comprehensive line of terrorism studies in which RAND has been investing for 40 years. In his review of the book, RAND trustee Richard J. Danzig, former U.S. Secretary of the Navy, observed, “The attacks on 9/11 set in motion a great array of changes in America. These essays capture this upheaval, but better still they do something RAND is so well positioned to do: They provide expert assessments of where our responses are strong, where they have fallen short, and how we need to change yet more.”

Trusted Travelers

In the past decade, the U.S. Transportation Security Administration (TSA) adopted several practices in reaction to thwarted terrorist incidents—such as limiting carry-on liquids that exceed certain thresholds, using whole body image scanners at security checkpoints, and conducting intrusive body pat-downs. Whether these practices are effective at reducing risk remains debatable, but for TSA they mean a higher inspection workload and increased operating costs; and for air passengers, slower lines, personal inconvenience, and concerns about privacy. RAND experts suggested creating a “trusted traveler” program in which frequent flyers would be preapproved to navigate the airport more quickly. Such an approach would represent one step toward developing smarter, more sustainable, and more practical approaches to air passenger security without putting lives at greater risk.

RAND’s analysis of the risks and benefits of trusted traveler programs helped persuade TSA to experiment with a “trusted trip” approach to security. In October 2011, TSA had begun pilot-testing their program at four U.S. airports with two airlines. More recently, TSA announced plans to expand the program to 35 airports and additional airlines in 2012.
**Compensating Victims**

While the United States may be better prepared to prevent terrorist attacks today, it may be less prepared to recover. Acting swiftly after the 9/11 attacks, U.S. policymakers limited the liability of businesses, set up the September 11th Victim Compensation Fund of 2001, and established programs under the Terrorism Risk Insurance Act of 2002 (TRIA). Today’s budget environment seems to rule out such generous federal compensation programs, and TRIA is set to expire in 2012. Moreover, during the past decade, little guidance has emerged from the courts on when private firms can be held responsible for terrorism-related losses. The absence of legal precedence or clear guidance from government means future legal wrangling about liability and damages following terrorist events.

In a 2011 essay entitled “The Link Between National Security and Compensation for Terrorism Losses,” RAND experts suggested that policymakers, in advance of any future terrorist attack, work out the roles of the tort system, private insurance, philanthropy, and government compensation and renewal programs. Doing so would be an important contribution to our national terrorism strategy.

**A Post–bin Laden World**

Following the death of Osama bin Laden in May 2011, political scientist Seth Jones addressed a capacity audience at RAND to discuss the status of al Qaeda in Afghanistan and Pakistan. Jones had recently returned from serving as advisor to the commanding general, U.S. Special Operations Forces, in Afghanistan. Jones specializes in stability operations, counterinsurgency, and counterterrorism, and his work has created a new approach in rural areas of Afghanistan that has reduced Taliban influence there.

LISTEN to Jones’s remarks as part of the Events@RAND podcast series. www.rand.org/a110616

In commentaries published in global media outlets, RAND experts shared their perspectives on the effects of Osama bin Laden’s death.

“The World After bin Laden”
by David Aaron (The Washington Post, May 3)

“What Al Qaeda Is Thinking Now: Defanged, but Desperate to Show They’re Still in the Fight”
by Brian Michael Jenkins (New York Daily News, May 4)

“Could bin Laden’s Death Prompt a Cyber Attack?”
by Isaac R. Porche III (GlobalSecurity.org, May 6)

“Arab Spring, not Osama bin Laden’s Fall, Will Determine Middle East’s Fate”
by John V. Parachini (Christian Science Monitor, May 9)

“Al-Qaeda After bin Laden”
by Brian Michael Jenkins (National Journal, May 12)

READ these commentaries and more at www.rand.org/commentary
Maintaining the U.S. transportation infrastructure is of vital importance to the economy, competitiveness, and individuals’ safety. But the federal gasoline and diesel taxes that American drivers pay each year fall short of generating enough revenue to cover the costs of building new roads and maintaining the transportation system they are intended to fund. Our research indicates a crude oil tax can close that gap.”

Keith Crane is director of the RAND Environment, Energy, and Economic Development program and a professor at the Pardee RAND Graduate School.

For the United States and the European Union, 2011 was a year of intense debate about government spending. RAND researchers with significant expertise in public services such as education, transportation, and public safety continue to evaluate alternative ways to fund such services, with an eye toward long-term solutions that can also bring relief in the short term.
Funding for Transportation and Infrastructure

A 2011 RAND study explored using an oil tax to fund U.S. transportation infrastructure. Under the existing tax system, gasoline and diesel fuel taxes fail to generate enough revenue to cover the costs of building new roads and bridges and maintaining the system, and the adoption of more-efficient and alternative fuel vehicles will further diminish motor fuel tax revenues in the coming decades. Findings indicate that the oil-tax approach would fully fund surface transportation infrastructure needs, simplify the tax system, and account for inflation, something that has eroded the value of existing fuel taxes. The report identifies decisions Congress would need to make in designing such a tax and the likely implications. The study was funded through RAND’s Investment in People and Ideas program, which supports research into innovative ideas in the public interest.

Upgrading Aircraft Avionics

Without upgrades, the communication, navigation, and surveillance capabilities of several U.S. Air Force aircraft—including the C-5, C-17, KC-10, and KC-135—will not allow the aircraft to comply with future air-traffic management mandates around the world. Noncompliance with these mandates would prevent these aircraft from flying the most fuel-efficient routings and altitudes and would increase air travel times. RAND developed a methodology to determine the savings if these aircraft were upgraded so as to meet future mandates for global airspace access, and used this methodology to demonstrate that upgrading would avoid nearly $7 billion in Air Force costs over the life of the systems on a net-present-value basis, or about $240 million per year. The savings would come primarily from reduced fuel usage. RAND recommended that the Air Force modernize the avionics for the C-5, C-17, KC-10, and KC-135 to comply with forthcoming air-traffic management mandates.
Teacher Bonuses

As educators and policymakers continually seek ways to improve K–12 education, one strategy has received significant attention in recent years: paying bonuses to educators who improve student outcomes. RAND has been involved in measuring the effectiveness of such programs in several cities. One RAND study conducted in partnership with Vanderbilt University’s National Center on Performance Initiatives looked at a school-based merit pay program implemented in New York City schools. The findings, released in 2011, indicated the program neither improved student achievement nor influenced teachers to change their teaching practices, in part due to the high level of accountability already present in schools. Although teachers reported that the bonus was desirable, other intrinsic motivators—such as seeing their students acquire new skills and knowledge and seeing themselves improve—ranked much higher than financial bonuses on their list of potential motivators. As a result of the evaluation, school officials cancelled the pay-for-performance program. Insights from the evaluation can help educators and other policymakers improve the design and implementation of future programs seeking to use financial incentives as a means for improving achievement in schools.

“Investing” in Public Services

Social Impact Bonds—also known as “pay-for-success bonds”—are an alternative way for governments to fund valuable public service programs without having to risk taxpayer monies. With a social impact bond, private investors—oftentimes foundations—pay the costs of a public service program and earn a return when the program results in positive outcomes. In 2011, RAND Europe published the initial report from an early-stage evaluation of the world’s first social impact bond, which was used to fund interventions to reduce criminal recidivism among released prisoners in the United Kingdom. RAND Europe’s evaluation of the effectiveness of this funding model is providing the first empirical evidence to inform use of social impact bonds in a broad array of contexts.

READ more at www.randeurope.org, and explore 20 years’ worth of RAND Europe research and analysis in areas such as innovation and technology policy; communities, safety, and justice; evaluation and performance management; and more.
National Security

RAND houses three federally funded research and development centers: the Arroyo Center, sponsored by the U.S. Army; the National Defense Research Institute, sponsored by the Office of the Secretary of Defense and other elements of the U.S. Department of Defense; and Project AIR FORCE, sponsored by the U.S. Air Force. These centers help the government organizations responsible for U.S. national security better allocate resources, foresee and mitigate risks, and promote stability throughout the world.
Alternative Fuels for Military Applications

The Defense Logistics Agency asked the RAND National Defense Research Institute to assess a range of alternative fuels that might be candidates for military applications over the next ten years. Researchers found that although several alternative fuels can meet military requirements, the use of alternative fuels offers no direct military benefit over the use of conventional petroleum-derived fuels. “If you are concerned about defense and energy, what is critical is more efficient use of energy,” concludes senior policy researcher James Bartis. “Energy-efficient aircraft, ships, and buildings—that is where we need to push the envelope.” However, despite the absence of a compelling near-term military benefit, alternative fuels offer nationally important benefits. So if the U.S. Department of Defense were to encourage the use of alternative fuels for civilian applications, technology developers, investors, and other decisionmakers will likely obtain valuable information about the technical, financial, and environmental performance of various alternative fuel options.

Isolation of Terrorist Havens

“The strategic dilemma about how best to tackle al Qaeda’s havens now being confronted by the Obama administration has confounded its predecessors of both political parties for more than two decades,” says Kim Cragin, a senior political scientist who led a RAND Project AIR FORCE team in Pakistan that analyzed al Qaeda’s safe havens. Cragin concludes that, after a decade of war, the United States will not be able to dismantle al Qaeda havens in Pakistan or other parts of the world anytime soon. Unless the U.S. Army attempts to put large numbers of “boots on the ground” in multiple havens, only host nations themselves can dismantle those within their borders.

Rather than focusing on eliminating al Qaeda havens, Cragin has recommended that the U.S. government design a strategy to isolate them. One can do this by making it difficult for al Qaeda leaders to communicate with their followers and sympathizers outside Pakistan; pressuring allies to arrest al Qaeda couriers as they move back and forth between Pakistan and other parts of the Muslim world; and placing financiers on blacklists so that their own personal funds are rendered inaccessible and they are unable to travel.
Reducing the Weight of Body Armor

The body armor that U.S. forces wear in Afghanistan is effective against ballistic threats but is heavy in weight, and represents a significant portion of the load that soldiers and marines carry on patrol and into combat. Congress requested that a federally funded research and development center conduct a study on how to lighten body armor, and the Deputy Assistant Secretary of the Army (Research and Technology) selected Arroyo to do the study. RAND researchers looked at the processes used to specify the requirements for lighter-weight body armor systems, and recommended ways to more effectively address the research, development, and procurement requirements that aim at reducing the weight of body armor.

Despite an abiding commitment to equal opportunity and some progress, the U.S. military has not succeeded in developing a steady stream of leaders who are as demographically diverse as either the forces they lead or the nation they serve. So Congress mandated the creation of the Military Leadership Diversity Commission and charged it with conducting a comprehensive evaluation of the policies that affect the promotion and advancement of women and minorities in the armed forces.

RAND researchers supported every aspect of the commission’s activities, helping to frame the issues, set the research agenda, conduct hearings, collect testimony from experts in the public and private sectors, and develop the commission’s recommendations.

The commission conveyed its findings to the president and the 112th Congress in its 2011 final report, From Representation to Inclusion: Diversity Leadership for the 21st-Century Military. Accompanying the report were 70 supporting issue and decision papers—many developed by RAND researchers—that examine research and data on such issues as outreach and recruiting, branching and assignments, retention, metrics, and implementation and accountability.

The project has already had significant impact. In February 2012, the U.S. Department of Defense announced—consistent with the commission’s recommendation that the military eliminate the combat exclusion policies for women—that it is removing two key barriers to women serving in combat.

READ the report at mldc.whs.mil/index.php/final-report
People are the key to RAND’s success. Diversity among our staff promotes creativity, deepens understanding of the practical effects of policy, and ensures multiple viewpoints and perspectives.

Approximately 1,700 people work at RAND. Our staff is diverse in work experience and academic training; political and ideological outlook; and race, gender, and ethnicity.

Tackling complex policy issues requires multiple disciplines and experiences. RAND researchers hold advanced degrees in political science and international relations; economics; behavioral science; medicine; engineering; law and business; math, operations research, and statistics; policy analysis; life sciences; social sciences; arts and letters; physical sciences; and computer sciences.

With more than 50 nationalities represented by RAND staff, many of our people are multilingual. Languages spoken include Spanish, French, Chinese, Arabic, Russian, German, Korean, and Japanese.

RAND’s focus is global: Our staff are committed to helping people and societies throughout the world be safer, healthier, and more prosperous.
Michael D. Rich, RAND’s New CEO

In 2011, Michael D. Rich was selected president and chief executive officer of RAND. In an interview with RAND Review magazine, Rich talked about his new role and the future of RAND.

What makes you so passionate about RAND?
Like everyone else, I want the world that my children and their children will live in to be better than ours—healthier, safer, more prosperous, and more secure. I want the problems we face to be addressed with the best available evidence about what works and what doesn’t work. RAND is a collection of nearly 2,000 individuals who are dedicated to doing exactly that.

What are the major challenges facing RAND today?
RAND is strictly nonpartisan. Yet it is more and more challenging to bring unbiased analysis into an increasingly polarized environment. RAND has something distinctive to offer in this regard. Especially in the face of likely public spending cuts, you can make a strong case that government decisionmakers need analytic resources like RAND’s more than ever.

What experience has most prepared you for your new role?
My very first mentor at RAND, Nancy Nimitz, taught me not to settle on an answer or a position before first analyzing all the evidence with the best methods and techniques. And until then—and this saying was a favorite of hers—”prepare to be surprised.” The lesson I learned from Nancy in my first month at RAND is still probably the most valuable one.

READ the interview in the Fall 2011 issue at www.randreview.org

WATCH Michael Rich discuss his vision for the future of RAND at www.rand.org/v111020
People Are the Key to Our Success

▲ James N. Dertouzos is director of RAND Law, Business, and Regulation (LBR) and a professor at the Pardee RAND Graduate School. During his 30-year tenure at RAND, Dertouzos has led more than 100 research projects and served in a variety of management positions, including associate head of the Economics and Statistics Department, associate corporate research manager, and resident scholar in economics. Under his leadership, LBR researchers address some of the most controversial and challenging issues in civil justice, corporate ethics and governance, and business regulation.

▲ Hanine Salem is the director of RAND’s Abu Dhabi office. She specializes in results-oriented public management methods such as strategic planning, organizational performance management and measurement, program evaluation, and quality improvement methods. Recent work has focused on human capital formation and skills attainment in the Arab world. In 2011, under Salem’s leadership, RAND participated as a knowledge partner in the BFE MENA conference, an internationally attended event in Abu Dhabi focused on strategies and best practices in education for building a proficient, competitive workforce in the Middle East and North Africa.

▲ Joanne Yoong is an economist at RAND, and a professor at the Pardee RAND Graduate School. Her research focuses on individual decisionmaking with an emphasis on finance, health, and economic development. Recently, CBS MoneyWatch featured innovative work by Yoong and colleagues to improve the financial literacy of teens and young adults, whose grasp of basic financial functions plays an important role in future financial stability. Yoong has recently explored the extent, causes, and implications of the subgroup of Americans who are “unbanked” and don’t participate in the formal banking infrastructure.

[TOP CENTER] Outreach programs coordinator Monica Banken and senior economist Krishna Kumar engage with Heraldo Muñoz, UN Assistant Secretary General and Regional Director for Latin America and the Caribbean at the United Nations Development Programme. Muñoz spoke to a RAND audience on the intergenerational cycle of inequality in Latin America in 2011. (TOP RIGHT) RAND’s chief technology officer, Siddhartha Dalal.
Working from one of RAND’s 11 **OFFICE LOCATIONS**, and on the ground in communities throughout the world, RAND staff are studying policy issues that affect people in nearly every part of the globe.

Graphic identifies a selection of destinations traveled to by RAND staff for projects and outreach activities in 2011.

▲ **Darleen Opfer** was named director of RAND Education in April 2011, and holds the newly created Distinguished Chair in Education Policy at RAND. Opfer has excelled as a teacher, working with policymakers, and in academia, where she has focused on education policy and school improvement. Opfer is helping RAND Education grow to be the world’s leading source of ideas and analysis on K–12 education.

▲ **Michael J. Lostumbo** was appointed director of the RAND Center for Asia Pacific Policy in 2011. Lostumbo is also associate director of the International Security and Defense Policy Center within the RAND National Security Research Division. Lostumbo’s research has included a focus on China’s changing role in the world. Prior to joining RAND, Lostumbo served as special assistant to the under secretary of defense for policy, and as senior foreign policy advisor to U.S. Senator Daniel Patrick Moynihan.

(Above) **Ryan Henry** is a senior fellow at RAND and a professor at the Pardee RAND Graduate School. He is a two-time recipient of the Defense Distinguished Service Medal, the highest civilian award within the U.S. Department of Defense. (Top right) Audiovisual specialist **Lance McDonald** broadcasts a RAND presentation on childhood obesity to online audiences.
Outreach

For RAND, the scholarly objectives of expanding knowledge, illuminating issues, and developing new ideas are only a first step in our mission to help improve policy and decisionmaking through research and analysis. We are equally focused on communicating our findings broadly to help decisionmakers make sound choices, and to enrich the quality of public debate.

(Top right) Economists Rosalie Liccardo Pacula and Leandro Carvalho welcomed a delegation of policymakers from Brazil in 2011. Pacula codirects the RAND Drug Policy Research Center. (Bottom right) Brian Michael Jenkins, one of the world’s foremost experts on terrorism, addressed audiences throughout 2011 regarding the 10th anniversary of the 9/11 terrorist attacks. (Above) Published three times a year, RAND’s policy magazine, RAND Review, helps readers stay ahead of the curve on the issues that matter most. Subscribe to the digital edition for free at www.randreview.org/subscription.
A Trusted Resource

In 2011, RAND findings and recommendations were published in more than 800 policy reports, journal articles, and research briefs. RAND research publications and commentary are available for free download at www.rand.org.

RAND shares research findings widely through media. In 2011, more than 4,500 unique media reports featuring RAND research or researchers were published or broadcast by major media outlets around the world.

Each year, RAND experts make hundreds of presentations to policymakers and opinion leaders throughout the world on a wide variety of policy concerns. Many of these are available by podcast on iTunes or at www.rand.org/multimedia.

RAND Health Quarterly debuted in 2011. An online policy journal, it shares the results of recent RAND research across a broad spectrum of health-related issues, such as health policy and health economics; health care delivery, quality, and patient safety; clinical care; global health; mental health; health promotion and disease prevention; public health and emergency preparedness; military health; research methods; and science policy.

ON THE WEB

5 MILLION The number of documents downloaded from RAND.org in 2011. An average of 90,000 unique visitors read, browsed, or downloaded content on RAND.org each month.

MY RAND New personalized functionality at RAND.org allowed users to create customized libraries of reports, projects, multimedia, and staff profiles, and to receive recommendations for RAND content based on their interests.

TRENDING The top 5 search terms on RAND.org in 2011 were China, public health, gulf, health demographics, and Iran.

SOCIAL MEDIA RAND on popular sites such as Twitter, Facebook, YouTube, Google+, and LinkedIn helped policy observers discover and share RAND research findings. In 2011, RAND’s followings on Facebook and Twitter grew by 60 percent and 166 percent, respectively.

NO. 1 RAND.org was the top result for Google users searching for objective policy research in 11 out of 12 months in 2011. RAND also consistently ranked within the top five results for the search terms public policy experts, policy research, defense policy, and access to health care.
Pardee RAND Graduate School

One of RAND’s most distinctive assets is the Pardee RAND Graduate School. Founded in 1970 as one of eight graduate programs created to train future leaders in the public and private sectors in policy analysis, PRGS has been lauded by *The Economist* as “the stealthiest graduate school in the business, quietly producing top-flight analysts for both government and the private sector.”

Students arrive at PRGS with exceptional credentials and drive, infusing the RAND community with new ideas and talent. Through their studies and close interactions with RAND’s projects and renowned research staff, they develop an understanding of policy analysis that is unmatched among their counterparts at other graduate institutions.

PRGS’s 2011 entering class hails from China, Ecuador, Israel, Mexico, Myanmar, Nepal, South Korea, and the United States.
Every day at PRGS, students are called upon to be the answer to the challenges they see around them. In 2011, generous contributions from PRGS friends and supporters funded student dissertation research on important topics such as

- Rural Development Programming in Afghanistan and Pakistan
- Collaboration and Competition: U.S.–China Energy Security
- Ensuring the Vitality of Symphony Orchestras
- New Estimates for Health Care for the Elderly
- What’s on the Menu? Exploring the Restaurant Industry’s Role in Obesity

Learn more about PRGS

www.prgs.edu  facebook.com/PardeeRANDGraduateSchool

It's our philosophy—that we need not accept the world as it is—that inspires PRGS students and faculty to train their sights on the most intractable problems of our time."

—Susan L. Marquis, Dean
Where Great Ideas Begin

Student Ahmad "Idrees" Rahmani with Don Conlan, a member of the PRGS Dean’s Leadership Circle. Idrees is studying the impact of human capital on the stability and legitimacy of political regimes throughout the world.
We ask of PRGS graduates—indeed, the complexity of our world demands it—that they be integrators, skilled at untangling complex issues and nimble in proposing solutions that bridge conventional divides.

The PRGS community of students, faculty, and policy experts strives to translate education into action. We start by asking far-reaching questions and challenging assumptions; we end up changing minds and transforming the world.

**Scholarships.** PRGS aspires to provide every student a full first-year scholarship. In 2011, with the support of the Board of Governors, the school made significant progress toward this goal: 13 first-year students received full or nearly full scholarships ($28,500–$35,000), and 7 received partial scholarships.

**Collaborations.** In September 2011, nearly a dozen current and former African first ladies joined PRGS, the U.S. Department of State’s African Women Entrepreneurship Program, and the Corporate Council on Africa at Ford Foundation headquarters in New York City to highlight and promote women’s leadership and economic empowerment across Africa. First ladies were in attendance from Lesotho, Namibia, Sierra Leone, Senegal, Haiti, and St. Vincent & the Grenadines, as was the wife of Kenya’s prime minister. They were joined in dialogue by U.S. first lady Rosalynn Carter; messages were also delivered from U.S. first ladies Michelle Obama and Laura Bush and others. PRGS professor Gery Ryan codirects the African First Lady Initiative and helped design and lead the September program.

**Innovation.** PRGS plays an active role as an engine of innovation at RAND. In 2011, Dean Susan Marquis was named RAND’s vice president for emerging policy research and methods. In this capacity, she oversees and integrates not just PRGS but also the activities of RAND’s chief technology officer, the methods laboratory, the Pardee Center for Longer Range Global Policy and the Future Human Condition, and RAND’s program of self-initiated research.
Investing in People and Ideas

At a time when creative, crosscutting solutions to complex challenges are needed most—yet resources for generating innovative ideas are increasingly hard to come by—our philanthropic supporters enable RAND to continue to take on the biggest questions, apply the long view, and attract and engage the most talented individuals to be a part of that effort.

James and Anne Rothenberg are longtime supporters of RAND and the Pardee RAND Graduate School. Jim has served as a member of the PRGS Board of Governors, and also as a RAND trustee. The Rothenberg’s multimillion-dollar pledge to PRGS is helping students and faculty focus on underfunded and unusually complex policy challenges and to shape policies for peace, opportunity, and prosperity.

Charles Zwick was a researcher at RAND from 1956 to 1965. Later, he served as a trustee; and today, he remains an advisory trustee. Zwick, pictured with his wife Barbara, has given RAND $1 million to take on new and emerging policy challenges, and to support top intellectual talent to focus on these issues.

The Martin Foundation contributed more than $1 million in 2011 to advance important research on issues relating to global health and to understanding and evaluating the effects and unintended consequences of health care reform proposals. Charles N. Martin, Jr., served on the RAND Health Board of Advisors and is a former RAND trustee.
The Rosenfeld Program in Asian Economic Development at the Pardee RAND Graduate School is made possible by the generosity of Eugene and Maxine Rosenfeld. The Rosenfeld’s generous multiyear commitment supports research on international development and poverty alleviation conducted by students and by Professor Krishna Kumar, an expert in entrepreneurship and human capital accumulation.

The late Doris Dong was a graphic artist at RAND from 1959 to 1977, and was a member of the adjunct staff until 2002. She is widely known among current RAND staffers for her weekly post-retirement trips to the library at RAND’s Santa Monica headquarters campus, to which she donated intricate, handmade floral displays. Dong made RAND the beneficiary of her estate, giving $1.1 million that will help support innovation and the development of groundbreaking new ideas at the Pardee RAND Graduate School.

The late Paul Baran was a pioneer in the technology field who helped develop the building blocks of the Internet during the 1960s while working as a researcher at RAND. A member of the National Inventors Hall of Fame, Baran was presented with the National Medal of Technology and Innovation in 2008. Baran chose to honor RAND with a gift of $1 million from his estate. His gift will be used to support RAND’s efforts to have an impact on policy outcomes around the world and extend his distinguished legacy as an innovator.
**Supporting Talent**

RAND uses philanthropy to support distinguished chairs for outstanding researchers recognized as world-class among peers. Distinguished chairs—listed below—conduct innovative research, outreach, and mentoring of junior policy analysts.

**Education Policy**  
V. Darleen Opfer

**European Security**  
Steve Larrabee

**Health Care Quality**  
Eric Schneider

**Health Care Services**  
Robert H. Brook

**International Economics**  
Charles Wolf, Jr.

**Labor Markets and Demographic Studies**  
James P. Smith

**Paul O’Neill Alcoa Chair in Policy Analysis**  
Arthur Kellermann

**PNC Chair in Policy Analysis**  
Dan McCaffrey

**Policy Analysis**  
Susan L. Marquis

**Samueli Institute Chair in Policy for Integrative Medicine**  
Ian Coulter

Also made possible by philanthropic support, RAND President’s Awards provide outstanding staff with time to pursue exploratory research and career development activities. RAND also uses philanthropic support to engage individuals who have recently completed distinguished government or other policy analysis service as corporate fellows who contribute to RAND research activities and the development of our research practices and talent.

**Inspiring Ideas**

Philanthropic contributions, combined with earnings from RAND’s endowment, make possible RAND’s Investment in People and Ideas program, which is used to support innovative research on issues crucial to the policy debate but that reach beyond the boundaries of traditional client funding. The following are just three of the dozens of projects funded by this program in 2011:

- **Highway Infrastructure and the Economy**  
  Implications for Federal Policy

- **Afghan Peace Talks**  
  A Primer

- **The Long Shadow of 9/11**  
  America’s Response to Terrorism
Policy Circle

The Policy Circle includes donors to RAND giving $1,000 or more annually. Throughout the year, Policy Circle members engage with RAND’s leading experts—through policy forums, roundtable discussions, special events, and other activities—and network with others in the Policy Circle. In 2011, Policy Circle programs explored issues such as how to help the new generation of veterans and harness their enormous potential; methods to anticipate and mitigate California’s water challenges; America’s response to terrorism; and ways to curb the rising costs of health care.

Tribute to Jim Thomson

As immediate past president and CEO, Jim Thomson led RAND for just over two decades. Under his leadership, RAND grew by 60 percent, expanded its research agenda, increased its policy impact, and became an international organization with offices in North America, Europe, and the Middle East. When Jim announced he was stepping down in 2011, RAND’s supporters initiated a campaign to pay tribute to his leadership, integrity, and vision. The lobby of RAND’s headquarters campus in Santa Monica will soon be named in Jim’s honor, and contributions to the campaign will be used to support RAND’s Investment in People and Ideas program. “When people ask me what I will miss most about RAND, the answer is simple,” said Thomson. “It’s RAND’s staff—both research and support—and the results of their work. Nothing that is done here bores me; the environment is electric.”
Gifts—Making a Difference

RAND’s Investment in People and Ideas program combines philanthropic funds from individuals, foundations, and private-sector firms with earnings from RAND’s endowment and operations to support research on issues that reach beyond the scope of traditional client sponsorship.

RAND gratefully acknowledges gifts made by the following donors during calendar year 2011.

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The Estate of Doris Dong
The Martin Foundation
Anne and James F. Rothenberg
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Gifts were given in honor and in appreciation of the following:

- Larry Hill
- Art Kraus
- Dr. Michael Ference, Jr.
- RAND Publications and Creative Services
- Don Simon
- James A. Thomson
- Peter Reuter

Gifts were given in memory of the following:

- Mary Anderson
- Jack Ellis
- Anthony Greenburg
- James B. Heacock
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Members of RAND advisory boards enrich RAND by adding their diverse experience, perspective, and knowledge to our efforts to improve public policy. Our advisory boards include distinguished individuals in the public and private sectors who have demonstrated leadership and a commitment to transcending partisan conflicts and political ideologies. Their balanced input supports our mission to help improve policy and decisionmaking through research and analysis.

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<td>Chairman, Asian Corporate Governance Association</td>
</tr>
<tr>
<td>Daniel Yun</td>
<td>Managing Partner and Founder, Belstar Group</td>
</tr>
<tr>
<td>Jianzhong Zhuang</td>
<td>Professor and Vice Director, Shanghai Jiao Tong University</td>
</tr>
</tbody>
</table>

AS OF DECEMBER 2011

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<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Zicklin (Chair)</td>
<td>Clinical Professor of Business Ethics, Leonard N. Stern School of Business, New York University; Member, Board of Directors, and Former Chairman, Neuberger Berman LLC</td>
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<tr>
<td>Donna Boehme</td>
<td>Principal, Compliance Strategists LLC</td>
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<tr>
<td>Jim Burke</td>
<td>Chief Executive Officer, Global Compliance</td>
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<tr>
<td>Lovida H. Coleman, Jr.</td>
<td>Director, RiskMetrics Group, Inc.</td>
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<tr>
<td>Robert Deutschman</td>
<td>Vice Chairman, Cappello Group, Inc.</td>
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<td>Robert J. Jackson</td>
<td>Associate Professor of Law, Columbia Law School; Former Deputy Special Master of TARP Executive Compensation, U.S. Department of the Treasury</td>
</tr>
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<td>Jack Jacobs</td>
<td>Justice, Delaware Supreme Court</td>
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<td>Matthew Lepore</td>
<td>Vice President and Corporate Secretary, Chief Counsel–Corporate Governance, Pfizer Inc</td>
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<td>Arthur Levitt</td>
<td>Former Chairman, U.S. Securities and Exchange Commission</td>
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<td>Bradley Lucido</td>
<td>Chief Compliance Officer, MassMutual Financial Group</td>
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<td>Lawrence F. Metz</td>
<td>Senior Vice President, General Counsel and Secretary, Maiden Holdings, Ltd.</td>
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<td>Corporate Counsel, Leader–Intellectual Property Litigation Group, E.I. du Pont de Nemours &amp; Company</td>
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<td>Cindy Moehring</td>
<td>Vice President, Chief Ethics Officer, Wal-Mart Stores, Inc.</td>
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<td>Christopher Petitt</td>
<td>Founder, Blue Haystack Inc.</td>
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<td>Paul N. Roth</td>
<td>Founding Partner, Schulte Roth &amp; Zabel LLP</td>
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<td>Kenin Spivak</td>
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<td>Steve Strongin</td>
<td>Managing Director and Head of Global Investment Research, The Goldman Sachs Group, Inc.</td>
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<td>Richard Thornburgh</td>
<td>Former U.S. Attorney General and Governor, Commonwealth of Pennsylvania; General Counsel, K&amp;L Gates LLP</td>
</tr>
<tr>
<td>Robert L. Watkins</td>
<td>Associate General Counsel, Corporate Law, State Farm Insurance</td>
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AS OF DECEMBER 2011
## RAND Advisory Boards

### RAND Center for Global Risk and Security Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harold Brown (Chair)</td>
<td>Counselor, Center for Strategic and International Studies; Former U.S. Secretary of Defense; Trustee Emeritus, RAND Corporation</td>
</tr>
<tr>
<td>Robert Abernethy</td>
<td>President, American Standard Development Co.</td>
</tr>
<tr>
<td>Albert Carnesale</td>
<td>Former Chancellor, University of California, Los Angeles</td>
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<tr>
<td>Carl Covitz</td>
<td>President and Chief Executive Officer, Landmark Capital</td>
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<tr>
<td>Jacques Dubois</td>
<td>Former Chairman, Swiss Re America Holding Corporation</td>
</tr>
<tr>
<td>Tod Hullin</td>
<td>Chairman, Arrowwood Partners, LLC</td>
</tr>
<tr>
<td>Henry Kissinger</td>
<td>Chairman, Kissinger Associates; Former U.S. Secretary of State</td>
</tr>
<tr>
<td>Peter Norton</td>
<td>President, Norton Family Office</td>
</tr>
<tr>
<td>Ronald Simms</td>
<td>President, Simms Commercial Development; Vice President and Treasurer, The Simms/ Mann Family Foundation</td>
</tr>
<tr>
<td>Todd M. Wilcox</td>
<td>Chief Executive Officer, Patriot Holdings, LLC</td>
</tr>
<tr>
<td>Matt Wollman</td>
<td>Chairman and Chief Executive Officer, Strategic Services International, Inc.</td>
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### RAND Center for Health and Safety in the Workplace Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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</thead>
<tbody>
<tr>
<td>Christine Baker</td>
<td>Chief Deputy Director, California Department of Industrial Relations</td>
</tr>
<tr>
<td>Connie Bayne</td>
<td>Senior Vice President and Manager, Underwriting Support Services, Commercial Markets, Liberty Mutual Group</td>
</tr>
<tr>
<td>John Howard, M.D.</td>
<td>Director, National Institute for Occupational Safety and Health</td>
</tr>
<tr>
<td>Lucinda Jackson</td>
<td>General Manager, Health Environment and Safety Technology Department, Chevron Corporation</td>
</tr>
<tr>
<td>Cameron Mustard</td>
<td>President, Institute for Work and Health</td>
</tr>
<tr>
<td>Jeff Shockey</td>
<td>Director, Safety and Regional Services, Alcoa</td>
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<tr>
<td>Kimberly Tum Suden</td>
<td>Manager of Facility Safety, Walt Disney Parks and Resorts Worldwide</td>
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<tr>
<td>James R. Weigand</td>
<td>President, DuPont Sustainable Solutions</td>
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<tr>
<td>Ken Wengert</td>
<td>Safety Director, Kraft Inc.</td>
</tr>
<tr>
<td>Frank White</td>
<td>Global Director, HSE Services, Mercer</td>
</tr>
<tr>
<td>Mike Wright</td>
<td>Director, Health, Safety, and Environment, United Steelworkers</td>
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<table>
<thead>
<tr>
<th>GEN Peter W. Chiarelli (Cochair)</th>
<th>Vice Chief of Staff, U.S. Army</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heidi Shyu (Cochair)</td>
<td>Assistant Secretary of the Army (ALT(A) &amp; Army Acquisition Executive</td>
</tr>
<tr>
<td>Thomas R. Lamont</td>
<td>Assistant Secretary of the Army (Manpower and Reserve Affairs)</td>
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<td>Mary Sally Matiella</td>
<td>Assistant Secretary of the Army (Financial Management and Comptroller)</td>
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<td>GEN Robert W. Cone</td>
<td>Commanding General, U.S. Army Training and Doctrine Command</td>
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<td>GEN Ann E. Dunwoody</td>
<td>Commanding General, U.S. Army Materiel Command</td>
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<td>GEN David M. Rodriguez</td>
<td>Commanding General, U.S. Army Forces Command</td>
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<td>Terrence C. Salt</td>
<td>Commanding General, Acquisition and Force Management Command</td>
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<td>LTG Thomas P. Bostick</td>
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<td>LTG John F. Campbell</td>
<td>Deputy Chief of Staff, G-3/a/7, U.S. Army</td>
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<td>LTG Benjamin C. Freakley</td>
<td>Commanding General, U.S. Army Accessions Command</td>
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<td>LTG Susan S. Lawrence</td>
<td>Chief Information Officer/G-6, U.S. Army</td>
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<td>LTG Robert P. Lennox</td>
<td>Deputy Chief of Staff, G-8, U.S. Army</td>
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<td>LTG Rick Lynch</td>
<td>Commanding General, Installation Management Command, U.S. Army</td>
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<td>LTG Raymond V. Mason</td>
<td>Deputy Chief of Staff, G-4, U.S. Army</td>
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<td>LTG John F. Mulholland, Jr.</td>
<td>Commanding General, U.S. Army Special Operations Command</td>
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<tr>
<td>LTG Eric B. Schoomaker</td>
<td>Commanding General, U.S. Army Medical Command/The Surgeon General</td>
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<tr>
<td>LTG Jack C. Stultz, Jr.</td>
<td>Chief, Army Reserve and Commanding General, U.S. Army Reserve Command</td>
</tr>
<tr>
<td>LTG Mary A. Legere</td>
<td>Deputy Chief of Staff, G-2, U.S. Army</td>
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<tr>
<td>MG Joseph E. Martz (Executive Agent)</td>
<td>Director, Program Analysis and Evaluation</td>
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AS OF DECEMBER 2011
### USAF Project AIR FORCE Steering Group

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Headquarters/Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gen Philip M. Breedlove (Chairman)</td>
<td>Vice Chief of Staff of the U.S. Air Force</td>
<td>U.S. Air Force</td>
</tr>
<tr>
<td>Lt Gen Richard Y. Newton III</td>
<td>Assistant Vice Chief of Staff and Director, Air Staff, Headquarters U.S. Air Force</td>
<td></td>
</tr>
<tr>
<td>Lt Gen William T. Lord</td>
<td>Chief of Warfighting Integration and Chief Information Officer, Office of the Secretary of the Air Force, The Pentagon</td>
<td></td>
</tr>
<tr>
<td>Lt Gen (Dr.) Charles B. Green</td>
<td>Surgeon General of the Air Force, Headquarters U.S. Air Force</td>
<td></td>
</tr>
<tr>
<td>Lt Gen Christopher D. Miller</td>
<td>Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force</td>
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</tr>
<tr>
<td>Lt Gen Darrell D. Jones</td>
<td>Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force</td>
<td></td>
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<tr>
<td>Lt Gen Herbert J. Carlisle</td>
<td>Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters U.S. Air Force</td>
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</tr>
<tr>
<td>Lt Gen Larry D. James</td>
<td>Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters U.S. Air Force</td>
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</tr>
<tr>
<td>Lt Gen Janet C. Wolfenbarger</td>
<td>Military Deputy, Office of the Assistant Secretary of the Air Force for Acquisition, The Pentagon</td>
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</tr>
<tr>
<td>Lt Gen Judith A. Fedder</td>
<td>Deputy Chief of Staff for Logistics, Installations and Mission Support, Headquarters U.S. Air Force</td>
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</tr>
<tr>
<td>Maj Gen William A. Chambers</td>
<td>Assistant Chief of Staff for Strategic Deterrence and Nuclear Integration, Headquarters U.S. Air Force</td>
<td></td>
</tr>
<tr>
<td>Maj Gen James M. Holmes</td>
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<td></td>
</tr>
<tr>
<td>Jacqueline R. Henningsen</td>
<td>Director for Studies and Analyses, Assessments and Lessons Learned, Headquarters U.S. Air Force</td>
<td></td>
</tr>
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<td></td>
</tr>
</tbody>
</table>

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International Organizations

World Bank

U.S. State and Local Governments

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District of Columbia
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**Other Nonprofit Organizations**
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Community Care Behavioral Health Organization
Consumer Healthcare Products Association
Council for Aid to Education
Dana-Farber Cancer Institute
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Additional Reading

To find out more about the 2011 research or activities highlighted on pages 2–33, see the following—available unless otherwise noted at www.rand.org

**Global Demographic Shifts**

- *Low Fertility in Europe: Is There Still Reason to Worry?* Stijn Hoorens et al., RAND Corporation, 2011
- *Experimental Analysis of the Health and Well-Being Effects of a Non-Contributory Social Security Program*, Emma Aguila et al., RAND Corporation, 2011
  


- *Global Demographic Change and Its Implications for Military Power*, Martin C. Libicki, Howard J. Shatz, and Julie E. Taylor, RAND Corporation, 2011

  *China and India, 2025: A Comparative Assessment*, Charles Wolf, Jr., et al., RAND Corporation, 2011

**Children and Families**


- *Views from the Homefront: The Experiences of Youth and Spouses from Military Families*, Anita Chandra et al., RAND Corporation, 2011


**Rebellion and Revolution in the Middle East**

- *Barriers to the Broad Dissemination of Creative Works in the Arab World*, Lowell H. Schwartz et al., RAND Corporation, 2009

- *Iran’s Human Rights Abuses* (testimony presented before the House Foreign Affairs Committee, Subcommittee on the Middle East and South Asia on September 22, 2011), Alireza Nader, RAND Corporation, 2011

**Servicemembers and Their Families**

- *INFOGRAPHIC: After Nearly a Decade of War, Servicemembers and Families Report Stress, Resilience*, online resource at www.randreview.org/issues/2011/summer/centerpiece


- *Veterans Health Administration Mental Health Program Evaluation: Capstone Report*, Katherine E. Watkins et al., RAND Corporation, 2011


- *The War Within: Preventing Suicide in the U.S. Military*, Rajeev Ramchand et al., RAND Corporation, 2011
Health Care Costs, Quality, and Access


INFOGRAPHIC: A Bitter Pill—Soaring Health Care Spending and the American Family, online resource at www.randreview.org/issues/2011/winter/centerpiece


“Trends in Retail Clinic Use Among the Commercially Insured,” J. Scott Ashwood et al., American Journal of Managed Care, Vol. 17, No. 11, November 2011, pp. e443–e448

A Decade of Homeland Security Initiatives


Innovations in Government

The Option of an Oil Tax to Fund Transportation and Infrastructure, Keith Crane, Nicholas Burger, and Martin Wachs, RAND Corporation, 2011

Assessing the Cost-Effectiveness of Modernizing the KC-10 to Meet Global Air Traffic Management Mandates, Anthony D. Rosello et al., RAND Corporation, 2009

Upgrading the Extender: Which Options Are Cost-Effective for Modernizing the KC-10? Anthony D. Rosello et al., RAND Corporation, 2011


Lessons Learned from the Planning and Early Implementation of the Social Impact Bond at HMP Peterborough, Emma Disley et al., RAND Corporation, 2011

National Security

Alternative Fuels for Military Applications, James T. Bartis and Lawrence Van Bibber, RAND Corporation, 2011


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