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INTRODUCTION

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The numbered publication series includes:

- CF Conference Proceedings
- CP Corporate Publications
- CT Testimony
- DB Documented Briefings
- EP External Publications
- MG Monographs
- OP Occasional Papers
- PER Periodicals
- RB Briefs
- RGSD Dissertations
- RR Research Reports
- TL Tool
- TR (Technical) Reports
- WB Working Paper Briefs
- WR Working Papers

The Monograph, Research Report, and Technical Report are the principal publications documenting and transmitting RAND’s major research findings. Monographs and Research Reports strive to be comprehensive or analyze a problem from a variety of perspectives. Technical Reports may include research findings on a specific topic that is limited in scope or intended for a narrow audience; present discussions of the methodology employed in research; provide literature reviews, or supporting documentation; or deliver preliminary findings. Conference Proceedings, Testimony, and Documented Briefings report on those events after the fact. Dissertations emanate from the Pardee RAND Graduate School. Occasional Papers may include an informed perspective on a timely policy issue, a discussion of new research methodologies, essays, a paper presented at a conference, or a summary of work in progress. Briefs are policy-oriented summaries of published RAND research. Tools include practitioners guidelines and manuals; or web-based products such as survey instruments, databases, calculators, GIS mapping tools, or models. Corporate Publications describe the nature of RAND and its work as a whole. Working Papers are intended to share the authors’ latest research findings and solicit informal peer review. External Publications are articles or book chapters written by RAND authors but not available from RAND. Working Paper Briefs are short summaries of reviewed working papers that are aimed at a policy audience.

Selected RAND Abstracts is divided into an index section and an abstract section.

INDEX SECTION

Each issue of SRA contains author, subject, and title indexes covering all the material abstracted in the current volume.

**Author Index.** The entries under the authors’ names give the document numbers and titles of their publications abstracted in this volume of SRA.

**Title Index.** Each title is followed by its document number.

**Suffix Index.** The suffix following each document number indicates the sponsor of the research.

**Subject Index.** Each publication is indexed under one or more appropriate subjects. The lines that follow the subject headings are titles. The document number following the modifier refers the user to the abstract appearing in the abstract section.
Note that in all sections, titles and headings are alphabetized by first letter—including “A” and “The.”

ABSTRACT SECTION

Abstracts are arranged serially by document number. A complete serial list of publications included in this volume appears immediately preceding the author index.

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<td>The Japan Foundation Center for Global Partnership</td>
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<td>GDD</td>
<td>Guangzhou Development District</td>
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<td>GSK</td>
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<td>HO</td>
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<td>ICJ</td>
<td>Willis Research Network and the Hartford Financial Services Group, Inc.</td>
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<td>JFCOM</td>
<td>U.S. Joint Forces Command Joint Urban Operations Office</td>
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<td>MCF</td>
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<td>Ministry of Israel</td>
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<td>NAO</td>
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<td>United States Navy</td>
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<td>NGYF</td>
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<td>National Institute on Aging</td>
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<td>NIDDKD</td>
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<td>NIJ</td>
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<td>QATAR</td>
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<td>NLNS</td>
<td>New Leaders</td>
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<td>PF</td>
<td>The David and Lucile Packard Foundation</td>
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SOCOM
U.S. Special Operations Command

SRF
Smith Richardson Foundation

SSA
Social Security Administration

TSA
Transportation Security Administration

TSF
Stanton Foundation

USDAFS
United States Department of Agriculture-Forest Service

USFI
U.S. Forces-Iraq

USFOR-A
U.S. Forces–Afghanistan

WB
World Bank

WFHF/DCKF/STF
William and Flora Hewlett Foundation, the Dirk and Charlene Kabcenell Foundation, and the Stuart Foundation

WODC
Prepared for the Dutch Research and Documentation Centre (WODC), Department of External Scientific AffairsMinistry of Security and Justice

YMCAP
YMCA of Greater Pittsburgh
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<td>Understanding and Engaging the Muslims of the Southern Philippines</td>
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Understanding Ethnic and Other Socio-Demographic Differences in Patient Experience of Primary Care: Evidence from the English General Practice Patient Survey
EP-201200-02

Understanding Heterosexual Condom Use Among Homeless Men
EP-201200-60

Unemployment Among Post-9/11 Veterans and Military Spouses After the Economic Downturn
OP-376-OSD

United States and Mexico: Ties That Bind, Issues That Divide
MG-985-1-RC

Unprotected Sex of Homeless Youth: Results from a Multilevel Analysis of Individual, Social Network, and Relationship Factors
EP-201200-130

Updating Qatar's School Transportation System
RB-9642-QATAR

Urban Warfare: The 2008 Battle for Sadr City
RB-9652-A

Use of Alternative Time Scales in Cox Proportional Hazard Models: Implications for Time-Varying Environmental Exposures
EP-201200-102

Use of outcome metrics to measure quality in education and training of healthcare professionals: A scoping review of international experiences
WR-883-DH

Using Pattern Analysis and Systematic Randomness to Allocate U.S. Border Security Resources
TR-1211-DHS

Using Social Media to Gauge Iranian Public Opinion and Mood After the 2009 Election
TR-1161-RC

Value-Added Modeling 101: Using Student Test Scores to Help Measure Teaching Effectiveness
CP-693/4 (09/12)

Vision and Persistence: Changing the Education of Physicians Is Possible
EP-201200-123

Voluntary After-School Alcohol and Drug Programs for Middle School Youth: If You Build It Right, They Will Come
EP-201200-49

VSO/ALP: Comparing Past and Current Challenges to Afghan Local Defense
WR-936

Wealth Effect and Dental Care Utilization in the United States
EP-201200-101

Well-child Care Practice Redesign for Low-Income Children: The Perspectives of Health Plans, Medical Groups, and State Agencies
EP-51043

What Are the Effects of Different Models of Delivery for Improving Maternal and Infant Health Outcomes for Poor People in Urban Areas in Low Income and Lower Middle Income Countries?
EP-201200-133

What Explains the Gender Gap in Financial Literacy? The Role of Household Decision-Making
EP-201213-03

What is the impact of labour market regulation on employment in LICs? How does it vary by gender?
WR-957

What Will My Account Really Be Worth? An Experiment on Exponential Growth Bias and Retirement Saving
WR-873-2

What's on the Menu? A Review of the Energy and Nutritional Content of US Chain Restaurant Menus
EP-201200-113

What's on the Menu? Evaluating the Food Environment in Restaurants
RGSD-304

What’s the Potential for Conflict with China, and How Can It Be Avoided?
RB-9657-A

When Patients Don’t Take Their Medicine: What Role Do Doctors Play in Promoting Prescription Adherence?
RB-9681

Where the Money Goes: Understanding Litigant Expenditures for Producing Electronic Discovery
MG-1208-ICJ

Where You Come from or Where You Go? Distinguishing Between School Quality and the Effectiveness of Teacher Preparation Program Graduates
EP-201200-188

Which Path Leads to Cost Containment: Selection or Reputation?
RB-9663

Who Is Supporting Homeless Youth? Predictors of Support in Personal Networks
EP-201200-149

Will the NP Workforce Grow in the Future? New Forecasts and Implications for Healthcare
EP-201200-58

Workforce Development for Big-City Law Enforcement Agencies
OP-357

Working with Allies and Partners: A Cost-Based Analysis of U.S. Air Forces in Europe
TR-1241-AF

Would Increased Transparency Improve the Civil Justice System?
RB-9661
CF-287-NIC  

At a workshop held on July 1, 2010, policymakers and intelligence officers from a diverse array of organizations gathered to discuss how consumers of intelligence might be better served by analysis whose focus is longer term or more strategic than the current reporting that dominates today’s intelligence production. In these proceedings, the authors explain the purpose of strategic and long-term analysis, examine some of the challenges and issues faced by practitioners, use the example of U.S. policy in the Middle East to explore the process of testing assumptions, and present recommendations for communicating with policymakers. An appendix presents relevant lessons from the private sector.

CF-292-DHHS  

An expert panel was convened, consisting of individuals with expertise in the areas of media use and its measurement, adolescent sexual health, and media effects on sexual health. Panelists were also expert in the use of new media in sexual health interventions. One goal was to identify gaps and set priorities for future research in the area of new media use and its links to adolescent sexual health. Another was to discuss measurement and design issues with an eye to the development of valid and reliable measures of adolescent new media use that might be helpful in the study and promotion of adolescent sexual health.

CF-299-RF  

At a workshop held on July 7, 2011, leading experts, journalists, policy advocates, and government officials gathered to discuss how trends in four areas—the economy, demographics, the workplace, and lifestyles—will affect the poor and vulnerable in America in the coming decade. In these proceedings, the authors summarize the four trends, present the results of the workshop’s assumption-based planning exercise, and supply key conclusions. They focus throughout on the role of philanthropic institutions, such as the project sponsor, the Rockefeller Foundation, in helping to address the challenges likely to confront America’s poor and vulnerable, which include a growing jobs-skills mismatch and inadequate funding for social services.

CF-300-MSC  

On December 14, 2011, the RAND Corporation hosted and moderated a roundtable conference, “Feasibility and Challenges of Using Acid Mine Drainage for Marcellus Shale Natural Gas Extraction,” with funding from the Marcellus Shale Coalition. The event brought together representatives from industry, academia, and nonprofit organizations to examine the use of coal mine water and, specifically, drainage from actively managed and abandoned coal mines to support hydraulic fracturing (popularly known as “fracking”) operations in the Marcellus Shale formation. The goal of the one-day conference was to assess the feasibility of such approaches, to examine the potential economic and environmental impacts, and to identify
the data and regulatory gaps whose resolution would permit further exploration or use of these approaches. The participants concluded that the feasibility, cost, environmental benefits, and regulatory framework for using coal mine drainage in hydraulic fracturing will depend on the water's quantity and quality (including the need for pre-treatment), its proximity to natural gas extraction sites, the cost of such water sources compared with that of fresh water, and whether the regulatory and legal environment is amenable to industry exploration and development of the option. These proceedings provide an overview of the topics and discussions at the roundtable conference and are accompanied by a collection of online appendixes containing the papers and slides prepared by the panelists and presented at the event.

**CF-301-INDEC**

Federal agencies, including U.S. Customs and Border Protection, a key component of the U.S. Department of Homeland Security, are required to evaluate the benefits, costs, and other impacts of major regulations prior to promulgation. For regulations intended to confer benefits under circumstances of extreme uncertainty, such as commonly arise in the context of homeland security, this requirement has proven especially challenging. This document distills and synthesizes the proceedings of a workshop in which experts in the field of regulatory analysis and terrorism risk examined alternative approaches for estimating the benefits of regulations designed to reduce the risks of terrorist attacks in the United States. Several recommendations for improving the benefit-cost analysis of terrorism security regulations emerged from the workshop. Those recommendations pertain mostly to qualitative modeling, quantitative modeling, and data collection, but also address cross-cutting issues, such as transparency.

**CF-304-CCEG**

The participation of U.S. firms in emerging markets strengthens the economy and serves U.S. foreign policy interests to influence and stabilize politically insecure regions. However, many of these regions are plagued by endemic corruption. Efforts to combat corruption via ramped-up enforcement of the U.S. Foreign Corrupt Practices Act of 1977 and the United Kingdom's Bribery Act of 2010 have placed an emphasis on policing the behavior of U.S. and European firms as a lever to intervene against corruption occurring elsewhere. However, the risk and cost of ensuring compliance with these laws may undermine firms' competitiveness in foreign markets. Taken to the extreme, these challenges could lead to the withdrawal of U.S. firms from some markets, thereby harming U.S. economic interests and influence while leaving the reality of corruption on the ground unchanged. To shed light on these and associated issues, RAND convened the roundtable symposium "New Markets, New Challenges: Dealing with Anti-Corruption Regulation in Emerging and Expeditionary Markets" in Washington, D.C., on January 12, 2012. The event brought together participants with experience as executives at major public companies and backgrounds in foreign policy, diplomatic service, law, and the nonprofit sector to discuss the practical difficulties facing private-sector companies that diligently comply with anti-corruption mandates, the challenges of unraveling the culture of corruption in parts of the world where it has compromised civil institutions, and opportunities for making private-sector businesses more effective allies in the fight against corruption. This document details the key themes and recommendations arising from the symposium.
In 1991, in recognition that the acts of individuals can create criminal liability for their organizations, the U.S. Sentencing Commission expanded the Federal Sentencing Guidelines to include a new chapter on organizational crime. The intent was twofold: to provide a consistent set of guidelines to deter and punish organizational crime and to encourage positive behavior—specifically, the establishment of effective corporate compliance programs. In the two decades since, one of the chief aims of the guidelines has been to encourage basic cultural change within organizations in ways that might reduce both criminal and ethical risk. On May 16, 2012, RAND brought together a group of public company directors and executives, chief ethics and compliance officers, and stakeholders from the government, academic, and nonprofit sectors for a series of conversations about organizational culture, as well as to explore the business and policy ramifications of efforts to build better ethical cultures in corporations. The symposium discussions featured a range of viewpoints on the history and progress of compliance initiatives, the barriers to achieving a strong ethical culture, and what corporate boards, executives, and compliance and ethics officers, and policymakers can do to cultivate such cultures. Participants put forward a range of solutions, many of which sought to overcome the common tendency to view compliance as a legal issue more so than a cultural one.

Video compilation of the 2012 Behavioral Finance (BeFi) Forum in Washington, D.C., a day-long event that included a series of topical panels on curated presentations of academic research followed by discussion by leading practitioners, and featuring keynote speakers Michael Barr and Dan Ariely.

CORPORATE PUBLICATIONS

CP-1 (2011)

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis. RAND's 2011 Annual Report demonstrates the scope of RAND's work and illustrates the ways RAND disseminates its research findings and recommendations as widely as possible to help individuals, communities, and nations be safer, healthier, more secure, and more prosperous.

CP-22 (12/11)

The cover story and its sidebar examine demographic trends in China, India, the United States, and Europe, complemented by a graphic portrayal of how the life spans of today's humans will transform the nations of the world. Other feature stories describe the key ingredients necessary for peace in Afghanistan and the public health consequences of prisoner reentry in California. A Centerpiece graphically illustrates the effects of soaring health care spending on the American family. News items highlight research on mental health treatments for veterans, U.S. highway
funding, pay-for-performance incentives for New York City teachers, and charter schools in New Orleans. Other articles discuss intergenerational inequalities in Latin America and overall progress in global health. There is also an interview with Michael D. Rich, RAND's new president and chief executive officer.

**CP-22 (4/12)**


The cover story recommends that, to address Iran's nuclear threat, the United States work to bolster diplomacy, Israeli security, and the Iranian citizenry; an accompanying sidebar shows how trends in word usage on Twitter correlated with the protests surrounding the 2009 Iranian presidential election. Another feature describes policies that Mexico can adopt to enhance social security for its aging population, while a related infographic portrays Mexican demographic trends. A collection of seven short pieces highlights ways in which the United States can help to ensure that veterans and their families receive health care, employment and education opportunities, and other benefits. A Centerpiece illustrates the costs of crime and the value of police officers. News items highlight research on U.S. psychological operations in Afghanistan, the effect of repealing the U.S. health insurance mandate, how different types of legal representation affect the outcomes of murder cases, and the role of a regulatory regime in marijuana legalization. Other articles discuss U.S. competitiveness in educational achievement and RAND's role in helping to develop Louisiana's long-term plan for a sustainable coast.

**CP-22 (9/12)**


Our cover story presents nine essays on key issues in the 2012 U.S. presidential election: income inequality, health care costs, immigration reform, energy options, education, al Qaeda, Iraq, democratization in the Middle East, and China. The essays present both candidates' positions on each issue along with the opinions of RAND experts, emphasizing the need for long-term solutions to complex problems. In our "Common Ground" section, California Chief Justice Tani Cantil-Sakauye discusses the importance of collaborative courts and her efforts to help the judiciary deal with the state's budget crisis; remarks made at the Pardee RAND Graduate School's 2012 Commencement Weekend are also highlighted. An infographic spread breaks down the total fat, calories, and sodium in an average meal at a U.S. chain restaurant. Finally, our "Public Square" section collects letters to the editor, government testimonies, news quotes, infographics, and blog and podcast excerpts on topics including military suicides, VA health care, economic hardship, early childhood education, Afghan security forces, inclusionary zoning, a National Guard program for high school dropouts, Americans' banking habits, auto premiums, water scoopers, HIV in the U.S. Gulf states, relations between Turkey and Iran, relations between India and Afghanistan, and 2012 elections around the world.

**CP-401 (3/12)**


The RAND Corporation has a straightforward mission: to help improve policy and decision-making through research and analysis. To gauge how well we are carrying out this mission, President and CEO Michael Rich considers three sets of questions: (1) Are we addressing issues at
or near the top of the national and international policy agenda? (2) Is our research and analysis reaching key decisionmakers and the broader public, thereby improving the quality of the policy debate? (3) Have our products and services contributed to improvements in policy and decision-making? The 2011 Year in Review offers a year-end assessment of RAND’s recent achievements.

**CP-413 (2/12)**  
Standards for High-Quality Research and Analysis. 2012

The name RAND is synonymous with high-quality, objective research and analysis at the top of the policy agenda. This brochure describes the quality standards for RAND research. RAND’s standards for high-quality research and analysis articulate long-standing RAND concepts and values regarding the characteristics of high-quality studies. They serve both as a guide for those who conduct, manage, support, and evaluate the research activities at RAND and as the set of principles by which RAND research units and programs shape their individual quality assurance processes. They help to ensure that RAND accomplishes its mission of improving policy and decision-making through research and analysis.

**CP-485 (9/12)**  
Saving the Government Money: Examples from RAND’s Federally Funded Research and Development Centers. 2012

RAND houses three federally funded research and development centers (FFRDCs): 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 Department of Defense; and Project AIR FORCE, sponsored by the U.S. Air Force. These centers apply research capital they have developed over the years to help decisionmakers solve problems and often save money as well. This publication lists and briefly summarizes some RAND projects undertaken over the past ten years that have helped save the government money or that have identified ways to do so. Amounts saved are estimated. Benefits of these projects include savings achieved or under way, e.g., in studies of intratheater airlift and getting supplies to units in Iraq; savings projected if RAND recommendations are implemented by the government, e.g., in studies of fighter aircraft production and destroying chemical weapons; savings realizable but contingent on other circumstances; and savings enabled by RAND’s independent verification.

**CP-489/3 (1/12)**  

A collaboration between the RAND Corporation and the Qatar Foundation, the RAND-Qatar Policy Institute (RQPI) analyzes complex policy problems and helps policymakers create enduring solutions. This publication provides an overview of RQPI, including the research questions examined by the institute, its approach to client relations and quality assurance, its research capabilities, and the public policy areas on which RQPI is focused.

**CP-489/4 (1/12)**  
RAND in the Middle East (Arabic translation). 2012

This publication describes the work, organization, and capabilities of the RAND Corporation in the Middle East.

**CP-531 (2011)**  

RAND Europe’s annual report, Spotlight 2011, focuses on selected present and past RAND Europe signature research. With 2012 being our 20th anniversary year, the report features some of our most recent work while reflecting on how RAND Europe has developed and remained relevant over the last two decades. It also highlights selected research and corporate activity in 2011.
Focus on K-12 Education handout. 2012

For decades, RAND Education researchers have been bringing accurate data and objective analysis to education policy in the United States and abroad. In the area of K–12 education, our experts partner with policymakers, school systems, practitioners, and other stakeholders to help improve education outcomes and systems and to increase access and equity. Recent study topics include teacher pay for performance, measuring teacher effectiveness, school leadership, school systems and reform, and out-of-school time.

Focus on Health Information Technology. 2012

Information technology is transforming the way physicians practice medicine, the way health care systems do business, and the way consumers get health information and make decisions about their health. For nearly a decade, RAND researchers have studied how health information technology (HIT) stands to change health care. Early RAND work established HIT’s potential for reducing costs while improving quality of care and patient safety. More recent work has helped to create quality standards for electronic prescribing, evaluated pilot systems, identified pitfalls to the successful adoption of HIT, and tracked implementation of electronic health records.

Focus on Community Resilience. 2012

Resilient communities prepare for, respond to, and recover from natural and man-made disasters. RAND has implemented and evaluated community resilience-building activities worldwide and identified opportunities to integrate governments with the nonprofit and for-profit sectors in public health and emergency preparedness, infrastructure protection, and development of economic recovery programs.


RAND Benchmark is a software application developed by the RAND Corporation that enables police departments to fairly and accurately evaluate and monitor officer performance. By benchmarking each officer against a uniquely chosen set of other officers operating under similar conditions, it produces evaluations that are more reliable than approaches commonly used by police departments today. It is a powerful tool that enables departments to evaluate officer performance, track low and high performers, identify outliers in particular dimensions of performance, and mitigate legal risk.


The Center for Latin American Social Policy (CLASP), part of RAND Labor and Population, is dedicated to improving the well-being of the Latin American population. CLASP conducts objective, independent research on topics relevant to the region and to Latin Americans living and working at home and in the United States. This Spanish-language brochure describes CLASP’s areas of research, including addressing the needs of an aging population, enhancing prospects for Latin American workers, informing immigration policy, improving education, protecting the environment, developing data collection methods, and evaluating policy interventions. El Centro de Políticas Sociales para Latinoamérica (CLASP), parte de la división de investigación de los Mercados Laborales y Población de RAND Corporation, se dedica a mejorar el bienestar de la población de América Latina. Dentro del centro se realiza investigación objetiva e imparcial sobre temas de interés para la región y para los latinoamericanos que viven y trabajan en Latinoamérica y en los Estados Unidos. Esta versión en español del tríptico de CLASP describe las áreas de investigación incluyendo temas como: la atención de las necesidades de una población que envejece,
el fortalecimiento de las perspectivas laborales de los trabajadores de América Latina, la información de la política de inmigración, la mejora de la educación, la protección del medio ambiente, el desarrollo de métodos de recopilación de datos y la evaluación de intervenciones de política social.

**CP-661**

From 2014 impact will play a role in the allocation of research funding to UK universities through the Research Excellence Framework (REF). This presents universities with a new challenge: how best to capture research results and construct submissions to the REF. RAND Europe and Ranmore Consulting Group have developed ImpactFinder, an analysis and advice package to help senior research leaders determine how best to identify research with the greatest impact and present it to the REF panels. This brochure explains how ImpactFinder works and how universities can benefit from using it.

**CP-665 (2011)**

These are the RAND Corporation's financial statements for the fiscal year ended September 25, 2011.

**CP-671 (5/12)**
RAND Development Portfolio Management Group brochure. 2012

Given the magnitude of investments in development programs by governments, development banks, foundations, and other donors, failed or marginal programs can lead to billions of dollars in wasted resources. The RAND Development Portfolio Management Group uses a unique, cost-effective approach to identifying failing programs before they close, providing constructive assessments that help clients get the results intended from their initiatives.

**CP-673**

The Center for Latin American Social Policy (CLASP), part of RAND Labor and Population, is dedicated to improving the well-being of the Latin American population. CLASP conducts objective, independent research on topics relevant to the region and to Latin Americans living and working at home and in the United States. This Portuguese-language brochure describes CLASP's areas of research, including addressing the needs of an aging population, enhancing prospects for Latin American workers, informing immigration policy, improving education, protecting the environment, developing data collection methods, and evaluating policy interventions.

**CP-690**
Twenty on Twenty. 2012

To mark the occasion of RAND Europe's twentieth anniversary, Twenty on Twenty was produced to feature the thoughts of 20 people—one for each of our 20 years—who know us in different ways. Their personal reflections on past and future policy issues provide interesting reading as we look ahead and contemplate our next 20 years.

**CP-691**
Remarks at the G20 Foreign Policy Think Tank Summit. Michael D. Rich. 2012

RAND president and chief executive officer Michael Rich discusses RAND's history and mission and the major organizational challenges faced by RAND today: the increasingly frenetic pace that surrounds policymaking and the increasing partisan and ideological division within the policymaking community and the public. He concludes with a list of policy challenges that RAND and other "think tanks" must work to address: finding ways
to do more with less in the face of the global economic crisis; identifying paths toward recovery for states and communities that have been devastated by war or natural disasters; and the need to stay ahead of the curve, anticipate trends, spot the next crisis, and help to avert it before it happens.

CP-693/1 (09/12)
Teachers Matter: Understanding Teachers' Impact on Student Achievement. 2012

Research using student scores on standardized tests confirms the common perception that some teachers are more effective than others. It also reveals that being taught by an effective teacher has important consequences for student achievement. The best way to assess a teacher's effectiveness is to look at his or her on-the-job performance.

CP-693/2 (09/12)
Multiple Choices: Options for Measuring Teaching Effectiveness. 2012

What does effective teaching look like, and how can it be measured? Some methods for measuring teaching effectiveness examine teachers' practices directly, whereas others emphasize student outcomes. Each method involves trade-offs, however, and no single method provides a complete picture of a teacher's effectiveness.

CP-693/3 (09/12)
Tests and the Teacher: What Student Achievement Tests Do—and Don't—Tell Us About Teacher Effectiveness. 2012

Student scores on reading and math achievement tests tell us a lot about how well students are learning those subjects, but scores on a single annual test aren't necessarily a good indicator of teacher effectiveness. For this reason, and because achievement tests don't fully capture how well students are learning other subjects, skills, and attitudes, we need to combine information from tests with other measures to gain a better understanding of teacher effectiveness.

CP-693/4 (09/12)

Value-added models attempt to measure a teacher's impact on student achievement while controlling for other factors that affect achievement, such as individual ability, family environment, past schooling, and the influence of peers. There are many value-added modeling approaches used in practice, and all control for students' prior achievement with the goal of facilitating apples-to-apples comparisons among teachers.

CP-693/5 (09/12)

One way to assess a teacher's effectiveness is to compare his or her students' achievement growth with that of other students. In cases where standardized tests are administered annually to all students, student growth percentiles provide a simple way of making this comparison because they show how each student's test-score growth ranks among academically similar students. However, student growth percentiles do not adjust for differences in student characteristics.

TESTIMONY

CT-372
Building Blocks for a Strong Preschool to Early Elementary Education System. Lynn A. Karoly. 2012

Testimony presented before the Council of the District of Columbia, Committee of the Whole on February 16, 2012.
Testimony presented before the House Committee on Ways and Means, Subcommittee on Social Security on March 20, 2012.

Testimony presented before the House Committee on Armed Services, Subcommittee on Emerging Threats and Capabilities on March 27, 2012.

Testimony presented before the California State Senate Labor and Industrial Relations Committee on May 9, 2012.

Military Veterans’ Experiences in For-Profit Higher Education. Jennifer L. Steele. 2012
Testimony submitted before the House Committee on Veterans’ Affairs, Subcommittee on Economic Opportunity on May 16, 2012.

Document submitted on August 24, 2012 as an addendum to testimony presented before the Senate Homeland Security and Governmental Affairs Committee on July 11, 2012.

Testimony presented before the House Armed Services Committee, Subcommittee on Oversight and Investigations on July 18, 2012.

Testimony presented before the Senate Foreign Relations Committee on August 1, 2012.

Embassy Security: From The Outside In. William Young. 2012
Testimony presented before the House Committee on Foreign Affairs on November 15, 2012.

Funding and performance on clinical guidelines: The cases of dementia and chronic obstructive pulmonary disease. Emmanuel Hassan, Helen Ridsdale, Jonathan Grant, Susan Guthrie. 2012
In September 2009, the United Kingdom (UK) Medical Research Council, the Wellcome Trust and the Department of Health (England) commissioned RAND Europe to investigate the characteristics of research cited in two UK clinical guidelines: Dementia and Chronic Obstructive Pulmonary Disease (COPD). The exploratory work is part of an overall drive among funders to understand better how research reaches policy and practice. The objectives of our exploratory study were to understand the following questions. On those papers with a UK
affiliation, who funded the research cited in these clinical guidelines? This report presents the findings of our work, based on the two guidelines.

**DB-603-AF**


Recent bid protests have caused large disruptions in resource and operational planning in the Air Force, even leading to the cancellation of the Combat Search and Rescue helicopter program. Some tactics that the Air Force could use to counter such protests in the future include recognizing a bid protest as an adversarial proceeding, giving greater attention to how the Government Accountability Office views a bid protest; simplifying and clarifying selection criteria and priorities; explaining how its cost estimates are developed; involving attorneys in external review of bids; and gathering new data on the costs imposed by different forms of protests.

**DB-608-A**


Purchases of weapons systems and other goods and services now account for the majority of U.S. Army expenditures. This means the Army's ability to get the most out of its budget will depend on how well it manages its suppliers. This document examines current supplier relationship management (SRM) practices in the Army, identifies SRM best practices the Army may wish to consider, and focuses on how the Army can gain better performance and reduce total costs by improving its management of and partnering with large defense suppliers.

**DB-633-OSD**


This briefing identifies policy questions related to compensating service members and their survivors for fatality risk. After comparing patterns in the characteristics of combat fatalities with those of fatalities occurring in other contexts, it discusses the Department of Defense's current compensation programs. Policymakers must consider a range of issues related to when, how, and how much service members and their families should be compensated for risk of combat death and its realization with reference to social, national security, and efficiency goals. In developing policy in this area, policymakers may benefit from both empirical studies and comparisons with compensation programs that exist in other contexts.

**DB-637-AF**


The U.S. Air Force's remotely piloted aircraft (RPAs) have played a significant role in current operations in southwest Asia. As the inventory of RPAs increases and new sensor technologies come online in the coming years, the Air Force has an opportunity to consider additional roles that RPAs might play. Thoughtful study into these possibilities will ensure that, when the Air Force employs RPAs, they will help fill capability gaps or augment existing capabilities in more-efficient or more-effective ways. This documented briefing describes a suite of tools developed by RAND Project AIR FORCE (PAF) to help the Air Force think through future roles for RPAs. The tools evaluate platform selection and concept of operations (CONOPS) development, sensor performance against various targets, weapon effects, environmental factors, platform survivability, computational processing of data, and exploitation of
sensor products. The briefing also explains how the separate analysis in each of these areas feeds into a mission-level analysis, performed with PAF’s Systems and CONOPS Operational Effectiveness Model, and a campaign-level analysis using PAF’s Force Structure Effectiveness model. Use of these tools and models will help clarify how future RPAs can contribute to U.S. warfighting in cost-effective ways. The tools presented herein are additionally useful for examining the effectiveness of new capabilities more broadly; examining the effectiveness of new platforms in the context of the entire intelligence, surveillance, and reconnaissance (ISR) force posture; and evaluating the most cost-effective ISR force structure to meet future operational needs.

**DB-639-CSM**
Santa Monica Municipal Airport (SMO) Options for the Future. Martin Wachs. 2012

This briefing offers a menu of potential future activities for the nonaviation lands at Santa Monica Municipal Airport (SMO) to meet the following objectives for enhancing the quality of life in Santa Monica: Integrate the airport’s future with the dynamic changes under way in Santa Monica, develop concepts for nonaviation airport land that emerge from the community, enhance the city’s strong position as an environmental trend setter and engine of creativity, and honor the rich history of aviation in Santa Monica and Southern California. The briefing recommends that the airport upgrade access and improve circulation; reuse and improve existing buildings; enhance retail activity; expand the Museum of Flying, outdoor athletic and recreation opportunities, and the presence of the arts; develop a Sustainable Santa Monica Center; create an emergency communications and control center; and develop an economic incubator. It could accomplish these goals by partnering with colleges and universities, enhancing public and corporate economic development efforts, cooperating with regional and local transportation agencies, and complementing the Sustainable Santa Monica initiative.

**DB-643-A**

The Army has been making policy, organizational, and information system changes to support Total Life Cycle Systems Management, the “cradle-to-grave” management of weapon and materiel systems. Recent reports, however, have described cases in which critical life cycle management (LCM) decisions and supporting analyses were hindered by problems with life cycle sustainment (LCS) data, i.e., the recorded information about the operation, support, and disposal of Army equipment. This documented briefing describes a study conducted to provide a comprehensive assessment of LCS data currently available in Standard Army Management Information Systems. Findings suggest that a range of data access, quality, and breadth issues should be addressed to ensure that rigorous analyses can be conducted in support of critical LCM decisions. Recommendations include a combination of potential Army policy revisions, information system design changes, and steps to improve execution of sustainment data policies.

**DB-647-PF**

In 2010, the California Early Learning Quality Improvement System (CAEL QIS) Advisory Committee recommended a structure for a voluntary quality rating and improvement system (QRIS) that could apply to the state’s 11,000 licensed centers and 36,600 licensed family child care homes (FCCHs). The proposed design consisted of an unweighted block system with five tiers, in which all quality criteria in each tier must be met in order
to obtain a rating at that tier. The rating structure provided for five quality elements: ratio and group size, teaching and learning, family involvement, staff education and training, and program leadership. The aim of this study was to conduct an initial examination of some key aspects of the proposed QRIS design. By capitalizing on two existing data sets that included some of the quality elements in the proposed QRIS rating design—one statewide and the other for a specific county—the work highlights some relationships among these quality elements, examines the ways in which different measures of these elements proposed in the QRIS design relate to each other, and provides information about the likely distribution of program-level ratings across the proposed rating tiers. This briefing provides California QRIS planners and other stakeholders with important information about some fundamentals of the proposed QRIS rating scheme that could inform California’s QRIS design in advance of field-based pilot efforts.

**DB-651-CPFT**

Evaluation of the peer worker programme at Cambridgeshire and Peterborough NHS Foundation Trust. Alexandra Pollitt, Eleanor Winpenny, Jennifer Newbould, Claire Celia, Tom Ling, Emily Scraggs. 2012

In May 2010, Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) began training peer workers for employment in teams delivering mental health services throughout the Trust. CPFT defines a peer worker as “someone with significant experience of mental distress, who works alongside others with similar difficulties in order to facilitate recovery through promoting hope and providing support based on common experiences”. The CPFT programme was one of the earliest, and is now one of the largest, of its kind in the United Kingdom. CPFT asked RAND Europe to evaluate the early stages of the programme’s implementation. The findings of this evaluation, which took place between January 2011 and May 2012, are set out in this report. The evaluation focuses on the perceptions of different stakeholders of the programme’s impact and the successes and challenges of its implementation. As part of this work, we set out a logic model, developed in collaboration with CPFT, to describe the theory of change underlying the peer worker programme, in order to inform future planning of the programme and ongoing performance measurement.

**EXTERNAL PUBLICATIONS**

**EP-201100-262**


Drawing on a statewide study of Florida middle-school reading coaches, this article examines what constitutes, contributes to, and is associated with high-quality coaches and coaching. Authors find that coaches generally held many of the qualifications recommended by state and national experts and principals and teachers rated their coaches highly on many indicators of quality. However, several common concerns about recruiting, retaining, and supporting high-quality coaches emerged. Estimates from models indicate that a few indicators of coach experience, knowledge, and skills had significant associations with perceived improvements in teaching and higher student achievement, although the magnitude of the latter relationship was quite small. Findings suggest that although possessing strong reading knowledge and instructional expertise may be important for coaching, it may not be sufficient.

**EP-201200-02**

BACKGROUND: Ethnic minorities and some other patient groups consistently report lower scores on patient surveys, but the reasons for this are unclear. This study examined whether low scores of ethnic minority and other socio-demographic groups reflect their concentration in poorly performing primary care practices, and whether any remaining differences are consistent across practices. METHODS: Using data from the 2009 English General Practice Patient Survey (2,163,456 respondents from 8,267 general practices) this study examined associations between patient socio-demographic characteristics and 11 measures of patient-reported experience. FINDINGS: South Asian and Chinese patients, younger patients, and those in poor health reported a less positive primary care experience than White patients, older patients and those in better health. For doctor communication, about half of the overall difference associated with South Asian patients (ranging from -6 to -9 percentage points) could be explained by their concentration in practices with low scores, but the other half arose because they reported less positive experiences than White patients in the same practices. Practices varied considerably in the direction and extent of ethnic differences. In some practices ethnic minority patients reported better experience than White patients. Differences associated with gender, Black ethnicity and deprivation were small and inconsistent. CONCLUSION: Substantial ethnic differences in patient experience exist in a national healthcare system providing universal coverage. Improving the experience of patients in low-scoring practices would not only improve the quality of care provided to their White patients but it would also substantially reduce ethnic group differences in patient experience. Practices with high patient experience scores from ethnic minority patients could be studied as models for quality improvement.

EP-201200-03

We evaluated the impact of outdoor exercise equipment (FZ, Fitness Zones) in 12 parks serving diverse populations. We used the System for Observing Play and Recreation in Communities (SOPARC) to assess use and estimate energy expenditure prior to and twice after FZ installation. Park use increased more in FZ parks than in 10 control parks that did not get equipment, but the difference was not statistically significant. However, self-reports of being a new park user increased more in FZ parks, and estimated energy expenditure in FZ parks was higher at both follow-ups than at baseline. Installing Fitness Zones appears to be cost-effective (10.5 cents/MET increase) and most successful in parks in densely populated areas with limited facilities. Longer-term follow-up measures are needed to determine if the early increases in physical activity associated with the Fitness Zone installations are sustained.

EP-201200-04
Two Years and Counting: How Will the Effects of the Affordable Care Act Be Monitored?. Robert H. Brook. 2012

The Affordable Care Act marks a new era in US health care and US medicine. This commentary suggests ways to monitor the act’s effect on the health of the US population.

EP-201200-06
The Potential Impact of the Medical Home on Job Satisfaction in Primary Care. Mark William Friedberg. 2012

This is a commentary for an issue of the Archives of Internal Medicine presenting results from a survey of providers and staff participating in the Safety Net Medical Home Initiative. The commentary highlights the potential and challenges of medical homes.
**EP-201200-07**


**INTRODUCTION:** Use of electronic prescribing (e-prescribing) can improve safety and reduce costs of care by alerting prescribers to drug-drug interactions, patient nonadherence to therapies, and insurance coverage information. Deriving these benefits will require clinical decision support based on presentation of accurate and complete formulary and benefit (F&B) and medication history (RxH) data to prescribers, but relatively little is known about how this information is used in primary care. **METHODS:** This is a multimethod comparative case study of 8 practices, which were selected to ensure practice size and physician specialty variation, implementing a stand-alone e-prescribing program. Field researchers observed prescription workflow and interviewed physicians and office staff. **RESULTS:** Before implementation, few prescribers reported using F&B references when making medication choices; all used paper-based methods for tracking medication history; after implementation, some prescribers reported using F&B data to inform medication choices but missing information reduced confidence in these resources. Low confidence in RxH data led to paper-based workarounds. **CONCLUSIONS:** Challenges experienced with formulary checks and RxH documentation led to prescriber distrust and unwillingness to rely on e-prescribing-based information. Greater data accuracy and completeness must be assured if e-prescribing is to meet meaningful use objectives to improve the efficiency and safety of prescribing in primary care settings.

**EP-201200-08**


Many scholars and pundits have concluded that the noticeable downturn in U.S.-China relations in 2010 was merely an intermittent low in the broader "high-low" dynamic that characterizes the relationship. This article argues that recent tensions can also be understood as part of larger, macro-level suspicions stemming from the disparate identities that pervade bilateral relations. Analyzing the historical processes that have helped shape these identities and using four case studies to illustrate this phenomenon in action, this article argues that China and the U.S. have produced incompatible self-images, which, when interfaced, work at cross-purposes with each other. These dueling identities, if unmanaged, have the capacity to undermine cooperative relations in the long term. However, both countries could mitigate the identity variable by acknowledging the historical and cultural barriers precluding greater cooperation, as well as by utilizing multilateral mechanisms to address issues of common interest.

**EP-201200-10**

Accounting for Movement Between Childcare Classrooms: Does It Change Teacher Effects Interpretations?. Claude Messan Setodji, Vi-Nhuan Le, Diana Schaack. 2012

Child care studies that have examined links between teachers' qualifications and children's outcomes often ignore teachers' and children's transitions between classrooms at a center throughout the day and only take into account head teacher qualifications. The objective of this investigation was to examine these traditional assumptions and to compare inferences made from these traditional models to methods accounting for transitions between classrooms and multiple teachers in a classroom. The study examined the receptive language, letter–word identification, and passage comprehension skills of 307 children enrolled in 49 community-based child care centers serving primarily low-income families in Colorado. Results suggest that nearly one-third of children and over 80% of teachers moved daily between classrooms. Findings also reveal that failure to account for daily transitions between classrooms can affect interpretations of the relationship be-
between teacher qualifications and child outcomes, with the model accounting for movement providing significant improvements in model fit and inference.

**EP-201200-101**


OBJECTIVE: The purpose of this article is to examine the relationship of wealth and income and the relative impact of each on dental utilization in a population of older Americans, using data from the Health and Retirement Study (HRS).

METHODS: Data from the HRS were analyzed for US individuals aged 51 years and older during the 2008 wave of the HRS. The primary focus of the analysis is the relationship between wealth, income, and dental utilization. We estimate a multivariable model of dental use controlling for wealth, income, and other potentially confounding covariates.

RESULTS: We find that both wealth and income each have a strong and independent positive effect on dental care use of older Americans (P < 0.05). A test of the interaction between income and wealth in our model failed to show that the impact on dental care utilization as wealth increases depends on a person's income level or, alternatively, that the impact on dental use as income increases depends on a person's household wealth status (P > 0.05).

CONCLUSIONS: Conclusions: Relative to those living in the wealthiest US households, the likelihood of utilizing dental care appears to decrease with a decline in wealth. The likelihood of utilizing dental care also appears to decrease with a decline in income as well.

**EP-201200-102**


Issues surrounding choice of time scales in Cox proportional hazard regression models have received limited attention in the literature. Although the choice between time on study and 'attained' age time scales has been examined, the calendar time scale may be of interest when modeling health effects of environmental exposures with noteworthy secular trends such as ambient particulate matter air pollution in large epidemiological cohort studies. The authors use simulation studies to examine performance (bias, mean squared error, coverage probabilities, and power) of models using all three time scales when the primary exposure of interest depends on calendar time. Results show that performance of models fit to the calendar time scale varies inversely with the strength of the linear association between the time-varying primary exposure and calendar time. Although models fit to attained age and time on study that do not adjust for calendar time were relatively robust, the authors conclude that care should be exercised when using time scales that are highly correlated with exposures of interest.

**EP-201200-107**


This study examined whether an adolescent's self-identified race moderates the perceived effectiveness of anti-smoking messages. A sample of 94 never smoking adolescents (59% African-American; 41% European-American) participated in this two-part study. First, they rated the persuasive strength of a series of five decontextualized anti-smoking messages (i.e., messages delivered in text format). Second, they were exposed to five sets of anti-smoking public service announcements (PSAs; viewed as TV advertisements) that had embedded in them the five anti-smoking messages used in the first part of the study and rated their smoking refusal self-efficacy after each one. Although race moderated participants' ratings of the decontextualized messages, there were no significant moderating effects of race when those messages were embedded in PSAs. The results...
of this study support the notion that anti-smoking PSAs should not be targeted to adolescent racial background, but suggests that decontextualized anti-smoking messages may be more effective if targeted to adolescent race.

EP-201200-109
Representativeness of Participants in the Cancer Care Outcomes Research and Surveillance Consortium Relative to the Surveillance, Epidemiology, and End Results Program. Paul J. Catalano, John Z. Ayanian, Jane Weeks, Katherine L. Kahn, Mary Beth Landrum, Alan Zaslavsky, Jeannette Lee, Jane F. Pendergast, David Harrington. 2012

BACKGROUND: The research goals of the Cancer Care Outcomes Research and Surveillance (CanCORS) Consortium are to determine how characteristics and beliefs of patients, providers, and health care organizations influence the treatments and outcomes of individuals with newly diagnosed lung and colorectal cancers. As CanCORS results will inform national policy, it is important to know how they generalize to the United States population with these cancers. RESEARCH DESIGN: This study assessed the representativeness of the CanCORS cohort of 10,547 patients with lung cancer (LC) or colorectal cancer (CRC) enrolled between 2003 and 2005. We compared characteristics (sex, race, age, and disease stage) with the Surveillance, Epidemiology, and End Results (SEER) population of 234,464 patients with new onset of these cancers during the CanCORS recruitment period. RESULTS: The CanCORS sample is well matched to the SEER Program for both cancers. In CanCORS, 41% LC/47% CRC were female versus 47% LC/49% CRC in SEER. African American, Hispanic, and Asian cases differed by no more than 5 percentage points between CanCORS and SEER. The SEER population is slightly older, with the percentage of patients older than 75 years 33.1% LC/37.3% CRC in SEER versus 26.9% LC/29.4% in CanCORS, and also has a slightly higher proportion of early stage patients. We also found that the CanCORS cohort was representative within specific SEER regions that map closely to CanCORS sites. CONCLUSIONS: This study demonstrates that the CanCORS Consortium was successful in enrolling a demographically representative sample within the CanCORS regions.

EP-201200-111

Education policymakers have shown increased interest in incentive programs for teachers based on the outcomes of their students. This article examines a program in which bonuses were awarded to teams of middle school teachers based on their collective contribution to student test score gains. The study employs a randomized controlled trial to examine effects of the bonus program over the course of an academic year, with the experiment repeated a second year, and finds no significant effects on the achievement of students or the attitudes and practices of teachers. The lack of effects of team-level pay for performance in this study is consistent with other recent experiments studying the short-term effects of bonus awards for individual performance or whole-school performance.

EP-201200-113

OBJECTIVE: The present study aimed to (i) describe the availability of nutrition information in major chain restaurants, (ii) document the energy and nutrient levels of menu items, (iii) evaluate relationships with restaurant characteristics, menu labeling and trans fat laws, and nutrition information accessibility, and (iv) compare energy and nutrient levels against industry-sponsored and government-issued nutrition criteria. DESIGN: Descriptive statistics and multivariate regression analysis of the energy, total fat, saturated fat,
trans fat, sodium, carbohydrate and protein levels of 28,531 regular and 1392 children's menu items. SETTING: Energy and nutrition information provided on restaurant websites or upon request, and secondary databases on restaurant characteristics. SUBJECTS: The top 400 US chain restaurants by sales, based on the 2009 list of the Restaurants & Institutions magazine. RESULTS: Complete nutrition information was reported for 245 (61%) restaurants. Appetizers had more energy, fat and sodium than all other item types. Children's menu specialty beverages had more fat, saturated fat and carbohydrates than comparable regular menu beverages. The majority of main entrées fell below one-third of the US Department of Agriculture's estimated daily energy needs, but as few as 3% were also within limits for sodium, fat and saturated fat. Main entrées had significantly more energy, fat and saturated fat in family-style restaurants than in fast-food restaurants. Restaurants that made nutrition information easily accessible on websites had significantly lower energy, fat and sodium contents across menu offerings than those providing information only upon request. CONCLUSIONS: The paper provides a comprehensive view of chain restaurant menu nutrition prior to nationwide labeling laws. It offers baseline data to evaluate how restaurants respond after laws are implemented.

EP-201200-115

HIV continues to be a serious public health problem for men who have sex with women (MSW), especially homeless MSW. Although consideration of gender has improved HIV prevention interventions, most of the research and intervention development has targeted how women's HIV risk is affected by gender roles. The effect of gender roles on MSW has received relatively little attention. Previous studies have shown mixed results when investigating the association between internalization of masculine gender roles and HIV risk. These studies use a variety of scales that measure individual internalization of different aspects of masculinity. However, this ignores the dynamic and culturally constructed nature of gender roles. The current study uses cultural consensus analysis to test for the existence of culturally agreed upon masculinity and gender role beliefs among homeless MSW in Los Angeles, as well as the relationship between these beliefs and HIV-related behaviors and attitudes. Interviews included 30 qualitative and 305 structured interviews with homeless MSW in Los Angeles's Skid Row area. Analysis identified culturally relevant aspects of masculinity not represented by existing masculinity scales, primarily related to barriers to relationships with women. Behaviors, attitudes, and knowledge related to HIV were significantly associated with men's level of agreement with the group about masculinity. The findings are discussed in light of implications for MSW HIV intervention development.

EP-201200-116

OBJECTIVE: To develop a set of high-severity, clinically significant drug–drug interactions (DDIs) for use in electronic health records (EHRs). METHODS: A panel of experts was convened with the goal of identifying critical DDIs that should be used for generating medication-related decision support alerts in all EHRs. Panelists included medication knowledge base vendors, EHR vendors, in-house knowledge base developers from academic medical centers, and both federal and private agencies involved in the regulation of medication use. Candidate DDIs were assessed by the panel based on the consequence of the interaction, severity levels assigned to them across various medication knowledge bases, availability of therapeutic alternatives, monitoring/management options, predisposing factors, and the prob-
ability of the interaction based on the strength of evidence available in the literature. RESULTS: Of 31 DDIs considered to be high risk, the panel approved a final list of 15 interactions. Panelists agreed that this list represented drugs that are contraindicated for concurrent use, though it does not necessarily represent a complete list of all such interacting drug pairs. For other drug interactions, severity may depend on additional factors, such as patient conditions or timing of co-administration. DISCUSSION: The panel provided recommendations on the creation, maintenance, and implementation of a central repository of high severity interactions. CONCLUSIONS: A set of highly clinically significant drug-drug interactions was identified, for which warnings should be generated in all EHRs. The panel highlighted the complexity of issues surrounding development and implementation of such a list.

EP-201200-119

BACKGROUND: Physician co-management, representing joint participation in the planning, decision-making, and delivery of care, is often cited in association with coordination of care. Yet little is known about how physicians manage tasks and how their management style impacts patient outcomes. OBJECTIVES: To describe physician practice style using breast cancer as a model. We characterize correlates and predictors of physician practice style for 10 clinical tasks, and then test for associations between physician practice style and patient ratings of care. METHODS: We queried 347 breast cancer physicians identified by a population-based cohort of women with incident breast cancer regarding care using a clinical vignette about a hypothetical 65-year-old diabetic woman with incident breast cancer. To test the association between physician practice style and patient outcomes, we linked medical oncologists' responses to patient ratings of care (physician n = 111; patient n = 411). RESULTS: After adjusting for physician and practice setting characteristics, physician practice style varied by physician specialty, practice setting, financial incentives, and barriers to referrals. Patients with medical oncologists who co-managed tasks had higher patient ratings of care. CONCLUSION: Physician practice style for breast cancer is influenced by provider and practice setting characteristics, and it is an important predictor of patient ratings. We identify physician and practice setting factors associated with physician practice style and found associations between physician co-management and patient outcomes (e.g., patient ratings of care).

EP-201200-12

Eurofound’s research on 'Restructuring in recession and labour force participation’ explored the age management practices of companies in light of restructuring undergone during the recession. The study looked at policy in relation to the retention of older workers (aged 50 or more) in employment at national and establishment levels in nine European Union (EU) Member States. This is the report for the UK.

EP-201200-120
Medical Expenditure Risk and Household Portfolio Choice. Dana P. Goldman, Nicole Maestas. 2012

Medical expenses are an increasingly important contributor to household financial risk. We examine the effect of medical expenditure risk on the willingness of Medicare beneficiaries to hold risky assets. Using a discrete-factor maximum likelihood method to address the endogeneity of insurance choices, we find that having a moderately protective Medigap or employer supplemental policy increases risky asset holding by 7.1 percentage points relative to those without supplemental coverage, while participation in a highly
protective Medicare health maintenance organization increases risky asset holding by 13.0 percentage points. Our results highlight an important link between the availability of health insurance and financial behavior.

**EP-201200-121**

Emergency Departments, Medicaid Costs, and Access to Primary Care — Understanding the Link. Arthur L. Kellermann, Robin M. Weinick. 2012

Attempts by states to save money by seeking to lock Medicaid enrollees out of the emergency department are likely to backfire. We take the recent example of Washington state, where a proposed change in reimbursements for emergency department care for patients covered under Medicaid would have paved the way to retroactive denials—a very troubling policy that could stick the poorest patients with bills they cannot afford to pay. We argue that a better solution is to reverse what for many years has been a trend of shrinking access to primary care for Medicaid beneficiaries.

**EP-201200-123**


In the 1960s, a new paradigm for training physicians emerged: one that combined clinical training and its focus on individual patients with a research training focused on studying the health of populations. The program that grew from this change, the Robert Wood Johnson Clinical Scholars program, has produced many of today’s leaders in health care policy and practice. This commentary raises the possibility that another paradigm change is needed: one that takes advantage of new information technologies to help physicians place patients more squarely in control of their own health and health care.

**EP-201200-125**


This paper reviews some of the evidence that dietary behaviours are, in large part, the consequence of automatic responses to contextual food cues, many of which lead to increased caloric consumption and poor dietary choices. We describe studies that illustrate how these automatic mechanisms underlie eating behaviours, as well as evidence that individuals are subject to inherent cognitive limitations, and mostly lack the capacity to consistently recognize, ignore or resist contextual cues that encourage eating. Restaurants and grocery stores are the primary settings from which people obtain food. These settings are often designed to maximize sales of food by strategically placing and promoting items to encourage impulse purchases. Although a great deal of marketing research is proprietary, this paper describes some of the published studies that indicate that changes in superficial characteristics of food products, including packaging and portion sizes, design, salience, health claims and labeling, strongly influence food choices and consumption in ways for which people generally lack insight. We discuss whether contextual influences might be considered environmental risk factors from which individuals may need the kinds of protection that fall under the mission of public health.

**EP-201200-127**


Unusually cold conditions in Arctic winter 2010/11 led to large stratospheric ozone loss. We investigate this with UV-visible measurements made at Eureka, Canada (80.05°N, 86.42°W)
from 1999–2011. For 8–22 March 2011, OCIO was enhanced, indicating chlorine activation above Eureka. Ozone columns were lower than in any other year in the record, reaching minima of 237 DU and 247 DU in two datasets. The average NO2 column inside the vortex, measured at visible and UV wavelengths, was 46 +— 30% and 45 +— 27% lower in 2011 than the average NO2 column from previous years. Ozone column loss was estimated from two ozone datasets, using a modeled passive ozone tracer. For 12–20 March 2011, the average ozone loss was 27% and 29% (99 DU and 108 DU). The largest percent ozone loss in the 11-year record of 47% (250 DU and 251 DU) was observed on 5 April 2011.

EP-201200-129

OBJECTIVES: Community resilience (CR) is emerging as a major public policy priority within disaster management and is one of two key pillars of the December 2009 US National Health Security Strategy. However, there is no clear agreement on what key elements constitute CR. We examined exemplary practices from international disaster management to validate the elements of CR, as suggested by Homeland Security Presidential Directive 21 (HSPD-21), to potentially identify new elements and to identify practices that could be emulated or adapted to help build CR. METHODS: We extracted detailed information relevant to CR from unpublished case studies we had developed previously, describing exemplary practices from international natural disasters occurring between 1985 and 2005. We then mapped specific practices against the five elements of CR suggested by HSPD-21. RESULTS: We identified 49 relevant exemplary practices from 11 natural disasters in 10 countries (earthquakes in Mexico, India, and Iran; volcanic eruption in Philippines; hurricanes in Honduras and Cuba; floods in Bangladesh, Vietnam, and Mozambique; tsunami in Indian Ocean countries; and typhoon in Vietnam). Of these, 35 mapped well against the five elements of CR: community education, community empowerment, practice, social networks, and familiarity with local services; 15 additional practices were related to physical security and economic security. The five HSPD-21 CR elements and two additional ones we identified were closely related to one another; social networks were especially important to CR. CONCLUSIONS: While each disaster is unique, the elements of CR appear to be broadly applicable across countries and disaster settings. Our descriptive study provides retrospective empirical evidence that helps validate, and adds to, the elements of CR suggested by HSPD-21. It also generates hypotheses about factors contributing to CR that can be tested in future analytic or experimental research.

EP-201200-13
Impact of the Recession on Age Management Policies: Case Study: BT, United Kingdom. Stephanie Diepeveen. 2012

BT has an 'age neutral' approach to promoting diversity and equality among age groups in its workforce. The organisation's equal opportunities and diversity policy aims to ensure everyone should have the same opportunities for employment and promotion based on their ability, qualifications and suitability for the work. While BT recognises that it has an ageing workforce, reflecting changes in UK society, its age neutral approach means that older age groups cannot specifically benefit in policies and practices. However, there are policies and practices that are more likely to benefit or be relevant to older workers, but that are open to workers belonging to any age group.

EP-201200-130

Homeless youth have elevated risk of HIV through sexual behavior. This project investigates
the multiple levels of influence on unprotected sex among homeless youth, including social network, individual, and partner level influences. Findings are based on analyses of an exploratory, semi-structured interview (n = 40) and a structured personal network interview (n = 240) with randomly selected homeless youth in Los Angeles. Previous social network studies of risky sex by homeless youth have collected limited social network data from non-random samples and have not distinguished sex partner influences from other network influences. The present analyses have identified significant associations with unprotected sex at multiple levels, including individual, partner, and, to a lesser extent, the social network. Analyses also distinguished between youth who did or did not want to use condoms when they had unprotected sex. Implications for social network based HIV risk interventions with homeless youth are discussed.

EP-201200-133
What Are the Effects of Different Models of Delivery for Improving Maternal and Infant Health Outcomes for Poor People in Urban Areas in Low Income and Lower Middle Income Countries?.

The burden of maternal and infant deaths falls disproportionately on low income countries (LICs) and lower middle income countries (LMCs1) and among the poorest within these countries. The causes of maternal and infant mortality and morbidity are well established, yet knowledge on effective management of conditions has not been translated into significantly improved outcomes because of a lack of resources and effective models of service delivery. Urban populations are often assumed to have better access to health care than those living in rural areas. However, urban health systems in many LICs and LMCs have a weak to non-existent public health structure and lack uniform implementation of strategies and necessary infrastructures. Given rapid urbanisation in many LICs and LMCs it is now crucial to establish evidence-based approaches to improving access to and uptake of maternal and infant care models in urban areas and improving quality of services in order to improve maternal and child outcomes. Whilst the medical solutions for preventing maternal and infant mortality are known, delivering these solutions is a considerable challenge in proximity to urban slums. OBJECTIVES: This systematic review addresses the question: What are the effects of different models of delivery for improving maternal and infant health outcomes for poor people in urban areas in low income and lower middle income countries? METHODS: Our systematic review focused on explicit evaluations of interventions aimed at improving health outcomes for poor people in urban areas. The review focused on maternal, infant, neonatal, perinatal and post-neonatal mortality outcomes, but also included maternal and infant health outcomes. Our review team, including information scientists and information retrieval experts, developed a search protocol and search terms that were subject to external peer review. Our search includes major databases that cover literature on this topic; these cover both English and non-English language material, including specialist health and development databases, as well as those focusing on specific geographical areas. A comprehensive search was conducted of published and unpublished materials. The search followed the study protocol, which set out the search strategy and selection methods. The study used multiple approaches to data analysis (including: narrative; cost-effectiveness; understanding links between the cause, approaches, outcomes and sustainability of change as part of a causal chain analysis) to assess not only which interventions are effective (or not), but how and under what circumstances. Quantitative and qualitative data were collected from and coded for included items, and each item was coded for a range of variables. Interventions were grouped into clinical and non-clinical categories. We collected qualitative evidence on contextual factors and causal pathways that may help to explain why interventions were (in)effective. Details of included studies The searches returned 9,025
potentially relevant items of evidence, including 9,010 from database searches and 15 from hand-searches. Of these papers, 98% were excluded after reviewing titles; the abstracts of the remaining 114 studies date from 1989 to 2010. Our search strategy was limited to LICs and LMCs, and certain countries were prominent in the resulting database of evidence. A quality assessment was made on all items including the evaluation of both internal and external validity by means of standard tools. Internal validity concerns the accuracy of results; for example results could be inaccurate if samples were not selected randomly. External validity concerns the generalisability of the findings to the population. SYNTHESIS RESULTS: There are few published studies looking at interventions that specifically target the urban poor's access to and use of maternal and child health (MCH) services, and even fewer that use mortality indicators as one of their outcomes. No items were found that explicitly assessed the effectiveness of different models of service delivery to reduce maternal and infant mortality among poor urban populations. However it should also be acknowledged that studies that have been excluded from this analysis because they do not specifically focus on urban, poor populations will contain evidence on the effectiveness of different intervention models that could potentially be targeted at the urban poor. It is important to consider the extent to which these interventions could be applied to our target population. Of the items returned, 56% were classified as individual clinical interventions, leaving 44% in the non-clinical category. Of the "non-clinical" interventions, most consisted of systemic interventions such as provider models, information, audits, investment and scaling up, and financial protection. Of the non-clinical items, 26% included established groups of non-clinical interventions such as Kangaroo Mother Care and nutrition approaches such as breastfeeding promotion. Most of the studies that concerned purely clinical interventions -- although pertaining to urban populations -- are applicable in rural areas. Interest in our review focused mainly on the non-clinical findings -- as these are judged to be closer to the wider conceptualisation of "models of delivery" which has been key to implementation but less of a focus among researchers. CONCLUSIONS AND RECOMMENDATIONS: Our analyses form a convincing case that there is a need for high-quality evidence on maternal and infant interventions that specifically target the urban poor. The existing evidence base is minuscule compared to the rapidly growing and large urban poor population. Much of the existing evidence is of poor quality, with little emphasis on baselines and follow-up studies, and almost no qualitative (how? why?) evidence to complement the limited quantitative (what?) data. This small evidence base is out of step with the growing interest in urban poor people and the size of this population. Interventions supported by the review are already present in existing WHO guidelines. However, there is a need for research that specifically addresses the effectiveness of different models of service delivery, including how sub-populations (e.g., urban poor) are targeted. Although the evidence base appears limited, there are in fact a number of ways in which it might be strengthened in the short term. We suggest one way of strengthening the evidence base on the cost-effectiveness of different strategies to promote better access and use of maternal and infant health services. This would be to retrospectively make use of data looking at the uptake and effectiveness of actions that help increase uptake from papers identified in this review, then estimate the costs of implementation, including their impact on the future use of health services or on other economic costs if mortality (and morbidity) were avoided.

EP-201200-134

In this paper, I investigate the extent to which secondary and higher education supply constraints affected aggregate educational attainment in Colombia for cohorts born between 1945 and 1981. As was the case in many other countries after World War II, in Colombia, industrialization, urbanization and rapid population growth
increased the demand for education and the return to schooling. Although educational expenditures from the central government and the states increased after the 1950s, secondary and tertiary schools' per-pupil inputs declined. Using variation in cohort size within states and over time to proxy for changes in education demand, I find that for cohorts born after 1945, a 10% increase in cohort size reduced high school completion rate by 3%, the college completion rate by 4% and average years of schooling by 1%. Compared to women’s educational attainment rates, changes in cohort size had greater negative effects on men’s rates.

**EP-201200-136**

This study examined the prospective longitudinal relationship between changes in depressive symptoms on alcohol and/or drug (i.e., substance) use among addiction participants in treatment, and whether group cognitive-behavioral therapy for depression (GCBT-D) moderated the relationship. Using a quasi-experimental intent-to-treat design, 299 residential addiction treatment clients with depressive symptoms (Beck Depression Inventory-II, BDI-II scores > 17; Beck, Steer, & Brown, 1996) were assigned to either usual care (n = 159) or usual care plus a 16-session GCBT-D intervention (n = 140). Two follow-up interviews were conducted, one 3 months after the baseline interview corresponding to the end of the intervention, and then one 3 months later. Parallel-process growth modeling was used to examine changes in depressive symptoms and the associated changes in abstinence and negative consequences from substance use over time. Treatment group was included as a moderator of the association. Participants in the GCBT-D condition showed a greater increase in abstinence and greater decreases in depressive symptoms and negative consequences over time. There were significant interaction effects, such that the associations between depressive symptoms, negative consequences, and abstinence changes were larger in the usual-care condition than in the GCBT-D condition. The results suggest that the intervention may be effective by attenuating the association between depressive symptoms and substance use outcomes. These findings contribute to the emerging literature on the prospective longitudinal associations between depressive symptoms and substance use changes by being the first to examine them among a sample receiving GCBT-D in an addiction treatment setting.

**EP-201200-138**

Examines the dichotomy of defence industrial policy.

**EP-201200-14**
Impact of the Recession on Age Management Policies: Case Study: Cambridgeshire County Council, United Kingdom. Stephanie Diepeveen. 2012

Cambridgeshire County Council’s 2006-2010 people strategy sets priorities and limits on age management of employees. It commits the council to encouraging and maintaining diversity in recruitment and promotion, letting of contracts, training, and in publicity for and access to services. To support age diversity in the workforce, the council has implemented a range of policies and practices open to the entire workforce, but that are likely to be of particular relevance and interest to older workers.

**EP-201200-141**

Despite low uptake of hepatitis C virus (HCV)
treatment among HIV co-infected patients, few studies have examined the factors that contribute to provider decisions to recommend treatment. Surveys of 173 co-infected patients and their primary care providers, as well as patient chart data, were collected at 3 HIV clinics in Los Angeles; 73% of the patients had any history of being recommended HCV treatment. Multivariate predictors of being offered treatment included being Caucasian, greater HCV knowledge, receiving depression treatment if depressed, and one’s provider having a lower weekly patient load and more years working at the study site. These findings suggest that provider decisions to recommend HCV treatment are influenced by patient factors including race and psychosocial treatment readiness, as well as characteristics of their own practice and treatment philosophy. With changes to HCV treatment soon to emerge, further evaluation of factors influencing treatment decisions is needed to improve HCV treatment uptake.

EP-201200-143

OBJECTIVE: In 2011, the Accreditation Council on Graduate Medical Education increased restrictions on resident duty-hours. Additional changes have been considered, including greater work-hours restrictions and lengthening residency. Program directors tend to oppose further restrictions; however, residents' views are unclear. We sought to determine whether residents support these proposals, and if so why. METHODS: We surveyed US pediatric residents from a probability sample of 58 residency programs. We used multivariate logistic regression to determine predictors of support for (1) a 56-hour workweek and (2) the addition of 1 year to residency to achieve a 56-hour week. RESULTS: Fifty-seven percent of sampled residents participated (n = 1469). Forty-one percent of respondents supported a 56-hour week, with 28% neutral and 31% opposed. Twenty-three percent of all residents would be willing to lengthen training to reduce hours. The primary predictors of support for a 56-hour week were beliefs that it would improve education (odds ratio [OR] 8.6, P < .001) and quality of life (OR 8.7, P < .001); those who believed patient care would suffer were less likely to support it (OR 0.10, P < .001). Believing in benefits to education without decrement to patient care also predicted support for a 56-hour-week/4-year program. CONCLUSIONS: Pediatric residents who support further reductions in work-hours believe reductions have positive effects on patient care, education, and quality of life. Most would not lengthen training to reduce hours, but a minority prefers this schedule. If evidence mounts showing that reducing work-hours benefits education and patient care, pediatric residents' support for the additional year may grow.

EP-201200-145

OBJECTIVE: To estimate the prevalence of suicidal ideation (SI) and compare respondents who endorsed SI with respondents who denied SI within a national probability sample of women with bladder pain syndrome or interstitial cystitis (BPS/IC). METHODS: Data were collected as part of the RAND Interstitial Cystitis Epidemiology (RICE) Study, which screened 146,246 US households to identify adult women who met BPS/IC symptom criteria. In addition to estimating SI prevalence, women with and without recent SI were compared based on demographics, depression symptoms, BPS/IC symptoms, functioning, and treatment. RESULTS: Of 1019 women with BPS/IC symptoms asked about SI, 11.0% (95% CI = 8.73-13.25) reported SI in the past 2 weeks. Those with SI were more likely to be younger, unemployed, unmarried, uninsured, less educated,
of lower income. Women who endorsed SI reported worse mental health functioning, physical health functioning, and BPS/IC symptoms. Women with SI were more likely to have received mental health treatment, but did not differ on whether they had received BPS/IC treatment. Multivariate logistic regression analyses indicated that severity of BPS/IC symptoms did not independently predict likelihood of endorsing SI. CONCLUSIONS: Results suggest that BPS/IC severity may not increase the likelihood of SI except via severity of depression symptoms. Additional work is needed to understand how to address the increased needs of women with both BPS/IC and SI.

EP-201200-146

We developed a new tool for assessing the sensitivity of findings on treatment effectiveness to differential follow-up rates in the two treatment conditions being compared. The method censors the group with the higher response rate to create a synthetic respondent group that is then compared with the observed cases in the other condition to estimate a treatment effect. Censoring is done under various assumptions about the strength of the relationship between follow-up and outcomes to determine how informative differential dropout can alter inferences relative to estimates from models that assume the data are Missing at Random. The method provides an intuitive measure for understanding the strength of the association between outcomes and dropout that would be required to alter inferences about treatment effects. Our approach is motivated by translational research in which treatments found to be effective under experimental conditions are tested in standard treatment settings. In such applications, follow-up rates in the experimental setting are likely to be substantially higher than in the standard setting, especially when observational data are used in the evaluation. We test the method on a case study evaluation of the effectiveness of an evidence-supported adolescent substance abuse treatment program (Motivational Enhancement Therapy/Cognitive Behavioral Therapy-5) delivered by community-based treatment providers relative to its performance in a controlled research trial. In this case study, follow-up rates in the community-based settings were extremely low (54%) compared to the experimental setting (95%) giving raise to concerns about non-ignorable drop-out.

EP-201200-149

Homeless youth lack the traditional support networks of their housed peers, which increases their risk for poor health outcomes. Using a multilevel dyadic analytic approach, this study identified characteristics of social contacts, relationships, and social networks associated with the provision of tangible and emotional support to homeless youth (N = 419, M age = 20.09, SD = 2.80). Support providers were likely to be family members, sex partners, or non-street-based contacts. The provision of support was also associated with contacts' employment and homelessness status, frequency of contact, shared risk behaviors, and the number of network members that were homeless and employed. The results provide insights into how homeless youth could be assisted to develop more supportive social networks.

EP-201200-15

The experience of Made in Inox shows that micro-businesses are unlikely to have a dedicated human resources policy. Rather, they will have a general approach with informal processes, some specific age-related initiatives, and they will also
aim to foster a specific organisational culture. Micro-businesses may also resist making redundancies and rely on longer-term relationships with their employees.

**EP-201200-155**


**PURPOSE:** The goal of this study is to better understand the longitudinal cross-lagged associations between popularity, assessed through self-rating and peer nominations, and alcohol use among middle school students. **METHODS:** The analytical sample comprises 1,835 sixth- to eighth-grade students who were initially recruited from three California middle schools and surveyed in the fall and spring semesters of 2 academic years. Students reported on their background characteristics, past-month alcohol use, and perceived popularity. Additionally, students provided school-based friendship nominations, which were used to calculate peer-nominated popularity. A cross-lagged regression approach within a structural equation modeling framework was used to examine the longitudinal relationship between popularity (self-rated and peer-nominated) and alcohol use. **RESULTS:** There was a statistically significant \( p = .024 \) association between peer-nominated popularity and the probability of alcohol consumption at the subsequent survey, but not vice versa. Our results suggest that in a scenario where 8% of students are past-month drinkers, each increase of five friendship nominations is associated with a 30% greater risk of being a current drinker at the next wave. We found no evidence of longitudinal associations between past-month alcohol consumption and self-rated popularity. **CONCLUSIONS:** Popularity is a risk factor for drinking during the middle school years, with peer-nominated popularity being more predictive of use than self-perceptions of popularity. To inform alcohol prevention efforts for middle school students, additional research is needed to better understand why adolescents with a larger number of school-based friendship ties are more inclined to drink.

**EP-201200-156**


Children and adolescents are among the highest need populations in regards to mental health support, especially in low and middle income countries (LMIC). Yet resources in LMIC for prevention and treatment of mental health problems are limited, in particular for children and adolescents. In this article, we discuss a model for development of child and adolescent mental health (CAMH) resources in LMIC that has guided a 10-year initiative focused on development of CAMH treatment and research infrastructure in Vietnam. We first review the need for development of mental health resources for children and adolescents in general, and then in Vietnam. We next present the model that guided our program as it developed, focused on the twin Capacity Development Goals of efficacy and sustainability, and the Capacity Development Targets used to move toward these goals. Finally, we discuss our CAMH development initiative in Vietnam, the center of which has been development of a graduate program in clinical psychology at Vietnam National University, linking program activities to this model.

**EP-201200-159**


As efforts to measure, compare, and report patients’ health care experiences expand in scope and importance, corresponding efforts have been underway to expand the reach of the underlying survey instruments to patients who prefer lan-
languages other than English. One challenge in the expansion of these surveys to such populations, when comparing to English-preferring populations, is that there may be differences in (a) actual health care experiences; (b) expectations, cultural norms, and preferences regarding health care; and (c) survey response tendencies that are a function of cultural differences and/or the language of survey administration. We consider these issues in a quantitative case study of a single Medicare-managed care plan with predominantly Chinese enrollees. Of 961 sampled members, 481 responded to bilingual mailings (323 responding in English, 158 in Chinese) and 170 responded to bilingual telephone follow-up (151 in Chinese). Unadjusted scores showed notable differences by language; adjusted analyses showed few language/mode differences for "objective" items, but dramatic differences remained for subjective rating items, casting doubt on their appropriateness for cross-cultural comparisons. We provide some evidence that previously observed general population mode effects for this survey (telephone positivity) may not exist in the Chinese language. Additionally, we find some evidence that previously observed negative response tendencies among Asians in assessments of health care relative to non-Hispanic whites may not be consistent across languages of response, with more positive Chinese than English subjective ratings.

EP-201200-160

AIM: Errors are most likely to occur during the pre- and postanalytic phases of the genetic testing process, which can contribute to underuse, overuse, and misuse of genetic tests. To mitigate these errors, we created a template for molecular genetic test reports that utilizes the combined features of synoptic reporting and narrative interpretation. METHODS: A variation of the Delphi consensus process with an expert panel was used to create a draft report template, which was further informed by focus group discussions with primary care physicians. RESULTS: There was agreement that molecular genetic test reports should present information in groupings that flow in a logical manner, and most participants preferred the following order of presentation: patient and physician information, test performed, test results and interpretation, guidance on next steps, and supplemental information. We define data elements for the report as "required," "optional," "possible," and "not necessary"; provide recommendations regarding the grouping of these data elements; and describe the ideal design of the report template, including the preferred order of the report sections, formatting of data, and length of the report. DISCUSSION: With input from key stakeholders and building upon prior work, we created a template for molecular genetic test reports designed to improve clinical decision making at the point of care. The template design should lead to more effective communication between the laboratory and ordering clinician. Studies are needed to assess the usefulness and effectiveness of molecular genetic test reports generated using this template.

EP-201200-162


According to representatives of the company interviewed for this case study, there has been a greater willingness to recruit people aged 50 or more during the economic cycle of the past two to three years, but this is cyclical. Typically, when demand for labour increases in a positive economic cycle, more companies face talent shortages and recruit more 50 individuals. However, according to our respondent, this is not sustained during an economic downturn.
If used properly, the lactational amenorrhea method (LAM) can be a valuable family planning tool, particularly in low-income countries; however, the degree to which LAM is used correctly and characteristics associated with its use have not been well documented. We therefore sought to use nationally representative data from Niger, where fertility rates are high and women may have limited access to alternative contraceptive methods, to describe the proportion of women who use LAM correctly and the characteristics associated with LAM use. We utilized cross-sectional data from the 2006 Niger Demographic Health Survey. Our sample included all sexually active, non-pregnant, breastfeeding women using some form of contraception (N = 673, unweighted). We used weighted frequencies to describe the correct use of LAM and logistic regression models to describe women who chose LAM for contraception. Among our sample, 52% reported LAM as their primary method of contraception, but only 21% of the women who reported using LAM used it correctly. Women who reported using LAM were more likely to live in certain regions of the country, to have no formal education, and to have delivered their most recent baby at home. They were also less likely to have discussed family planning at a health facility or with their husband/partner in the past year. Results indicated that few women in Niger who reported using LAM used it correctly. Our findings reinforce the need to address this knowledge gap, especially given Niger’s high fertility rate, and may inform efforts to improve family planning in Niger and in other low-income countries.

EP-201200-164

OBJECTIVES: To describe facility-level variation in two measures of potentially inappropriate prescribing prevalent in Veterans Affairs (VA) facilities—exposure to high-risk medications in elderly adults (HRME) and drug–disease interactions (Rx-DIS)—and to identify facility characteristics associated with high-quality prescribing. DESIGN: Cross-sectional. SETTING: VA Healthcare System. PARTICIPANTS: Veterans aged 65 and older with at least one inpatient or outpatient visit in 2005–2006 (N = 2,023,477; HRME exposure) and a subsample with a history of falls or hip fractures, dementia, or chronic renal failure (n = 305,059; Rx-DIS exposure). MEASUREMENTS: Incident use of any HRME (iHRME) and incident Rx-DIS (iRx-DIS) and facility-level rates and facility-level predictors of iHRME and iRx-DIS exposure, adjusting for differences in patient characteristics. RESULTS: Overall, 94,692 (4.7%) veterans had iHRME exposure. At the facility level, iHRME exposure ranged from 1.6% at the lowest facility to 12.8% at the highest (median 4.7%). In the subsample, 9,803 (3.2%) veterans had iRx-DIS exposure, with a facility-level range from 1.3% to 5.8% (median 3.2%). In adjusted analyses, veterans seen in facilities with formal geriatric education had lower odds of iHRME (odds ratio (OR) = 0.86, 95% confidence interval (CI) = 0.77–0.96) and iRx-DIS (OR = 0.95, 95% CI = 0.88–1.01). Patients seen in facilities caring for fewer older veterans had greater odds of iHRME (OR = 1.54, 95% CI = 1.35–1.75) and iRx-DIS exposure (OR = 1.22, 95% CI = 1.11–1.33). CONCLUSION: Substantial variation in the quality of prescribing for older adults exists across VA facilities, even after adjusting for patient characteristics. Higher-quality prescribing is found in facilities caring for a larger number of older veterans and facilities with formal geriatric education.

EP-201200-169

With growing interest in the role of teachers as the key mediators between educational policies and outcomes, the importance of developing good measures of classroom processes has become increasingly apparent. Yet, collecting reli-
able and valid information about a construct as complex as instruction poses important conceptual and technical challenges. This article summarizes the results of two studies that investigated the properties of measures of instruction based on a teacher-generated instrument (the Scoop Notebook) that combines features of portfolios and self-report. Classroom artifacts and teacher reflections were collected from samples of middle school science classrooms and rated along 10 dimensions of science instruction derived from the National Science Education Standards; ratings based on direct classroom observations were used as comparison. The results suggest that instruments that combine artifacts and self-reports hold promise for measuring science instruction with reliability similar to, and sizeable correlations with, measures based on classroom observation. We discuss the implications and lessons learned from this work for the conceptualization, design, and use of artifact-based instruments for measuring instructional practice in different contexts and for different purposes. Artifact-based instruments may illuminate features of instruction not apparent even through direct classroom observation; moreover, the process of structured collection and reflection on artifacts may have value for professional development. However, their potential value and applicability on a larger scale depends on careful consideration of the match between the instrument and the model of instruction, the intended uses of the measures, and the aspects of classroom practice most amenable to reliable scoring through artifacts. We outline a research agenda for addressing unresolved questions and advancing theoretical and practical knowledge around the measurement of instructional practice.

**EP-201200-17**


While age management at the Borealis Group has always made use of generous regulations for early retirement – particularly at BAM and its predecessor AMI – there has also been a movement to maintain older workers in the workplace by creating sustainable work processes and adapting work practices to take into account employees' needs. For this purpose, AMI, the predecessor of BAM, introduced a 'productive ageing programme' in 1997. This programme reviewed working conditions for older and younger shift workers, provided health training, and helped to adapt the environment ergonomically.

**EP-201200-173**

**Effect of an Employer-Sponsored Health and Wellness Program on Medical Cost and Utilization.** Hangsheng Liu, Katherine M. Harris, Steven Weinberger, Seth Serxner, Soeren Mattke, Ellen Exum. 2012

The objective of this study was to examine the impact of PepsiCo's health and wellness program on medical cost and utilization. The authors analyzed health plan and program data of employees and dependents 19-64 years of age, who had 2 years of baseline data (2002 and 2003) and at least 1 year of data from the intervention period (2004 to 2007), resulting in a sample of 55,030 members. Program effects were measured using a difference-in-difference approach based on a multivariate regression model with an individual-level random effect. In its first year, the program was associated with a relative increase in per member per month (PMPM) cost ($66, P<0.01); a relative reduction in PMPM costs of $76 (P<0.01) and $61 (P<0.01) was seen in the second and third year, respectively. Over all 3 years, the program was associated with reduced PMPM costs of $38 (P<0.01), a decrease of 50 emergency room visits per 1000 member years (P<0.01), and a decrease of 16 hospital admissions per 1000 member years (P<0.01). The disease management component reduced PMPM costs by $154 (P<0.01), case management increased PMPM costs by $2795 (P<0.01), but no significant effects were observed for lifestyle management over the 3 intervention years. The implementation of a comprehensive health and wellness program was associated with a cost increase in the first year, followed by a decrease in
the following years. These results highlight the importance of taking a long-term perspective when implementing such programs and evaluating their effectiveness.

**EP-201200-174**

The Impact of HIV Testing on Subjective Expectations and Risky Behavior in Malawi. Adeline Delavande, Hans-Peter Kohler. 2012

We investigate the causal impact of learning HIV status on HIV/AIDS-related expectations and sexual behavior in the medium run. Our analyses document several unexpected results about the effect of learning one’s own, or one’s spouse’s, HIV status. For example, receiving an HIV-negative test result implies higher subjective expectations about being HIV-positive after two years, and individuals tend to have larger prediction errors about their HIV status after learning their HIV status. If individuals in HIV-negative couples also learn the status of their spouse, these effects disappear. In terms of behavioral outcomes, our analyses document that HIV-positive individuals who learned their status reported having fewer partners and using condoms more often than those who did not learn their status. Among married respondents in HIV-negative couples, learning only one’s own status increases risky behavior, while learning both statuses decreases risky behavior. In addition, individuals in sero-discordant couples who learned both statuses are more likely to report some condom use. Overall, our analyses suggest that ensuring that each spouse learns the HIV status of the other, either through couple’s testing or through spousal communication, may be beneficial in high-prevalence environments.

**EP-201200-177**


OBJECTIVE To examine determinants of racial/ethnic differences in diabetes incidence among postmenopausal women participating in the Women’s Health Initiative. RESEARCH DESIGN AND METHODS Data on race/ethnicity, baseline diabetes prevalence, and incident diabetes were obtained from 158,833 women recruited from 1993–1998 and followed through August 2009. The relationship between race/ethnicity, other potential risk factors, and the risk of incident diabetes was estimated using Cox proportional hazards models from which hazard ratios (HRs) and 95% CIs were computed. RESULTS Participants were aged 63 years on average at baseline. The racial/ethnic distribution was 84.1% non-Hispanic white, 9.2% non-Hispanic black, 4.1% Hispanic, and 2.6% Asian. After an average of 10.4 years of follow-up, compared with whites and adjusting for potential confounders, the HRs for incident diabetes were 1.55 for blacks (95% CI 1.47–1.63), 1.67 for Hispanics (1.54–1.81), and 1.86 for Asians (1.68–2.06). Whites, blacks, and Hispanics with all factors (i.e., weight, physical activity, dietary quality, and smoking) in the low-risk category had 60, 69, and 63% lower risk for incident diabetes. Although contributions of different risk factors varied slightly by race/ethnicity, most findings were similar across groups, and women who had both a healthy weight and were in the highest tertile of physical activity had less than one-third the risk of diabetes compared with obese and inactive women. CONCLUSIONS Despite large racial/ethnic differences in diabetes incidence, most variability could be attributed to lifestyle factors. Our findings show that the majority of diabetes cases are preventable, and risk reduction strategies can be effectively applied to all racial/ethnic groups.

**EP-201200-18**

Impact of the Recession on Age Management Policies: Case Study: Vienna General Hospital (AKH Wien), Austria. Mirella Cacace. 2012
Vienna General Hospital sees the importance of tackling the issue of ageing in terms of organisational strategy, organisational culture, personal development, organisation of work, and individual health of employees. The human resource department at Vienna General Hospital is responsible for the management of a distinctive skill mix. According to HR, amongst the personnel employed by the hospital, age management of qualified nursing staff is of particular concern.

EP-201200-183
Epidemiological Model for Examining Marijuana Use Over the Life Course. Susan M. Paddock, Beau Kilmer, Jonathan P. Caulkins, Marika Booth, Rosalie Liccardo Pacula. 2012

Trajectories of drug use are usually studied empirically by following over time persons sampled from either the general population (most often youth and young adults) or from heavy or problematic users (e.g., arrestees or those in treatment). The former, population-based samples, describe early career development, but miss the years of use that generate the greatest social costs. The latter, selected populations, help to summarize the most problematic use, but cannot easily explain how people become problem users nor are they representative of the population as a whole. This paper shows how microsimulation can synthesize both sorts of data within a single analytical framework, while retaining heterogeneous influences that can impact drug use decisions over the life course. The RAND Marijuana Microsimulation Model is constructed for marijuana use, validated, and then used to demonstrate how such models can be used to evaluate alternative policy options aimed at reducing use over the life course.

EP-201200-187
Overcoming Fragmentation in Health Care: Chronic Care in Austria, Germany and The Netherlands. Ellen Nolte, Cécile Knai, Maria Hofmarcher, Annalijn Conklin, Antje Erler, Arianne Elissen, Maria Flamm, Birgit Fullerton, Andreas Sönnichsen, Hubertus Vrijhoef. 2012

The growing recognition of care fragmentation is causing many countries to explore new approaches to healthcare delivery that can bridge the boundaries between professions, providers and institutions and so better support the rising number of people with chronic health problems. This paper examines the role of the regulatory, funding and organisational context for the development and implementation of approaches to chronic care, using examples from Austria, Germany and the Netherlands. We find that the three countries have implemented a range of policies and approaches to achieve better coordination within and across the primary and secondary care interface and so better meet the needs of patients with chronic conditions. This has involved changes to the regulatory framework to support more coordinated approaches to care (Austria, Germany), coupled with financial incentives (Austria, Germany) or changes in payment systems (the Netherlands). What is common to the three countries is the comparative 'novelty' of policies and approaches aimed at fostering coordinated care; however, the evidence of their impact remains unclear.

EP-201200-188

In this paper we consider the challenges and implications of controlling for school contextual bias when modeling teacher preparation program effects. Because teachers from any one preparation program are hired in more than one school and teachers are not randomly distributed across schools, failing to account for contextual factors in achievement models could bias preparation program estimates. Including school fixed effects controls for school environment by relying on differences among student outcomes within the same schools to identify the program effects. However, the fixed effect specification may be unidentified, imprecise or biased if certain data requirements
are not met. Using statewide data from Florida, we examine whether the inclusion of school fixed effects is feasible in this setting, the sensitivity of the estimates to assumptions underlying for fixed effects, and what their inclusion implies about the precision of the preparation program estimates. We also examine whether restricting the estimation sample to inexperienced teachers and whether shortening the data window impacts the magnitude and precision of preparation program effects. Finally, we compare the ranking of preparation programs based on models with no school controls, school covariates and school fixed effects. We find that some preparation program rankings are significantly affected by the model specification. We discuss the implications of these results for policymakers.

**EP-201200-19**
Economic Conditions and the Quality of Suicide Terrorism. Efraim Benmelech, Claude Berrebi, Esteban F. Klor. 2012

This article analyzes the link between economic conditions and the quality of suicide terrorism. While the existing empirical literature shows that poverty and economic conditions are not correlated with the quantity of terror, theory predicts that poverty and poor economic conditions may affect the quality of terror. Poor economic conditions may lead more able and better-educated individuals to participate in terror attacks, allowing terror organizations to send better-qualified terrorists to more complex, higher-impact terror missions. Using the universe of Palestinian suicide terrorists who acted against Israeli targets in 2000-06, we provide evidence of the correlation between economic conditions, the characteristics of suicide terrorists, and the targets they attack. High levels of unemployment enable terror organizations to recruit better educated, more mature, and more experienced suicide terrorists, who in turn attack more important Israeli targets.

**EP-201200-20**

There are two approaches to age management at Abengoa. Firstly, Abengoa has HR practices and policies that promote the employability and mobility of all workers – although these policies apply to the whole workforce, regardless of age. These policies enable employees to remain in the job market and also help to extend their working life. Secondly, the organisation has specific age management policies including partial retirement policies.

**EP-201200-21**
Impact of the Recession on Age Management Policies: Case Study: DHV, the Netherlands. Lidia Villalba van Dijk. 2012

DHV is a company reliant on the knowledge and personal skills of people. People are the most important asset of the company, and as a consequence the philosophy is to ensure strong HR policies that encourage employability and mobility of workers over time for the entire workforce. The company has therefore placed strong emphasis on training and development, on promoting a healthy workforce, as well as on new ways of working, all of which provide more freedom for workers to choose the means to do their work. These measures specifically address the main causes for which older people exit the labour market early (health, degradation of skills, and lack of flexibility in work arrangements).

**EP-201200-22**
Impact of the Recession on Age Management Policies: Case Study: KPN, the Netherlands. Lidia Villalba van Dijk. 2012

In the Netherlands, until 2008 workers over the age of 52 were entitled to additional holiday entitlements of one day a week. However, as part of the efforts to make employing older staff more attractive to companies, the trade unions agreed that in some sectors older workers should lose their preferential age-related benefits, such as additional holidays. Instead, employers were encouraged to invest more in education and training.
The HR department at Ford works in accordance with the Ford Collective Agreement agreed directly at the company level. The Collective Agreement has some specific policies aimed at older workers and these are implemented fully at Ford. The following elements of the Agreement directly affect this age group: seniority bonuses, retirement practices.

A growing body of benefit-cost analyses (BCAs) of early childhood programs has been prompted by the increased demand for results-based accountability when allocating public and private sector resources. While the BCAs of early childhood programs serve to make such investments more compelling, there are limitations in the current state of the art, including a lack of standardization in the BCA methods used, from discount rates to shadow prices. The objective of this paper is to delineate a set of standards for conducting BCAs of early childhood programs. The paper reviews the existing evidence of the economic returns from early childhood programs that serve children and families in the first five years of life, discusses the challenges that arise in applying the BCA methodology such programs, highlights the variation in current methods used, and proposes a set of standards for applying the BCA methodology to early childhood programs. The recommendations concern issues such as the discount rate to use and the age to which costs and benefits should be discounted; stakeholder disaggregation; outcomes to value, the associated values, and projections of future outcomes; accounting for uncertainty; sensitivity analysis; and reporting of results. The proposed standards can guide the choices that analysts need to make about the methods to use when performing BCAs for one or more early childhood programs and they can support greater transparency in the results the analysts provide. The standards can also support consumers of the BCA results in their need to understand the methods employed and the comparability across different studies.


OBJECTIVE: Childhood abuse has been linked to negative sequelae for women later in life including drug and alcohol use and violence as victim or perpetrator and may also affect the development of women's social networks. Childhood abuse is prevalent among at-risk populations of women (such as the homeless) and thus may have a stronger impact on their social networks. We conducted a study to: (a) develop a typology of sheltered homeless women's social networks; (b) determine whether childhood abuse was associated with the social networks of sheltered homeless women; and (c) determine whether those associations remained after accounting for past-year substance abuse and recent intimate partner abuse. METHODS: A probability sample of 428 homeless women from temporary shelter settings in Los Angeles County completed a personal network survey that provided respondent information as well as information about their network members' demographics and level of interaction with each other. Cluster analyses identified groups of women who shared specific social network characteristics. Multinomial logistic regressions revealed variables associated with group membership. RESULTS: We identified three groups of women with differing social network characteristics: low-risk networks, densely connected risky networks (dense, risky), and sparsely connected risky networks (sparse, risky). Multinomial logistic regressions indicated that membership in the sparse, risky network group, when compared to
the low-risk group, was associated with history of childhood physical abuse (but not sexual or emotional abuse). Recent drug abuse was associated with membership in both risky network groups; however, the association of childhood physical abuse with sparse, risky network group membership remained. CONCLUSIONS: Although these findings support theories proposing that the experience of childhood abuse can shape women's social networks, they suggest that it may be childhood physical abuse that has the most impact among homeless women. PRACTICAL IMPLICATIONS: The effects of childhood physical abuse should be more actively investigated in clinical settings, especially those frequented by homeless women, particularly with respect to the formation of social networks in social contexts that may expose these women to greater risks.

**EP-201200-34**


Few integrated substance use and depression treatments have been developed for delivery in outpatient substance abuse treatment settings. To meet the call for more "transportable" interventions, we conducted a pilot study to test a group cognitive–behavioral therapy (CBT) for depression and substance use that was designed for delivery by outpatient substance abuse treatment counselors. Seventy-three outpatient clients were randomized to usual care enhanced with group CBT or usual care alone and assessed at three time points (baseline and 3 and 6 months postbaseline). Our results demonstrated that the treatment was acceptable and feasible for delivery by substance abuse treatment staff despite challenges with recruiting clients. Both depressive symptoms and substance use were reduced by the intervention but were not significantly different from the control group. These results suggest that further research is warranted to enhance the effectiveness of treatment for co-occurring disorders in these settings.

**EP-201200-35**


Away-from-home foods are regulated with respect to the prevention of food-borne diseases and potential contaminants, but not for their contribution to dietary-related chronic diseases. Away-from-home foods have more calories, salt, sugar and fat, and include fewer fruits and vegetables than recommended by national nutrition guidelines. Thus, frequent consumption of away-from-home foods contributes to obesity, hypertension, diabetes, heart disease, and cancer. In light of this, many localities are already adopting regulations or sponsoring programs to improve the quality of away-from-home foods. We review the rationale for developing nutritional performance standards for away-from-home foods in light of limited human capacity to regulate intake or physiologically compensate for a poor diet. We offer a set of model performance standards to be considered as a new area of environmental regulation. Models for voluntary implementation of consumer standards exist in the environmental domain and may be useful templates for implementation. Implementing such standards, whether voluntarily or via regulations, will require addressing a number of practical and ideological challenges. Politically, regulatory standards contradict the belief that adults should be able to navigate dietary risks in away-from-home settings unaided.

**EP-201200-38**


Critics of the international drug-control regime contend that supply-oriented policy interventions are not just ineffective, but, in focusing almost exclusively on supply reduction, they also produce unintended adverse consequences. Evidence from the world heroin market supports
their claims. The balance of the effects of policy is yet unknown, but the prospect of adverse consequences underlies a central paradox of contemporary supply-oriented policy. In this paper, we evaluate whether harm reduction, a subject of intense debate in the demand-oriented drug-policy community, can provide a unifying foundation for supply-oriented drug policy and speak more directly to policy goals. Our analysis rests on an extensive review of the literature on harm reduction and draws insight from other policy communities' disciplines and methods. First, we explore the paradoxes of supply-oriented policy that initially motivated our interest in harm reduction; second, we consider the conceptual and technical challenges that have contributed to the debate on harm reduction and assess their relevance to a supply-oriented application; third, we examine responses to those challenges, i.e., various tools (taxonomies, models, and measurement strategies), that can be used to identify, categorize, and assess harms. Despite substantial conceptual and technical challenges, we find that harm reduction can provide a basis for assessing the net consequences of supply-oriented drug policy, choosing more rigorously amongst policy options, and identifying new options. In addition, we outline a practical path forward for assessing harms and policy options. On the basis of our analysis, we suggest pursuing a harm-based approach and making a clearer distinction between supply-oriented and supply-reduction policy.

**EP-201200-41**


INTRODUCTION: A previous paper used latent class analysis to assign individuals to 1 of 4 adolescent/young adult smoking trajectory classes and then established an association between maternal smoking before, during, and after pregnancy and these classes. In this paper, we examine one possible pathway for this relationship: that maternal smoking during pregnancy may set off a behavioral trajectory which increases the likelihood of problem behaviors generally, of which smoking is one manifestation. METHODS: We used the Behavior Problems Index measure from age 8 through age 12 as a potential mediator. We used a path analysis modeling approach within a multinomial logistic regression (using Mplus) to estimate direct and indirect effects (via behavioral problems) between maternal smoking pattern and child trajectory class. RESULTS: We found small but statistically significant indirect effects via behavioral problems from maternal smoking to child smoking trajectory for membership in all 3 smoking classes, relative to the nonsmoking trajectory. CONCLUSIONS: The results provided no evidence that the effects of maternal smoking during pregnancy on child smoking trajectory are mediated by problem behavior. Effects from smoking after birth to child smoking trajectory appear to be partially mediated by problem behavior, supporting a behavioral rather than physiological effect of smoking during pregnancy but not ruling out more complex physiological pathways.

**EP-201200-44**

Potentials for Sustainable Transportation in Cities to Alleviate Climate Change Impacts. Yeganeh Mashayekh, Paulina Jaramillo, Constantine Samaras, Chris T. Hendrickson, Michael Blackhurst, Heather L. MacLean, H. Scott Matthews. 2012

Reducing greenhouse gas emissions (GHG) is an important social goal to mitigate climate change. A common mitigation paradigm is to consider strategy "wedges" that can be applied to different activities to achieve desired GHG reductions. In this policy analysis piece, we consider a wide range of possible strategies to reduce light-duty vehicle GHG emissions, including fuel and vehicle options, low carbon and renewable power, travel demand management and land use changes. We conclude that no one strategy will be sufficient to meet GHG emissions reduction goals to
avoid climate change. However, many of these changes have positive combinatorial effects, so the best strategy is to pursue combinations of transportation GHG reduction strategies to meet reduction goals. Agencies need to broaden their agendas to incorporate such combination in their planning.

EP-201200-49
Voluntary After-School Alcohol and Drug Programs for Middle School Youth: If You Build It Right, They Will Come. Elizabeth D’Amico, Harold D. Green, Jr., Jeremy N. V. Miles, Annie Jie Zhou, Joan S. Tucker, Regina A. Shih. 2012

Few after-school programs target alcohol and other drug (AOD) use because it is difficult to encourage a diverse group of youth to voluntarily attend. The current study describes CHOICE, a voluntary after-school program which targeted AOD use among middle school students. Over 4,000 students across eight schools completed surveys and 15% participated in CHOICE. Analyses indicated that there were some differences between CHOICE participants and nonparticipants. For example, African American and multiethnic students were more likely to attend. Past month alcohol users were more likely to initially attend, and marijuana users were more likely to continue attendance. Thus, CHOICE reached students of different racial and ethnic groups and attracted higher risk youth who may not typically obtain prevention services.

EP-201200-58

BACKGROUND: The nurse practitioner (NP) workforce has been a focus of considerable policy interest recently, particularly as the Patient Protection and Affordable Care Act may place additional demands on the healthcare professional workforce. The NP workforce has been growing rapidly in recent years, but fluctuation in enrollments in the past decades has resulted in a wide range of forecasts. OBJECTIVES: To forecast the future NP workforce using a novel method that has been applied to the registered nurse and physician workforces and is robust to fluctuating enrollment trends. RESEARCH DESIGN: An age-cohort regression-based model was applied to the current and historical workforce, which was then forecasted to future years assuming stable age effects and a continuation of recent cohort trends. SUBJECTS: A total of 6798 NPs who were identified as having completed NP training in the National Sample Survey of Registered Nurses between 1992 and 2008. RESULTS: The future workforce is projected to grow to 244,000 in 2025, an increase of 94% from 128,000 in 2008. If NPs are defined more restrictively as those who self-identify their position title as "NP," supply is projected to grow from 86,000 to 198,000 (130%) over this period.

EP-201200-53

Open innovation has gained increased attention as a potential paradigm for improving innovation performance. This paper addresses crowdsourcing, an under-researched type of open innovation that is often enabled by the web. We focus on a type of crowdsourcing where financial rewards exist, where a crowd is tasked with solving problems which solution seekers anticipate to be empirically provable, but where the source of solutions is uncertain and addressing the challenge in-house perceived to be too high-risk. There is a growing recourse to crowdsourcing, but we really know little about its effectiveness, best practices, challenges and implications. We consider the shift to more open innovation trajectories over time, define crowdsourcing as an open innovation model, and clarify how crowdsourcing differs from other types of 'open' innovation (e.g. outsourcing and open-source). We explore who is crowdsourcing and how, looking at the potential diversity and core features and variables implicated in crowdsourcing models.
CONCLUSIONS: The large projected increase in NP supply is higher and more grounded than other forecasts and has several implications: NPs will likely fulfill a substantial amount of future demand for care. Furthermore, as the ratio of NPs to Nurse Practitioners to physicians will surely grow, there could be implications for quality of care and for the configuration of future care delivery systems.

EP-201200-59
Assessment and Management of Patients with Cognitive Impairment and Dementia in Primary Care. J. Belmin, Lillian Min, Carol P. Roth, David Reuben, Neil S. Wenger. 2012

OBJECTIVES: To evaluate care provided by primary care physicians in community practice to older patients presenting with cognitive impairment and dementia. DESIGN: Secondary analysis of an intervention study. SETTING: Primary care clinics. PARTICIPANTS: 101 patients 75 years and older enrolled in the ACOVE-2 study who presented with a new cognitive problem, new dementia, or prevalent dementia. MEASUREMENTS: Patients assessment and management were evaluated from medical record review and caregiver interviews. RESULTS: Among 34 patients presenting with a new cognitive problem, half received a cognitive assessment comprising of a test of memory and one other cognitive task, 41% were screened for depression and 29% were referred to a consultant. Of the 27 patients with newly diagnosed dementia, 15% received the components of a basic neurological examination, one-fifth received basic laboratory testing and for one third the medical record reflected an attempt to classify the type of dementia. Counseling was under-reported in the medical record compared to the caregiver interview for the 101 patients with dementia, but even the interview revealed that about half or fewer patients received counseling about safety and accident prevention, caregiver support or managing conflicts. Less than 10% were referred to a social worker. CONCLUSION: This small but detailed evaluation suggests patients presenting with cognitive problems to primary care physicians do not consistently receive basic diagnosis and management.

EP-201200-60

This study uses an event-based approach to examine individual, relationship, and contextual correlates of heterosexual condom use among homeless men. Structured interviews were conducted with a predominantly African American sample of 305 men recruited from meal lines in the Skid Row area of Los Angeles. Men reported on their most recent heterosexual event involving vaginal or anal intercourse. Adjusting for demographic characteristics only, condom use was more likely when men had higher condom use self-efficacy, greater HIV knowledge, or talked to their partner about condoms prior to sex. Condom use was less likely when men held more negative attitudes towards condoms, the partner was considered to be a primary/serious partner, hard drug use preceded sex, or sex occurred in a public setting. Condom attitudes, self-efficacy, partner type, and communication were the strongest predictors of condom use in a multivariate model that included all of the above-mentioned factors. Associations of unprotected sex with hard drug use prior to sex and having sex in public settings could be accounted for by lower condom self-efficacy and/or less positive condom attitudes among men having sex under these conditions. Results suggest that it may be promising to adapt existing, evidence-based IMB interventions for delivery in non-traditional settings that are frequented by men experiencing homelessness to achieve HIV risk reduction and thus reduce a significant point of disparity for the largely African American population of homeless men.

EP-201200-61
**PURPOSE**: There is growing interest in network-based interventions to reduce HIV sexual risk behavior among both homeless youth and men who have sex with men. The goal of this study was to better understand the social network and individual correlates of sexual risk behavior among homeless young men who have sex with men (YMSM) to inform these HIV prevention efforts.

**METHODS**: A multistage sampling design was used to recruit a probability sample of 121 homeless YMSM (ages: 16–24 years) from shelters, drop-in centers, and street venues in Los Angeles County. Face-to-face interviews were conducted. Because of the different distributions of the three outcome variables, three distinct regression models were needed: ordinal logistic regression for unprotected sex, zero-truncated Poisson regression for number of sex partners, and logistic regression for any sex trade.

**RESULTS**: Homeless YMSM were less likely to engage in unprotected sex and had fewer sex partners if their networks included platonic ties to peers who regularly attended school, and had fewer sex partners if most of their network members were not heavy drinkers. Most other aspects of network composition were unrelated to sexual risk behavior. Individual predictors of sexual risk behavior included older age, Hispanic ethnicity, lower education, depressive symptoms, less positive condom attitudes, and sleeping outdoors because of nowhere else to stay.

**CONCLUSIONS**: HIV prevention programs for homeless YMSM may warrant a multipronged approach that helps these youth strengthen their ties to prosocial peers, develop more positive condom attitudes, and access needed mental health and housing services.

**EP-201200-62**


We investigated nurses' time spent in documentation as it relates to the use of electronic charting. A cross-sectional analysis was completed using time and motion data collected during a nursing process improvement initiative for 105 units in 55 hospitals. Ordinary least squares regression with a cluster adjustment revealed very little difference in time spent in documentation with or without the use of electronic medical records or computerized nursing notes. Nurses spent 19% of their time completing documentation, regardless of electronic charting usage, compared with all other categories of care. These findings suggest that integrated electronic medical records and computerized nursing notes do not appear to increase the time nurses spend documenting.

**EP-201200-63**


**BACKGROUND**: Given the rapid growth of health care costs, some experts were concerned with erosion of employment-based private insurance (EBPI). This empirical analysis aims to quantify the concern. **METHODS**: Using the National Health Account, we generated a cost index to represent state-level annual cost growth. We merged it with the 1996–2003 Medical Expenditure Panel Survey. The unit of analysis is the family. We conducted both bivariate and multivariate logistic analyses. **RESULTS**: The bivariate analysis found a significant inverse association between the cost index and the proportion of families receiving an offer of EBPI. The multivariate analysis confirmed significance of the relationship for the entire sample, and for families in the second and third quartiles of income distribution. Among the families with EBPI-EYEM, there was a positive re-
relationship between the cost index and this group's likelihood of having out-of-pocket expenditures exceeding 10 percent of family income. The multivariate analysis confirmed significance of the relationship for the entire group and for families in the second and third quartiles of income distribution. CONCLUSIONS: Rising health costs reduce EBPI availability and enrollment, and the financial protection provided by it, especially for middle-class families.

EP-201200-64

This article examines the micropolitics of implementing New York City's Schoolwide Performance Bonus Program and school governance bodies (Compensation Committees) that determined distribution of school-level rewards among personnel. Drawing on a two-year, mixed-methods study, the author finds that although most participants surveyed described a democratic process, case data suggest that principals sometimes overtly and covertly exercised power to shape decisions. The author finds that egalitarian norms, macro-political pressures, the tendency to suppress conflict, and policy design explain why most committees developed equal-share distribution plans even though a significant proportion of members favored some differentiation. The article illuminates the challenges of engaging stakeholders in incentive program design and affirms the value of combining political and sociological perspectives to understand education policy implementation.

EP-201200-65

The goals of this study were to validate a number of available collective social capital measures at the US state and county levels, and to examine the relative extent to which these social capital measures are associated with population health outcomes. Measures of social capital at the US state level included aggregate indices based on the Annenberg National Health Communication Survey and the Behavioral Risk Factor Surveillance System (BRFSS), Petris Social Capital Index (PSCI), Putnam's index, and Kim et al.'s scales. County-level measures consisted of PSCI, Rupasingha et al.'s social capital index, and a BRFSS-derived measure. These measures, except for the PSCI, showed evidence of acceptable validity. Moreover, we observed differences across the social capital measures in their associations with population health outcomes. The implications of the findings for future research in this area were discussed.

EP-201200-67

BACKGROUND: Studies often demonstrate homophily in adolescent smoking behavior, but rarely investigate the extent to which this is due to the peer network processes of selection versus influence. Applying the concept of social distance, this study examines these two processes for smoking initiation. METHODS: We analyzed socio-centric network data from the National Longitudinal Study of Adolescent Health (N = 2065; grades = 7th–12th). Social distance (degrees of separation), combined with stability and change in friendship networks, was used to derive indicators of peer selection and influence on initiation. Multilevel modeling was used to predict initiation from these indicators, and propensity score modeling was used to determine whether these associations remained after adjusting for pre-existing differences between initiators and consistent non-smokers. RESULTS: We found that both peer influence and selection effects increased the likelihood of initiation even after adjusting with propensity score weights and demographic controls. While the effect size for peer influence depended on the overall proportion of smokers at
the school, the selection effect was independent of the school environment. De-selection and indirect influence effects were not significant after controlling for school norm interactions. CONCLUSIONS: The association between peer smoking and adolescent smoking initiation appears to be due to both peer selection and direct influence. However, "friends of friends" effects are likely to be confounded with contextual factors. Given that smoking initiation is primarily associated with close personal interactions between the adolescent and his/her friends, prevention efforts should focus on the role of smoking in fostering personal relationships among adolescents.

EP-201200-72
Gender Differences in Patients' Perceptions of Inpatient Care. Marc N. Elliott, William G. Lehrman, Megan K. Beckett, Elizabeth Goldstein, Katrin Hambarsoomian, Laura A. Giordano. 2012

OBJECTIVE: To examine gender differences in inpatient experiences and how they vary by dimensions of care and other patient characteristics. DATA SOURCE: A total of 1,971,632 patients (medical and surgical service lines) discharged from 3,830 hospitals, July 2007–June 2008, and completing the HCAHPS survey. STUDY DESIGN: We compare the experiences of male and female inpatients on 10 HCAHPS dimensions using multiple linear regression, adjusting for survey mode and patient mix. Additional models add additional patient characteristics and their interactions with patient gender. PRINCIPAL FINDINGS: We find generally less positive experiences for women than men, especially for Communication about Medicines, Discharge Information, and Cleanliness. Gender differences are similar in magnitude to previously reported HCAHPS differences by race/ethnicity. The gender gap is generally larger for older patients and for patients with worse self-reported health status. Gender disparities are largest in for-profit hospitals. CONCLUSIONS: Targeting the experiences of women may be a promising means of improving overall patient experience scores (because women comprise a majority of all inpatients); the experiences of older and sicker women, and those in for-profit hospitals, may merit additional examination.

EP-201200-76

Recent armed conflict in Iraq and Afghanistan and political violence in Egypt have revealed the strategic significance of cultural property. This paper assesses the role of historic sites and antiquities in foreign engagement. Over the past century, U.S. foreign policy has had successes and shortcomings in leveraging protection of cultural patrimony to strategic advantage. The contrast of successful policy on the protection of immovable cultural property, such as religious monuments, in armed conflict and missed opportunities for tactical intelligence on the trade in movable cultural property, such as antiquities trafficking, identifies potential for development of foreign policy.

EP-201200-79

OBJECTIVE: The objective of this study was to evaluate two abbreviated versions of the PTSD Checklist (PCL), a self-report measure of posttraumatic stress disorder (PTSD) symptoms, as an index of change related to treatment. METHOD: Data for this study were from 181 primary care patients diagnosed with PTSD who enrolled in a large randomized trial. These individuals received a collaborative care intervention (cognitive behavioral therapy (CBT) and/or medication) or usual care and were followed 6 and 12 months later to assess their symptoms and functioning. The sensitivity of the PCL versions (i.e., full, two-item, six-item), correlations between the PCL versions and other measures, and use of each as indicators of reliable and clinically significant change were evaluated. RESULTS: All versions had high sensitivity
Correlations among the three versions were high, but the six-item version corresponded more closely to the full version. Both shortened versions were adequate indicators of reliable and clinically significant change. CONCLUSION: Whereas prior research has shown the two-item or six-item versions of the PCL to be good PTSD screening instruments for primary care settings, the six-item version appears to be the better alternative for tracking treatment-related change.

**EP-201200-84**


In 2009, EU-OSHA carried out the first Europe-wide establishment survey on health and safety at the workplace, the European Survey of Enterprises on New and Emerging Risks (ESENER). Following on from the initial analysis presented in the descriptive overview report in 2010, four secondary analysis projects have been carried out in 2011. This report focuses on management of safety and health at work, examining how practices vary across Europe depending on, for example, establishment size, location and sector.

**EP-201200-87**


Community practitioners can face difficulty in achieving outcomes demonstrated by prevention science. Building a community practitioner's prevention capacity—the knowledge and skills needed to conduct critical prevention practices—could improve the quality of prevention and its outcomes. The purpose of this article is to: (1) describe how an intervention called Assets-Getting To Outcomes (AGTO) was used to establish the key functions of the ISF and present early lessons learned from that intervention's first 6 months and (2) examine whether there is an empirical relationship between practitioner capacity at the individual level and the performance of prevention at the program level—a relationship predicted by the ISF but untested. The article describes an operationalization of the ISF in the context of a five-year randomized controlled efficacy trial that combines two complementary models designed to build capacity: Getting To Outcomes (GTO) and Developmental Assets. The trial compares programs and individual practitioners from six community-based coalitions using AGTO with programs and practitioners from six similar coalitions that are not. In this article, we primarily focus on what the ISF calls innovation specific capacity and discuss how the combined AGTO innovation structures and uses feedback about its capacity-building activities, which can serve as a model for implementing the ISF. Focus group discussions used to gather lessons learned from the first 6 months of the AGTO intervention suggest that while the ISF may have been conceptualized as three distinct systems, in practice they are less distinct. Findings from the baseline wave of data collection of individual capacity and program performance suggest that practitioner capacity predicts, in part, performance of prevention programs. Empirically linking practitioner capacity and performance of prevention provides empirical support for both the ISF and AGTO.

**EP-201200-93**


Public health laboratories play an essential role in public health and safety. They function to generate critical data used to make informed decisions regarding the implementation of preven-
tative measures and development of effective policies that protect the public from unforeseen conditions, hazards, and threats. To ensure continuation of these essential activities, public health laboratories must have in place an effective Continuity of Operations Plan (COOP), a comprehensive, pre-event plan that describes the procedures, policies, and arrangements necessary for the laboratory to respond quickly and effectively to a wide variety of possible disruptions or threats. It describes what is in place, what the laboratory does to respond, and what is required to maintain the COOP. This publication describes the importance of a Continuity of Operations Plan (COOP), and identifies common strengths and potential vulnerabilities of laboratory-specific COOPs.

**EP-201200-96**


The objective was to examine co-occurrence of iatrogenic events in US hospitals. Using Agency for Healthcare Research and Quality patient safety indicators (PSIs), the authors defined multiple patient safety events (MPSEs) as the occurrence of multiple PSIs during a single hospitalization. The National Inpatient Sample was analyzed to estimate the national prevalence of MPSEs, risk factors for MPSEs, and the average length of stay and average hospital charges associated with MPSEs. MPSEs occurred in approximately 1 in every 1000 hospitalizations, affecting more than 30,000 patients in 2004. Significant risk factors for MPSEs include age, black race, Medicare coverage, and treatment at urban teaching hospitals. Compared with all admissions, the average length of stay for MPSE admissions was 4 times longer, and the average charge for MPSE admissions was 8 times greater. Despite the low prevalence, MPSEs affect large numbers of hospital patients in America. MPSEs have distinct characteristics and are far more resource intensive than hospital admissions generally.

**EP-201200-98**


BACKGROUND: Gastroenterology specialty societies have advocated that providers routinely assess their performance on colonoscopy quality measures. Such routine measurement has been hampered by the costs and time required to manually review colonoscopy and pathology reports. Natural language processing (NLP) is a field of computer science in which programs are trained to extract relevant information from text reports in an automated fashion. OBJECTIVE: To demonstrate the efficiency and potential of NLP-based colonoscopy quality measurement. DESIGN: In a cross-sectional study design, we used a previously validated NLP program to analyze colonoscopy reports and associated pathology notes. The resulting data were used to generate provider performance on colonoscopy quality measures. SETTING: Nine hospitals in the University of Pittsburgh Medical Center health care system. PATIENTS: Study sample consisted of the 24,157 colonoscopy reports and associated pathology reports from 2008 to 2009. MAIN OUTCOME MEASUREMENTS: Provider performance on 7 quality measures. RESULTS: Performance on the colonoscopy quality measures was generally poor, and there was a wide range of performance. For example, across hospitals, the adequacy of preparation was noted overall in only 45.7% of procedures (range 14.6%-86.1% across 9 hospitals), cecal landmarks were documented in 62.7% of procedures (range 11.6%-90.0%), and the adenoma detection rate was 25.2% (range 14.9%-33.9%). LIMITATIONS: Our quality assessment was limited to a single health care system in western Pennsylvania. CONCLUSIONS: Our study illustrates how NLP can mine free-text data in electronic records to measure and report on the quality of care. Even within a single academic hospital system, there is considerable variation...
in the performance on colonoscopy quality measures, demonstrating the need for better methods to regularly and efficiently assess quality.

EP-201200-99

OBJECTIVE: To analyze the effects of states' expansions of Children's Health Insurance Program (CHIP) eligibility to children in higher income families on health insurance coverage outcomes. DATA SOURCES: 2002–2009 Current Population Survey linked to multiple secondary data sources. STUDY DESIGN: Instrumental variables estimation of linear probability models. Outcomes are whether the child had any public insurance, any private insurance, or no insurance coverage during the year. PRINCIPAL FINDINGS: Among children in families with incomes between two and four times the federal poverty line (FPL), four enrolled in CHIP for every 100 who became eligible. Roughly half of the newly eligible children who took up public insurance were previously uninsured. The upper bound "crowd-out" rate was estimated to be 46 percent. CONCLUSIONS: The CHIP expansions to children in higher income families were associated with limited uptake of public coverage. Our results additionally suggest that there was crowd-out of private insurance coverage.

EP-201213-01
Goldy's Portraits: Faces from the Early Years of RAND. Brent D. Bradley, Diane Baldwin, Marilyn Fisher Freemon. 2012

J. Richard Goldstein, "Goldy" was one of the major formative figures of RAND. Besides being the associate director and then vice president before he retired in 1973, Goldy was an avid photographer. He created a series of portraits of RAND associates and visitors during the 1950's and early 1960's. Many of Goldy's portraits are RAND members, trustees and government officials.

EP-201213-03

Using newly collected data from the RAND American Life Panel, we examine potential explanations for the gender gap in financial literacy, including the role of marriage and who within a couple makes the financial decisions. Blinder–Oaxaca decomposition reveals the majority of the gender gap in financial literacy is not explained by differences in the characteristics of men and women—but rather differences in coefficients, or how literacy is produced. We find that financial decision making of couples is not centralized in one spouse although it is sensitive to the relative education level of spouses.

EP-50130

The Patient Protection and Affordable Care Act (ACA), passed in 2010, has important implications for emergency physicians (EPs). In addition to dramatically reducing the number of uninsured in the United States, this comprehensive health care reform legislation seeks to curb the escalating costs of health care delivery, optimize resource utilization, eliminate waste, and improve the quality of service delivered by the health care system. At the annual Association of American Medical Colleges (AAMC) meeting on November 5, 2011, an expert panel from public health, emergency medicine, and health services research was convened by the Association of Academic Chairs of Emergency Medicine (AACEM) and the Society for Academic Emergency Medicine (SAEM) to discuss possible future models for the emergency care system and academic emergency medicine in the era of the ACA.
This study compared the prevalence of obesity among US-born Mexican Americans relative to their first-generation Mexican immigrant counterparts. The study used data from epidemiological surveys in Mexico (the Mexican National Comorbidity Survey [MNCS]) and the United States (the Collaborative Psychiatric Epidemiology Surveys (N=3244 respondents). The results revealed that the gap between first-generation immigrants and the US-born is one part of a graded increase in obesity associated with migration to the United States. Results indicated that the odds for obesity among U.S.-born Mexican Americans of both sexes were roughly three times higher than for first-generation Mexican immigrants to the U.S. Results also showed that among Mexicans with no direct migration experience, having a migrant in the immediate family is associated with a higher risk for obesity among women but not for men. This finding may reflect economic influences on diet, such as cash remittances sent by migrants working in the United States. Given that obesity is a risk factor for the major causes of mortality in the U.S., growing obesity rates among Mexican Americans are a public health and clinical concern.

In this issue, a group of Canadian investigators describes a laudable effort to develop a set of measures for evaluating the quality of care for individuals with schizophrenia. Following the dictum "You can't improve what you don't measure," the translation of empirical studies, systematic reviews, and clinical guidelines into measurable performance indicators is a key first step in improving the quality of care.

There is growing concern that climate change will lead to more frequent natural disasters that may adversely affect short- and long-term health outcomes in developing countries. Prior research has primarily focused on the impact of single, large disaster events but very little is known about how small and moderate disasters, which are more typical, affect population health. In this paper, we present one of the first investigations of the impact of small and moderate disasters on childhood morbidity, physical growth, and immunizations by combining household data on over 80,000 children from three waves of the Indian National Family and Health Survey with an international database of natural disasters (EM-DAT). We find that exposure to a natural disaster in the past month increases the likelihood of acute illnesses such as diarrhea, fever, and acute respiratory illness in children under 5 year by 9-18%. Exposure to a disaster in the past year reduces height-for-age and weight-for-age z-scores by 0.12-0.15 units, increases the likelihood of stunting and underweight by 7%, and reduces the likelihood of having full age-appropriate immunization coverage by nearly 18%. We also find that disasters' effects vary significantly by gender, age, and socioeconomic characteristics. Most notably, the adverse effects on growth outcomes are much smaller among boys, infants, and families with more socioeconomic resources.
OBJECTIVE: This study explores the relationships between therapist variables (cognitive behavioral therapy [CBT] competence, and CBT adherence) and clinical outcomes of computer-assisted CBT for anxiety disorders delivered by novice therapists in a primary care setting. METHODS: Participants were recruited for a randomized controlled trial of evidence-based treatment, including computer-assisted CBT, versus treatment as usual. Therapists (anxiety clinical specialists; ACSs) were nonexpert clinicians, many of whom had no prior experience in delivering psychotherapy (and in particular, very little experience with CBT). Trained raters reviewed randomly selected treatment sessions from 176 participants and rated therapists on measures of CBT competence and CBT adherence. Patients were assessed at baseline and at 6-, 12-, and 18-month follow-ups on measures of anxiety, depression, and functioning, and an average Reliable Change Index was calculated as a composite measure of outcome. CBT competence and CBT adherence were entered as predictors of outcome, after controlling for baseline covariates. RESULTS: Higher CBT competence was associated with better clinical outcomes whereas CBT adherence was not. Also, CBT competence was inversely correlated with years of clinical experience and trended (not significantly, though) down as the study progressed. CBT adherence was inversely correlated with therapist tenure in the study. CONCLUSIONS: Therapist competence was related to improved clinical outcomes when CBT for anxiety disorders was delivered by novice clinicians with technology assistance. The results highlight the value of the initial training for novice therapists as well as booster training to limit declines in therapist adherence.

The present study examined rates of trauma exposure, clinical characteristics associated with trauma exposure, and the effect of trauma exposure on treatment outcome in a large sample of primary care patients without posttraumatic stress disorder (PTSD). Individuals without PTSD (N = 1,263) treated as part of the CALM program (Roy-Byrne et al., Journal of the American Medical Association 303(19)1921–1928, 2010) were assessed for presence of trauma exposure. Those with and without trauma exposure were compared on baseline demographic and diagnostic information, symptom severity, and responder status six months after beginning treatment. Trauma-exposed individuals (N = 662, 53 %) were more likely to meet diagnostic criteria for Obsessive Compulsive Disorder and had higher levels of somatic symptoms at baseline. Individuals with and without trauma exposure did not differ significantly on severity of anxiety, depression, or mental health functioning at baseline. Trauma exposure did not significantly impact treatment response. Findings suggest that adverse effects of trauma exposure in those without PTSD may include OCD and somatic anxiety symptoms. Treatment did not appear to be adversely impacted by trauma exposure. Thus, although trauma exposure is prevalent in primary care samples, results suggest that treatment of the presenting anxiety disorder is effective irrespective of trauma history.

EP-50149

OBJECTIVE: Among older white and Mexican origin male primary care patients, we examined preferences for features of depression care programs that would encourage depressed older men to enter and remain in treatment. METHOD: Sixty-three (45 white, 18 Mexican origin) older men were recruited in six primary care clinics. All had clinical depression in the past year and/or were receiving depression treatment. Participants completed a conjoint analysis preference survey.
regarding depression treatments, providers and treatment enhancements. RESULTS: The data suggest that white men preferred medication over counseling [odds ratio (OR): 1.64, 95% confidence interval (CI): 1.12-2.41], while Mexican origin men preferred counseling (OR: medication over counseling: 0.28, 95% CI: 0.12-0.66). Both white and Mexican origin men preferred treatment that included family involvement (vs. none) (white: OR: 1.60, 95% CI 1.12-2.30; Mexican origin: OR: 3.31 95% CI 1.44-7.62) and treatment for insomnia (vs. treatment for alcohol use) (white: OR: 1.72, 95% CI 1.01-2.91; Mexican origin: OR: 3.93 95% CI 1.35-11.42). White men also preferred treatment by telephone (OR: 1.80, 95% CI 1.12-2.87). CONCLUSIONS: Findings could inform development of patient-centered depression treatment programs for older men and suggest strategies, such as attention to sleep problems, which providers may employ to tailor treatment to preferences of older men.

EP-50154

OBJECTIVE: Effectiveness trials have confirmed the superiority of clozapine in schizophrenia treatment, but little is known about whether the drug's superiority holds across racial-ethnic groups. This study examined the effectiveness by race-ethnicity of clozapine relative to other antipsychotics among adult patients in maintenance antipsychotic treatment. METHODS: Black, Latino, and white Florida Medicaid beneficiaries with schizophrenia receiving maintenance treatment with clozapine or other antipsychotics between July 1, 2000, and June 30, 2005, were identified. Cox proportional hazard regression models were used to estimate associations between clozapine and race-ethnicity and their interaction; time to discontinuation for any cause was the primary measure of effectiveness. RESULTS: The 20,122 members of the study cohort accounted for 20,122 antipsychotic treatment episodes; 3.7% were treated with clozapine and 96.3% with other antipsychotics. Blacks accounted for 23% of episodes and Latinos for 36%. Unadjusted analyses suggested that Latinos continued on clozapine longer than whites and that Latinos and blacks discontinued other antipsychotics sooner than whites. Adjusted analyses of 749 propensity score–matched sets of clozapine users and other antipsychotic users indicated that risk of discontinuation was lower for clozapine users (risk ratio [RR]=.45, 95% confidence interval [CI]=.39–.52), an effect that was not moderated by race-ethnicity. Times to discontinuation were longer for clozapine users. Overall risk of antipsychotic discontinuation was higher for blacks (RR=1.56, CI=1.27–1.91) and Latinos (RR=1.23, CI=1.02–1.48). CONCLUSIONS: The study confirmed clozapine's superior effectiveness and did not find evidence that race-ethnicity modified this effect. The findings highlight the need for efforts to increase clozapine use, particularly among minority groups.

EP-51002

To produce reliable and informative health plan performance data by race/ethnicity for the Medicare beneficiary population and to consider appropriate presentation strategies. DATA SOURCES: Patient experience data from the 2008-2009 Medicare Advantage (MA) and fee-for-service (FFS) CAHPS surveys and 2008–2009 HEDIS data (MA beneficiaries only). STUDY DESIGN: Mixed effects linear (and binomial) regression models estimated the reliability and statistical informativeness of CAHPS (HEDIS) measures. PRINCIPAL FINDINGS: Seven CAHPS and seven HEDIS measures were reliable and informative for four racial/ethnic subgroups--Whites, Blacks, Hispanics, and Asian/Pacific Islanders--at sample sizes of 100 beneficiaries (200 for pre-
scription drug plans). Although many plans lacked adequate sample size for reporting group-specific data, reportable plans contained a large majority of beneficiaries from each of the four racial/ethnic groups. CONCLUSIONS: Statistically reliable and valid information on health plan performance can be reported by race/ethnicity. Many beneficiaries may have difficulty understanding such reports, however, even with careful guidance. Thus, it is recommended that health plan performance data by subgroups be reported as supplemental data and only for plans meeting sample size requirements.

EP-51009


The study goal was to determine whether client attributes were associated with outcomes from group cognitive behavioral therapy for depression (GCBT-D) as delivered in community-based addiction treatment settings. Data from 299 depressed residential clients assigned to receive either usual care (N=159) or usual care plus GCBT-D (N=140) were examined. Potential moderators included gender, race/ethnicity, education, referral status, and problem substance use. Study outcomes at 6 months post-baseline included changes in depressive symptoms, mental health functioning, negative consequences from substance use, and percentage of days abstinent. Initial examination indicated that non-Hispanic Whites had significantly better outcomes than other racial/ethnic groups on two of the four outcomes. After correcting for multiple testing, none of the examined client attributes moderated the treatment effect. GCBT-D appears effective; however, the magnitude and consistency of treatment effects indicate that it may be less helpful among members of racial/ethnic minority groups and is worthy of future study.

EP-51010

Assuring Finite Moments for Willingness to Pay in Random Coefficient Models. Andrew Daly, Stephane Hess, Kenneth Train. 2012

Random coefficient models such as mixed logit are increasingly being used to allow for random heterogeneity in willingness to pay (WTP) measures. In the most commonly used specifications, the distribution of WTP for an attribute is derived from the distribution of the ratio of individual coefficients. Since the cost coefficient enters the denominator, its distribution plays a major role in the distribution of WTP. Depending on the choice of distribution for the cost coefficient, and its implied range, the distribution of WTP may or may not have finite moments. In this paper, we identify a criterion to determine whether, with a given distribution for the cost coefficient, the distribution of WTP has finite moments. Using this criterion, we show that some popular distributions used for the cost coefficient in random coefficient models, including normal, truncated normal, uniform and triangular, imply infinite moments for the distribution of WTP, even if truncated or bounded at zero. We also point out that relying on simulation approaches to obtain moments of WTP from the estimated distribution of the cost and attribute coefficients can mask the issue by giving finite moments when the true ones are infinite.

EP-51014


Through its positive influence on teachers' classroom practices and their students' learning, effective professional learning of teachers is an important condition for school improvement. However, the Teaching and Learning International Survey reports that teachers' professional development in most countries falls short of meeting the needs of teachers. This paper reports analysis of survey data collected for a national study of teachers' professional development in England, although the issues it raises have international
relevance. Through factor analysis four underlying dimensions of teachers' learning orientations were identified and used as the basis for developing profiles of teachers' professional learning values and practices through cluster analysis. Based on these profiles, five distinctive groupings of teachers were identified: 'engaged learners', 'moderate learners', 'infrequent learners', 'individual explorers' and 'solitary classroom learners'. The concept of dissonance between values and practice is a strong theme in the findings and for policy development. The main findings are that only a minority of teachers are 'engaged' learners. There is a prevailing individualist approach to learning among the majority of teachers. And there are important between and within school differences in the mix of teachers' learning orientations. This leads to recommendations for more differentiated forms of support for promoting effective professional learning in schools.

EP-51024

This study compares two widely used approaches for robustness analysis of decision problems: the info-gap method originally developed by Ben-Haim and the robust decision making (RDM) approach originally developed by Lempert, Popper, and Bankes. The study uses each approach to evaluate alternative paths for climate-altering greenhouse gas emissions given the potential for nonlinear threshold responses in the climate system, significant uncertainty about such a threshold response and a variety of other key parameters, as well as the ability to learn about any threshold responses over time. Info-gap and RDM share many similarities. Both represent uncertainty as sets of multiple plausible futures, and both seek to identify robust strategies whose performance is insensitive to uncertainties. Yet they also exhibit important differences, as they arrange their analyses in different orders, treat losses and gains in different ways, and take different approaches to imprecise probabilistic information. The study finds that the two approaches reach similar but not identical policy recommendations and that their differing attributes raise important questions about their appropriate roles in decision support applications. The comparison not only improves understanding of these specific methods, it also suggests some broader insights into robustness approaches and a framework for comparing them.

EP-51029
Can Quality-Adjusted Life-Years and Subgroups Help Us Decide Whether to Treat Late-Arriving Stroke Patients with Tissue Plasminogen Activator?. Daniel Waxman, Emmett B. Keeler. 2012

Treatment of stroke patients is highly time-sensitive. The risk of death or disability caused by intracranial hemorrhage may increase with both stroke size and time. The effectiveness of an innovative but risky therapy for strokes, recombinant tissue plasminogen activator (rtPA), is thought to decrease with the time between symptom onset and drug administration. This tradeoff underlies the question faced by clinicians as they treat stroke patients who, as most do, arrive too late for treatment within the 3-hour window: Do the diminishing benefits of rtPA outweigh the increasing risks? This commentary examines this issue in light of recent studies and assesses the relevance of cost-effectiveness analyses in deciding whether to use rtPA. The authors conclude that with regard to the treatment of late-arriving stroke patients, the question should not be whether rtPA is cost-effective but whether it does more good than harm. In the absence of data about efficacy, this question cannot be answered.

EP-51043
OBJECTIVE: The aim of this study was to examine the views of key stakeholders in health care payer organizations on the use of practice redesign strategies to improve the delivery of well-child care (WCC) to low-income children aged 0 to 3 years. METHODS: We conducted semistructured interviews with 18 key stakeholders (e.g., chief medical officers, medical directors) in 11 California health plans and 2 medical group organizations serving low-income children, as well as the 2 state agencies that administer the 2 largest low-income insurance programs for California children. Discussions were recorded, transcribed, and analyzed using the constant comparative method of qualitative analysis. RESULTS: Participants reported that nonphysicians were underutilized as WCC providers, and group visits and Internet services were likely a more effective way to provide anticipatory guidance and behavioral/developmental services. Participants described barriers to redesign, including the start-up costs required to implement redesign as well as a lack of financial incentives to support innovation in WCC delivery. Participants suggested solutions to these barriers, including using pay-for-performance programs to reward practices that expanded WCC services, and providing practices with start-up grants to implement pilot redesign projects that would eventually become self-sustaining. State-level barriers included poor Medicaid reimbursement rates and disincentives to innovation created by current Healthcare Effectiveness Data and Information Set measures. CONCLUSIONS: All stakeholders will ultimately be needed to support WCC redesign; however, California payers may need to provide logistic, design, and financial support to practices, whereas state agencies may need to reshape the incentives to reward innovation around child preventive health and developmental services.

EP-51044

BACKGROUND: The lack of a standard measure of quality improvement (QI) success and the use of subjective or self-reported measures of QI success has constrained efforts to formally evaluate QI programs and to understand how the various contextual factors impact QI success. OBJECTIVES: The objective of this study was to assess how best to measure "QI success" by comparing self-reported and externally rated measures of QI success. RESEARCH DESIGN: We performed a retrospective evaluation that analyzed data on different measures of QI success for organizations after their staff completed the QI training. SUBJECTS: The sample included 30 organizations whose staff had received QI training during 2006-2008, and who had used this training to carry out at least some subsequent QI initiative in their organizations. MEASURES: We developed 2 measures of self-reported QI success based on survey responses and 4 externally rated measures of QI success based on outcome data provided by the participating organizations in addition to qualitative data generated from the interviews. RESULTS: We found some variation in the mean scores of the different QI success measures and only moderate to small correlations between the self-report and externally rated QI measures. CONCLUSIONS: This study confirms that there are important differences between self-reported and externally rated measures of QI success and provides researchers with a methodology and criteria to externally rate measures of QI success.

EP-51046

What is already known about this subject: The prevalence of child obesity in the U.S. is higher among Hispanic and black than white children. Racial/ethnic disparities have widened with the development of the child-obesity epidemic. Obese minority children are at greater risk of being obese also as adults. What this study adds By 8(th) grade, Hispanic and black children are both 50% more
likely to be obese than are non-Hispanic white children. High obesity emerges more strongly by Kindergarten age among Hispanic children than among black children. Overweight and obese Hispanic and black children are less likely to return to normal weight levels than are overweight and obese white children. OBJECTIVE: The study aims to identify the ages contributing most to the development of higher obesity prevalence in the 8th grade (approximately age 14) among Hispanic and black children than among non-Hispanic white children in the United States. METHODS: Using the nationally representative Early Childhood Longitudinal Study (ECLS-K), a sample of 17,420 children in kindergarten in 1999, followed in 1st, 3rd, 5th and 8th grades through 2007, was analysed. First, 'normal', 'overweight' and 'obese' weight-status categories in each grade were assigned from US Centers for Disease Control body mass index percentiles. Second, probabilities of being in each of the three weight-status categories in kindergarten and of transitioning between categories after kindergarten were estimated by logistic regression. These probabilities were then used as parameters of a weight-status trajectory simulation model from which a decomposition analysis was performed. RESULTS: Obesity prevalence in the 8th grade was equally high among Hispanic (25.0%, 95% confidence interval [CI]: 22.3, 27.8%) and black children (25.1%; 95% CI: 20.9, 29.6%) compared to white children (17.4%; 95% CI: 15.9, 19.0%). As much as 73% of the Hispanic-white 8th grade obesity disparity was generated by 3rd grade and 44% by kindergarten. In contrast, only 15% of the black-white obesity 8th grade disparity was generated by kindergarten, whereas 75% was generated between the 3rd and 8th grades and 53% between the 5th and 8th grades. CONCLUSIONS: Although adolescent obesity is equally prevalent among Hispanic and black children, obesity emerges and is sustained earlier in Hispanic children. Diagnosis and prevention strategies should be designed accordingly.

EP-51061

We use Charles Ragin’s Qualitative Comparative Analysis (QCA) to quantitatively test the performance of 20 distinct counterinsurgency (COIN) approaches against the historical record. The five main takeaways from the research were: (1) effective COIN practices tend to run in packs; (2) the balance of effective versus detrimental COIN practices discriminates all 30 cases into wins or losses without recourse to narratives of exceptionality; (3) poor beginnings don’t necessarily lead to poor endings; (4) repression wins phases, but usually not cases; (5) insurgent tangible support appears to be a critical center of gravity. Our results provide useful recommendations for US engagement in and support for COIN operations.

EP-51062

OBJECTIVE: A comprehensive systematic review of economic evaluations of complementary and integrative medicine (CIM) to establish the value of these therapies to health reform efforts. DATA SOURCES: PubMed, CINAHL, AMED, PsychInfo, Web of Science and EMBASE were searched from inception through 2010. In addition, bibliographies of found articles and reviews were searched, and key researchers were contacted. ELIGIBILITY CRITERIA FOR SELECTING STUDIES: Studies of CIM were identified using criteria based on those of the Cochrane complementary and alternative medicine group. All studies of CIM reporting economic outcomes were included. STUDY APPRAISAL METHODS: All recent (and likely most cost-relevant) full economic evaluations published 2001–2010 were subjected to several measures of quality. Detailed results of higher-quality studies are reported. RESULTS: A total of 338 economic evaluations of CIM were
identified, of which 204, covering a wide variety of CIM for different populations, were published 2001–2010. A total of 114 of these were full economic evaluations. And 90% of these articles covered studies of single CIM therapies and only one compared usual care to usual care plus access to multiple licensed CIM practitioners. Of the recent full evaluations, 31 (27%) met five study-quality criteria, and 22 of these also met the minimum criterion for study transferability (‘generalisability’). Of the 56 comparisons made in the higher-quality studies, 16 (29%) show a health improvement with cost savings for the CIM therapy versus usual care. Study quality of the cost-utility analyses (CUAs) of CIM was generally comparable to that seen in CUAs across all medicine according to several measures, and the quality of the cost-saving studies was slightly, but not significantly, lower than those showing cost increases (85% vs 88%, p=0.460). CONCLUSIONS: This comprehensive review identified many CIM economic evaluations missed by previous reviews and emerging evidence of cost-effectiveness and possible cost savings in at least a few clinical populations. Recommendations are made for future studies.

EP-51063

INTRODUCTION: Adolescent smoking studies find evidence of active peer influence and selection processes. However, studies have shown that these processes operate differently depending on context. This study uses SIENA to model coevolutionary processes between smoking and changes in friendship ties, comparing two high schools in which data were collected in identical fashion to explore influence and selection mechanisms with respect to current smoking, and smoking levels. METHODS: This is a longitudinal survey with 2 waves of data. In-home surveys were conducted with students from 2 large high schools in the United States: a West Coast school, and a Midwestern school. Participants were consented students in 10th and 11th grades at the first wave of data collection. The primary measures were self-reported smoking behavior and friendship nominations. RESULTS: There is evidence of influence and selection in both schools for adolescents' smoking status (1 = any smoking) and for level of smoking. CONCLUSIONS: These models reflect great similarities in influence and selection processes across schools for different smoking behaviors. However, smoking prevalence may impact the exact mechanisms by which influence and selection operate. Researchers should consider smoking interventions with independent modules addressing different selection and influence processes, implemented based on contextual factors such as the prevalence of smoking.

EP-51065

BACKGROUND: This study examines whether residential neighborhood characteristics influence the initiation of marijuana use and binge drinking, and if these neighborhood factors heighten or dampen peer influences on substance use. METHODS: Predictors of marijuana (N=6516) and binge drinking (N=6630) initiation over a 1-year period were identified using data from the National Longitudinal Study of Adolescent Health. Participants were of ages 12-19 years at baseline. The main predictor variables were neighborhood characteristics, using both objective (proportion of households below the poverty line and female-headed, unemployment rate, residential stability) and subjective (perceived cohesion and safety) measures. Binge drinking was defined as 5 or more drinks in a row. RESULTS: Initiation occurred for 12.9% of adolescents in the case of marijuana and 16.4% for binge drinking. Marijuana initiation was more likely among adolescents who lived in neighborhoods with a higher unemployment rate, and binge drinking initiation was more likely among those who perceived greater safety in their
neighborhood, after adjusting for other neighborhood characteristics, demographics, friend characteristics, and behavioral and family risk factors. There was no evidence that neighborhood context moderates the associations of peer factors on initiation. CONCLUSIONS: Select neighborhood characteristics appear relevant to the initiation of marijuana use and binge drinking, although the mechanisms appear to be distinct for each substance. If these results are found to be robust, future research should aim to better understand how neighborhood context influences the initiation of adolescent substance use in order to inform prevention efforts.

**EP-51070**
A Qualitative Exploration of the Economic and Social Effects of Microcredit Among People Living with HIV/AIDS in Uganda. Glenn Wagner, Yashodhara Rana, Sebastian Linnemayr, James Balya, Lydia Buzaalirwa. 2012

HIV medical care, including antiretroviral therapy (ART), is often successful in restoring physical health and functioning. But in developing countries, HIV medical care is often insufficient to achieve social and economic health, and hence innovative economic support programs are much needed. We conducted semistructured interviews with 30 adults receiving ART and microcredit loans operated by Uganda Cares. Using content analysis, we explored the impact of the microcredit loans on the economic, social, and psychological well-being of respondents. Most respondents indicated that the microcredit loans played a positive role in their lives, helped them to keep their children in school and sustain their families, and improved their self-esteem and status in the community. In addition, we also found significant positive knowledge spill-over and network effects in the program with regard to business management and support. However, more than half of the participants indicated experiencing repayment problems either personally or with other group members due to unexpected emergencies and sickness. These findings highlight that microcredit programs have the potential of being an economic support system for HIV clients trying to reestablish their livelihoods, especially in resource-constrained settings, though more research is needed to determine the overall economic viability of such programs.

**EP-51076**

When it comes to cyber security, the world today is not the future that U.S. policy promised when cyber security first appeared on the national agenda well over a decade ago.

**EP-51077**

In the beginning was the land domain; with the discovery of flotation came the sea domain. A century ago, the air domain was added to the list; a half-century ago, the space domain was added as well. Within the last quarter-century, the combination of ubiquitous networking and universal digitization has given rise to cyberspace, the newest addition to the growing family of domains. Cyberspace, we are told, pervades the other domains in the sense that warfighters in each of the prior domains would be severely handicapped if their access to cyberspace were successfully challenged. Thus understood, cyberspace has become the new high ground of warfare, the one domain to rule them all and in the ether bind them, which, as this essay will argue, is the wrong way to view cyberspace and what militaries can do by operating "within" it.

**EP-51084**
Employing Continuous Quality Improvement in Community-Based Substance Abuse Programs. Matthew Chinman, Sarah B. Hunter, Patricia A. Ebener. 2012

PURPOSE: This article aims to describe con-
tinuous quality improvement (CQI) for substance abuse prevention and treatment programs in a community-based organization setting. DESIGN/ METHODOLOGY/APPROACH: CQI (e.g., plan-do-study-act cycles (PDSA)) applied in healthcare and industry was adapted for substance abuse prevention and treatment programs in a community setting. The authors assessed the resources needed, acceptability and CQI feasibility for ten programs by evaluating CQI training workshops with program staff and a series of three qualitative interviews over a nine-month implementation period with program participants. The CQI activities, PDSA cycle progress, effort, enthusiasm, benefits and challenges were examined. FINDINGS: Results indicated that CQI was feasible and acceptable for community-based substance abuse prevention and treatment programs; however, some notable resource challenges remain. Future studies should examine CQI impact on service quality and intended program outcomes. RESEARCH LIMITATIONS/IMPLICATIONS: The study was conducted on a small number of programs. It did not assess CQI impact on service quality and intended program outcomes. PRACTICAL IMPLICATIONS: This project shows that it is feasible to adapt CQI techniques and processes for community-based programs substance abuse prevention and treatment programs. These techniques may help community-based program managers to improve service quality and achieve program outcomes. ORIGINALITY/VALUE: This is one of the first studies to adapt traditional CQI techniques for community-based settings delivering substance abuse prevention and treatment programs.

EP-51087

Active participation of community partners in research aspects of community–academic partnered projects is often assumed to have a positive impact on the outcomes of such projects. The value of community engagement in research, however, cannot be empirically determined without good measures of the level of community participation in research activities. Based on our recent evaluation of community–academic partnered projects centered around behavioral health issues, this article uses semistructured interview and survey data to outline two complementary approaches to measuring the level of community participation in research—a "three-model" approach that differentiates between the levels of community participation and a Community Engagement in Research Index (CERI) that offers a multidimensional view of community engagement in the research process. The primary goal of this article is to present and compare these approaches, discuss their strengths and limitations, summarize the lessons learned, and offer directions for future research. We find that whereas the three-model approach is a simple measure of the perception of community participation in research activities, CERI allows for a more nuanced understanding by capturing multiple aspects of such participation. Although additional research is needed to validate these measures, our study makes a significant contribution by illustrating the complexity of measuring community participation in research and the lack of reliability in simple scores offered by the three-model approach.

EP-51089

OBJECTIVE: We investigated early childhood disparities in high body mass index (BMI) between Black and White US children. METHODS: We compared differences in Black and White children's prevalence of sociodemographic, prenatal, perinatal, and early life risk and protective factors; fit logistic regression models predicting high BMI (&amp;ge;95th percentile) at age 4 to 5 years to 2 nationally representative samples followed from birth; and performed separate and pooled-survey estimations of these models. RE-
SULTS: After adjustment for sample design–related variables, models predicting high BMI in the 2 samples were statistically indistinguishable. In the pooled-survey models, Black children's odds of high BMI were 59% higher than White children's (odds ratio [OR] = 1.59; 95% confidence interval [CI] = 1.32, 1.92). Sociodemographic predictors reduced the racial disparity to 46% (OR = 1.46; 95% CI = 1.17, 1.81). Prenatal, perinatal, and early life predictors reduced the disparity to nonsignificance (OR = 1.18; 95% CI = 0.93, 1.49). Maternal prepregnancy obesity and short-duration or no breastfeeding were among predictors for which racial differences in children's exposures most disadvantaged Black children. CONCLUSIONS: Racial disparities in early childhood high BMI were largely explained by potentially modifiable risk and protective factors.

EP-51090

OBJECTIVES: We examined migration-related changes in smoking behavior in the transnational Mexican-origin population. METHODS: We combined epidemiological surveys from Mexico (Mexican National Comorbidity Survey) and the United States (Collaborative Psychiatric Epidemiology Surveys). We compared 4 groups with increasing US contact with respect to smoking initiation, persistence, and daily cigarette consumption: Mexicans with no migrant in their family, Mexicans with a migrant in their family or previous migration experience, migrants, and US-born Mexican Americans. RESULTS: Compared with Mexicans with a migrant in their family or previous migration experience, migrants were less likely to initiate smoking (odds ratio [OR] = 0.56; 95% confidence interval [CI] = 0.38, 0.83) and less likely to be persistent smokers (OR = 0.41; 95% CI = 0.26, 0.63). Among daily smokers, the US-born smoked more cigarettes per day than did Mexicans with a migrant in their family or previous migration experience for men (7.8 vs 6.5) and women (8.6 vs 4.3). CONCLUSIONS: Evidence suggests that smoking is suppressed among migrants relative to the broader transnational Mexican-origin population. The pattern of low daily cigarette consumption among US-born Mexican Americans, noted in previous research, represents an increase relative to smokers in Mexico.

EP-51091

OBJECTIVE: The purpose of this article is to examine the relationship between changes in household finances (wealth and income) and changes in dental utilization at the onset of the recent recession in a population of older Americans. METHODS: Data from the Health and Retirement Study (HRS) were analyzed for US individuals aged 51 years and older during the 2006 and 2008 waves of the HRS. We estimated logistic models of a) starting and b) stopping dental use between 2006 and 2008 survey periods as a function of changes in household wealth and income, controlling for other potentially confounding covariates. RESULTS: We found that only when household wealth falls by 50 percent or more were older adults less likely to seek dental care. Changes in household income and other changes in household wealth were not associated with changes in dental utilization among this population. CONCLUSIONS: Older Americans' dental care utilization appeared to be fairly resilient to changes in household finances; only when wealth fell by 50 percent or more did individuals decrease dental use. This finding might extend to other health-care services that are preventive, routine, and relatively inexpensive.
Neighborhood Poverty, Park Use, and Park-Based Physical Activity in a Southern California City. Deborah Cohen, Bing Han, Kathryn Pitkin Derose, Stephanie Williamson, Terry Marsh, Jodi Rudick, Thomas L. McKenzie. 2012

A rich literature indicates that individuals of lower socio-economic status engage in less leisure time physical activity than individuals of higher socio-economic status. However, the source of the difference is believed to be, in part, due to differential access to resources that support physical activity. However, it has not been shown as to whether equal access to parks can mitigate differences in leisure time physical activity. Using systematic direct observation, we quantified physical activity in neighborhood parks in a large Southern California city located in areas with high, medium, and a low percentage of households in poverty. We documented how neighborhood parks are managed and programmed and also interviewed both a sample of park users and a random sample of households within a mile radius of the parks. We found that parks are used less in high-poverty areas compared to medium- and low-poverty area parks, even after accounting for differences in size, staffing, and programming. The strongest correlates of park use were the number of part time staff, the number of supervised and organized programs, and knowing the park staff. Perceptions of safety were not relevant to park use among those interviewed in the park, however it had a small relationship with reported frequency of park use among local residents. Among park users, time spent watching electronic media was negatively correlated with the frequency of visiting the park. Future research should test whether increasing park staffing and programming will lead to increased park use in high-poverty neighborhoods.

Management of Psychosocial Risks at Work: An Analysis of the Findings of the European Survey of Enterprises on New and Emerging Risks (ESENER). Following on from the initial analysis presented in the descriptive overview report in 2010, four secondary analysis projects have been carried out in 2011. This report focuses on management of psychosocial risks at work, exploring how practices vary across Europe depending on, for example, establishment size, location and sector.

In 2009, EU-OSHA carried out the first Europe-wide establishment survey on health and safety at the workplace, the European Survey of Enterprises on New and Emerging Risks (ESENER). Following on from the initial analysis presented in the descriptive overview report in 2010, four secondary analysis projects have been carried out in 2011. This report focuses on management of psychosocial risks at work, exploring how practices vary across Europe depending on, for example, establishment size, location and sector.


This paper explores how alternative pricing and operating policies influence revenue generation, level of service, and travel time costs for high occupancy toll (HOT) lane facilities. A framework for modeling HOT lanes is applied to a hypothetical facility. The analysis suggests that the way in which tolls are set can have a non-trivial influence on competing measures of HOT lane performance. Other operating characteristics, such
as the number of lanes designated as free and priced and whether carpools are allowed to ride free or must pay a toll to access the HOT lanes, are shown to significantly influence performance as well.

EP-51101

OBJECTIVE: This study evaluated the effect of race-ethnicity and geography on the adoption of a pharmacological innovation (long-acting injectable risperidone [LAIR]) among Medicaid beneficiaries with schizophrenia as well as the contribution of geographic location to observed racial-ethnic disparities. METHODS: The data source was a claims data set from the Florida Medicaid program for the 2.5-year period that followed the launch of LAIR in the U.S. market. Study participants were beneficiaries with schizophrenia who had filled at least one antipsychotic prescription during the study period. The outcome variable was any use of LAIR; model variables were need indicators and random effects for 11 Medicaid areas, which are multicounty units used by the Medicaid program to administer benefits. Adjusted probability of use of LAIR for blacks and Latinos versus whites was estimated with logistic regression models. RESULTS: The study cohort included 13,992 Medicaid beneficiaries: 25% of the cohort was black, 37% Latino, and 38% white. Unadjusted probability of LAIR use was lower for Latinos than whites, and use varied across the state’s geographic areas. Adjustment for need confirmed the unadjusted finding of a disparity between Latinos and whites (odds ratio=.58, 95% confidence interval=.49–.70). The inclusion of geographic location in the model eliminated the Latino-white disparity but confirmed the unadjusted finding of geographic variation in adoption. CONCLUSIONS: Within a state Medicaid program, the initial finding of a disparity between Latinos and whites in adopting LAIR was driven by geographic disparities in adoption rates and the geographic concentration of Latinos in a low-adoption area. Possible contributors and implications of these results are discussed.

EP-51116

Being physically active is a key health promotion strategy. The late-2000s economic downturn, labeled the "Great Recession," could have profound impact on individuals' health behaviors including engagement in physical activity. We investigated the relationship between local labor market fluctuations and physical activity among adults 18 years and older in the United States by linking individual-level data in the Behavioral Risk Factor Surveillance System 1990–2009 waves to unemployment rate data by residential county and survey month/year. The association between labor market fluctuations and physical activity was examined in multivariate regressions with county and month/year fixed effects. Deteriorating labor market conditions were found to predict decreases in physical activity—a one percentage point increase in monthly county unemployment rate was on average associated with a reduction in monthly moderate-intensity physical activity of 0.18 hours. There was some preliminary evidence on the heterogeneous responses of physical activity to local labor market fluctuations across age and income groups and races/ethnicities. Findings of this study suggest special attentions to be paid to the potential detrimental impact of major recessions on physical activity. This correlational study has design and measurement limitations. Future research with longitudinal or experimental study design is warranted.

EP-51124
Quality of Life Among Asian American Youth. Chris Fradkin, Jan Wallander, Yoshimi Yamakawa, David C. Schwebel, Alyna T. Chien, Yen-Chi L. Le, Dennis H. Li, Marc N. Elliott, Mark A. Schuster. 2012
The aims of the present study were to examine whether Asian American youth experience disparities in quality of life (QL) compared with Hispanic, African American, and white youth in the general population and to what extent socioeconomic status (SES) mediates any disparities among these racial/ethnic groups. Data were obtained from the Healthy Passages study, in which 4,972 Asian American (148; 3%), Hispanic (1,813; 36%), African American (1,755; 35%), and white (1,256; 25%) fifth-graders were enrolled in a population-based, cross-sectional survey conducted in three U.S. metropolitan areas. Youth reported their own QL using the PedsQL and supplemental scales. Parents reported youth’s overall health status as well as parent’s education and household income level. Asian American youth experienced worse status than white youth for three of 10 QL and well-being measures, better status than Hispanic youth on six measures, and better status than African American youth on three measures. However, the observed advantages for Asian American youth over Hispanic and African American youth disappeared when the marked SES differences that are also present among these racial/ethnic groups were taken into account. In contrast, the differences between Asian American and white youth remained after adjusting for SES. These findings suggest that the disparities in QL that favor white youth over Asian American youth exist independent of SES and warrant further examination. In contrast, the QL differences that favor Asian American over Hispanic and African American youth may be partly explained by SES. Interpretations are limited by the heterogeneity existing among Asian Americans.

EP-51126


BACKGROUND: Some Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF) veterans experience serious mental health (MH) problems. As OEF/OIF soldiers leave active military duty, their growing numbers pose a challenge to the Department of Veterans Affairs (VA) in delivering high-quality mental health/substance-use disorder (MH/SUD) care. OBJECTIVE: To determine whether the quality of MH/SUD care provided by the VA differs by OEF/OIF veteran status. METHODS: Veterans with selected MH/SUDs were identified from administrative records using diagnostic codes. OEF/OIF service was determined based on Defense Manpower Data Center separation files. Eleven processes of care and 7 utilization performance indicators were examined. Regression analyses were adjusted for veteran demographic and clinical characteristics to test for differences in care by OEF/OIF status. RESULTS: Of the 836,699 veterans with selected diagnoses who received MH/SUD treatment in FY2007, 52,870 (6.3%) were OEF/OIF veterans. In unadjusted analyses, OEF/OIF veterans were more likely to receive evidence-based care processes captured by 6 of the 11 dichotomous performance indicators examined; however, among those receiving psychotherapy encounters, OEF/OIF veterans received significantly fewer visits (6.9 vs. 9.7, P<0.0001). In adjusted analyses, only postdischarge follow-up remained meaningfully higher for OEF/OIF veterans. CONCLUSIONS: Efforts to maintain and/or increase OEF/OIF veteran participation in VA MH/SUD services should be informed by their characteristics, such as younger age and better physical health relative to other veterans.

EP-51127


OBJECTIVE: To systematically review evidence from field interventions on the effectiveness of monetary subsidies in promoting healthier food purchases and consumption. DESIGN: Keyword and reference searches were conducted in five electronic databases: Cochrane Library, EconLit, MEDLINE, PsycINFO and Web of Science. Stud-
ies were included based on the following criteria: (i) intervention: field experiments; (ii) population: adolescents 12–17 years old or adults 18 years and older; (iii) design: randomized controlled trials, cohort studies or pre–post studies; (iv) subsidy: price discounts or vouchers for healthier foods; (v) outcome: food purchases or consumption; (vi) period: 1990–2012; and (vii) language: English. Twenty-four articles on twenty distinct experiments were included with study quality assessed using predefined methodological criteria.

SETTING: Interventions were conducted in seven countries: the USA (n 14), Canada (n 1), France (n 1), Germany (n 1), Netherlands (n 1), South Africa (n 1) and the UK (n 1). Subsidies applied to different types of foods such as fruits, vegetables and low-fat snacks sold in supermarkets, cafeterias, vending machines, farmers' markets or restaurants. SUBJECTS: Interventions enrolled various population subgroups such as school/university students, metropolitan transit workers and low-income women. RESULTS: All but one study found subsidies on healthier foods to significantly increase the purchase and consumption of promoted products. Study limitations include small and convenience samples, short intervention and follow-up duration, and lack of cost-effectiveness and overall diet assessment. CONCLUSIONS: Subsidizing healthier foods tends to be effective in modifying dietary behaviour. Future studies should examine its long-term effectiveness and cost-effectiveness at the population level and its impact on overall diet intake.

**EP-51134**


The use of biomass for energy production has increasingly been encouraged in the United States, in part motivated by the potential to reduce greenhouse gas (GHG) emissions relative to fossil fuels. However, the GHG-intensity of biomass-derived energy is highly dependent on how the biomass is obtained and used. We explore scenario uncertainty in GHG estimates in the Calculating Uncertainty in Biomass Emissions (CUBE) model and find that direct land-use change emissions that result during the biomass production often dominate the total "farm-to-hopper" GHGs. CUBE represents each land-use change decision as a conversion of land from one of four specified baseline ecosystem to produce one of seven feedstock crops, both distinct by geographic region, and then determines the implied changes in soil organic carbon, root carbon, and aboveground biomass. CUBE therefore synthesizes and organizes the existing literature to represent direct land-use change emissions in a way that can be more readily incorporated into life cycle assessment. Our approach to representing direct land-use change literature has been applied to a specific set of data and offers immediate implications for decisionmakers, but it can also be generalized and replicated in the future, making use of improved scientific data on the magnitude and rates of direct land-use change emissions as it becomes available.

**EP-51138**


This study drew on teacher survey responses from randomized experiments exploring three different pay-for-performance programs to examine the extent to which these programs motivated teachers to improve student achievement and the impact of such programs on teachers' instruction, number of hours worked, job stress, and collegiality. Results showed that most teachers did not report their program as motivating. Moreover, the survey responses suggest that none of the three programs changed teachers' instruction, increased their number of hours worked or job stress, or damaged their collegiality. Future research needs to further examine the logic model.
of pay-for-performance programs and test alternative incentive models such as rewarding teachers based on their practices and job responsibilities rather than on student outcomes.

**EP-51141**
A Randomized Experiment Investigating the Suitability of Speech-Enabled IVR and Web Modes for Publicly Reported Surveys of Patients' Experience of Hospital Care. Marc N. Elliott, Julie A. Brown, William G. Lehrman, Megan K. Beckett, Katrin Hambarsoomian, Laura A. Giordano, Elizabeth Goldstein. 2012

The HCAHPS Survey obtains hospital patients' experiences using four modes: Mail Only, Phone Only, Mixed (mail/phone follow-up), and Touch-Tone (push-button) Interactive Voice Response with option to transfer to live interviewer (TT-IVR/Phone). A new randomized experiment examines two less expensive modes: Web/Mail (mail invitation to participate by Web or request a mail survey) and Speech-Enabled IVR (SE-IVR/Phone; speaking to a voice recognition system; optional transfer to an interviewer). Web/Mail had a 12% response rate (vs. 32% for Mail Only and 33% for SE-IVR/Phone); Web/Mail respondents were more educated and less often Black than Mail Only respondents. SE-IVR/Phone respondents (who usually switched to an interviewer) were less often older than 75 years, more often English-prefering, and reported better care than Mail Only respondents. Concerns regarding inconsistencies across implementations, low adherence to primary modes, or low response rate may limit the applicability of the SE-IVR/Phone and Web/Mail modes in HCAHPS and similar standardized environments.

**EP-51146**

BACKGROUND: An increasing number of patients are visiting retail clinics for simple acute conditions. Physicians worry that visits to retail clinics will interfere with primary care relationships. No prior study has evaluated the impact of retail clinics on receipt of primary care. OBJECTIVE: To assess the association between retail clinic use and receipt of key primary care functions. DESIGN: We performed a retrospective cohort analysis using commercial insurance claims from 2007 to 2009. PATIENTS: We identified patients who had a visit for a simple acute condition in 2008, the "index visit". We divided these 127,358 patients into two cohorts according to the location of that index visit: primary care provider (PCP) versus retail clinic. MAIN MEASURES: We evaluated three functions of primary care: (1) where patients first sought care for subsequent simple acute conditions; (2) continuity of care using the Bice–Boxerman index; and (3) preventive care and diabetes management. Using a difference-in-differences approach, we compared care received in the 365 days following the index visit to care received in the 365 days prior, using propensity score weights to account for selection bias. KEY RESULTS: Visiting a retail clinic instead of a PCP for the index visit was associated with a 27.7 visits per 100 patients differential reduction (p < 0.001) in subsequent PCP visits for new simple acute conditions. Visiting a retail clinic instead of a PCP was also associated with decreased subsequent continuity of care (10.9 percentage-point differential reduction in Bice–Boxerman index, p < 0.001). There was no differential change between the cohorts in receipt of preventive care or diabetes management. CONCLUSIONS: Retail clinics may disrupt two aspects of primary care: whether patients go to a PCP first for new conditions and continuity of care. However, they do not negatively impact preventive care or diabetes management.

**EP-51147**
Dry to Dynamic Civic Education Curricula. Anna Rosefsky Saavedra. 2012

The majority of U.S. K-12 students learn about civic education by reading about it in a textbook,
filling in worksheets associated with the textbook, and listening to teachers lecture about the material covered in the textbook. This textbook-worksheet-lecture combination is not an ideal means through which to engage students. To gain the skills necessary to engage as citizens, students need to practice those skills, and they need to understand the value of doing so. Without a strong combination of district, state, federal government, or community-based organization commitment, more engaging versions of civic education will not flourish.

**EP-51154**

Developed out of a community participatory research partnership with schools, the Cognitive-Behavioral Intervention for Trauma in Schools Program is a targeted intervention for school children who have experienced a traumatic or violent event and have symptoms of posttraumatic stress disorder. This article describes the original development of the program, with its emphasis on student diversity and school culture. The authors describe the program and its elements, as well as developments over the past decade of work that include modifications for special populations, implementation and dissemination activities, and research on these efforts.

**EP-51166**

This commentary describes pro-gun lobbying activities that have successfully prevented federal funding for research on firearm injuries. The authors argue that restrictions on such research have made it impossible for researchers to achieve with firearm violence the public health successes that have been achieved for automobile crashes and deaths from drowning and fires.

**EP-51169**

BACKGROUND: Patients with end-stage renal disease (ESRD) have special health needs; little is known about their care experiences. STUDY DESIGN: Secondary analysis of 2009-2010 Medicare Consumer Assessment of Healthcare Providers and Systems (CAHPS) data, using representative random samples of Medicare beneficiaries. Description of Medicare beneficiaries with ESRD and investigation of differences in patient experiences by sociodemographic characteristics and coverage type. SETTING & PARTICIPANTS: Data were collected from 823,564 Medicare beneficiaries (3,794 with ESRD) as part of the Medicare CAHPS survey, administered by mail with telephone follow-up of nonrespondents. PREDICTOR: ESRD status, age, education, self-reported general and mental health status, race/ethnicity, sex, Medicare coverage type, state of residence, and other demographic measures. OUTCOMES: 6 composite measures of patient experience in 4 care domains (access to care, physician communication, customer service, and access to prescription drugs and drug information) and 4 ratings (overall care, personal physician, specialist physician, and prescription drug plan). RESULTS: Patients with ESRD reported better care experiences than non-ESRD beneficiaries for 7 of 10 measures (P < 0.05) after adjustment for patient characteristics, geography, and coverage type, although to only a small extent (adjusted mean difference, <3 points [scale, 0-100]). Black patients with ESRD and less educated patients were more likely than other patients with ESRD to report poor experiences. LIMITATIONS: Inability to distinguish patient experiences of care for different treatment modalities. CONCLUSIONS: On average, beneficiaries with ESRD report patient expe-
Experiences that are at least as positive as non-ESRD beneficiaries. However, black and less educated patients with ESRD reported worse experiences than other ESRD patients. Stratified reporting of patient experience by race/ethnicity or education in patients with ESRD can be used to monitor this disparity. Physician choice and confidence and trust in physicians may be particularly important for patients with ESRD.

**EP-51170**

Bayesian Hierarchical Semiparametric Modeling of Longitudinal Post-Treatment Outcomes from Open Enrolment Therapy Groups. Susan M. Paddock, Terrance Dean Savitsky. 2012

There are several challenges to testing the effectiveness of group-therapy-based interventions in alcohol and other drug use treatment settings. Enrolment into alcohol and other drug use therapy groups typically occurs on an open (rolling) basis. Changes in therapy group membership induce a complex correlation structure between client outcomes, with relatively small numbers of clients attending each therapy group session. Primary outcomes are measured post treatment, so each datum reflects the effect of all sessions attended by a client. The number of post-treatment outcomes assessments is typically very limited. The first feature of our modelling approach relaxes the assumption of independent random effects in the standard multiple-membership model by employing conditional auto-regression to model correlation in random-therapy-group session effects associated with clients’ attendance of common group therapy sessions. A second feature specifies a longitudinal growth model under which the posterior distribution of client-specific random effects, or growth parameters, is modelled non-parametrically. The Dirichlet process prior helps to overcome limitations of standard parametric growth models given limited numbers of longitudinal assessments. We motivate and illustrate our approach with a data set from a study of group cognitive behavioural therapy to reduce depressive symptoms among residential alcohol and other drug use treatment clients.

**EP-51172**


While agreeing on the choice of an optimal investment decision is already difficult for any diverse group of actors, priorities, and world views, the presence of deep uncertainties further challenges the decision-making framework by questioning the robustness of all purportedly optimal solutions. This paper summarizes the additional uncertainty that is created by climate change, and reviews the tools that are available to project climate change (including downscaling techniques) and to assess and quantify the corresponding uncertainty. Assuming that climate change and other deep uncertainties cannot be eliminated over the short term (and probably even over the longer term), it then summarizes existing decision-making methodologies that are able to deal with climate-related uncertainty, namely cost-benefit analysis under uncertainty, cost-benefit analysis with real options, robust decision making, and climate informed decision analysis. It also provides examples of applications of these methodologies, highlighting their pros and cons and their domain of applicability. The paper concludes that it is impossible to define the "best" solution or to prescribe any particular methodology in general. Instead, a menu of methodologies is required, together with some indications on which strategies are most appropriate in which contexts. This analysis is based on a set of interviews with decision-makers, in particular World Bank project leaders, and on a literature review on decision-making under uncertainty. It aims at helping decision-makers identify which method is more appropriate in a given context, as a function of the project’s lifetime, cost, and vulnerability.

**EP-51275**

Insomnia is a highly prevalent and debilitating sleep disorder. It is well documented that psychological treatments, including cognitive-behavioral therapy for insomnia (CBTI), are efficacious treatments, with effect sizes of comparable magnitude to that of pharmacologic treatment. However, a critical shortage of specialty-trained clinicians with experience in sleep medicine and cognitive-behavioral therapy principles has limited the widespread dissemination of CBTI. A brief (four sessions; two of which may be phone sessions) treatment, titled "Brief Behavioral Treatment for Insomnia" (BBTI), was developed to address many of the barriers to widespread dissemination associated with standard CBTI. Specifically, BBTI has an explicit behavioral focus, is overtly linked to a physiological model of sleep regulation, and utilizes a hardcopy workbook that facilitates its concise delivery format and ease of training clinicians. BBTI has demonstrated efficacy in treating older adults with insomnia (Buysse et al., 2011). This article describes the rationale for the development of BBTI, provides a session-by-session guide to the delivery of the treatment, and concludes with a discussion of contraindications, combined pharmacotherapy treatment, and future directions for the use of BBTI in diverse populations and utilizing different modalities of delivery.

**MONOGRAPHS**

**MG-1016-A**


In FY 2007, the Army’s Training and Doctrine Command (TRADOC) asked RAND Arroyo Center to assess the performance of The Army Distributed Learning Program (TADLP) and provide options for improving DL performance. The study found that TADLP, despite high expectations, to date has had a relatively narrow focus, and has provided, at best, a modest benefit to unit readiness. The program also lacked a structured process for evaluation and improvement. The research concluded that major changes would be required to meet increasing DL requirements within the Army. For the near term, the study identified several initiatives that would increase the impact of the Army's interactive multimedia instruction (IMI) program and improve both the quality of the product and the efficiency and responsiveness of the process. These initiatives include adding flexibility to the courseware acquisition strategy, ensuring that sufficient resources are dedicated per training hour, undertaking systematic process improvements to reduce IMI cycle times for production, increasing local participation in IMI production and contract production, and instituting a program-level IMI evaluation component to support TADLP improvements. The study also made three broader recommendations to increase TADLP's impact and cost-effectiveness over the longer term: (1) employ blended learning options to significantly expand DL's role, (2) integrate TADLP with Knowledge Management (KM), and (3) enhance key management functions to achieve TADLP transformation. Key management functions include (a) development of a program-level evaluation component, (b) development of concepts, plans, and directives for TADLP transformation, (c) implementation of a spiral development approach, and (d) performance of the combat developer role.

**MG-1060-MCIA**


The U.S. Marine Corps, which has long recognized the importance of influencing the civilian population in a counterinsurgency environment, requested an evaluation of the effectiveness of the psychological operations (PSYOP) element of U.S. military information operations in Afghanistan from 2001 to 2010 based on how well messages and themes were tailored to target audiences. This monograph responds to that request. It summarizes the diverse PSYOP initiatives undertaken,
evaluates their effectiveness, identifies strengths and weaknesses, and describes the way forward, including making certain specific recommendations for improvements. Special attention is paid to how well PSYOP initiatives were tailored to target audiences, primarily the Pashtuns who are the dominant population in the conflictive areas and the main support of the Taliban insurgency. It contains reports of specific operations that were successful in achieving objectives, as well as examples of operations that did not resonate with target audiences and even some that had counterproductive effects. The biggest PSYOP successes were in face-to-face communication and the emphasis on meetings with jirgas (local councils of elders), key-leader engagements, and establishing individual relationships with members of the Afghan media. In addition, the concept of every infantryman as a PSYOP officer proved very effective. The most notable shortcoming was the inability to sufficiently counter the Taliban propaganda campaign against U.S. and coalition forces on the theme of civilian casualties, both domestically and internationally.

**MG-1070-AF**


Today's defense environment is particularly challenging because (1) significant portions of the force are continuously engaged in a variety of operations, ranging from active combat to humanitarian assistance, over wide geographical areas where the needs for force projection are often difficult to predict, and (2) there is increasing pressure to operate more efficiently. And, although there has always been the need to relate combat support resource requirements to operational objectives, today's environment requires quick combat support actions to tailor deployable support packages and sustainment actions to meet specific operational needs. Furthermore, economic pressures are likely to continue and could result in further reductions in resources that are set aside to meet contingency operations. In addition to economic pressures, the inability to perfectly predict resource demands, the need to shift funding from one category to another to meet unanticipated needs, and the occurrence of unanticipated world events that require intervention contribute to having imbalances between needed agile combat support (ACS) resources and those that are available at any given time to simultaneously meet all requirements for contingency and training operations. This monograph describes ACS process gaps and recommends implementation strategies to facilitate changes needed to improve Air Force command and control through enhanced ACS planning, execution, monitoring, and control processes. The authors recommend a standardized, repeatable process to plan, execute, and control combat support activities focused on operationally relevant metrics; reliance on global managers to identify enterprise capabilities and constraints and relay them to component numbered Air Force staffs for use in their contingency planning and execution actions; and processes for determining which combatant commanders' operations will have priority.

**MG-1077-AF**


Recent bid protests have caused large disruptions in resource and operational planning in the Air Force, even leading to the cancellation of the Combat Search and Rescue helicopter program. Some tactics that the Air Force could use to counter such protests in the future include recognizing a bid protest as an adversarial proceeding, giving greater attention to how the Government Accountability Office views a bid protest, simplifying and clarifying selection criteria and priorities, explaining how its cost estimates are developed, involving attorneys in external review of bids, and gathering new data on the costs imposed by different forms of protests.

Campaign assessments help decisionmakers in the U.S. Department of Defense (DoD), Congress, and the executive branch shape what tend to be difficult and lengthy counterinsurgency (COIN) campaigns. Assessment informs critical decisions, including the allocation of resources and major shifts in strategy. The complex and chaotic environment of the typical COIN campaign presents vexing challenges to assessment, and efforts to overcome these challenges are mired in an overreliance on aggregated quantitative data that are often inaccurate and misleading. This comprehensive examination of COIN assessment as practiced through early 2011, as described in the literature and doctrine, and as applied in two primary case studies (Vietnam and Afghanistan), reveals weaknesses and gaps in this centralized, quantitative approach. The author proposes an alternative process—contextual assessment—that accounts for the realities of the COIN environment and the needs of both policymakers and commanders. Since this manuscript was completed in mid-2011, various elements of DoD have published new doctrine on assessment, some of which addresses criticisms raised in this report. The International Security Assistance Force in Afghanistan has also revamped its assessment process.


Adverse and reportable information must be considered at the time of assignments, promotions, and retirements of senior military officers. However, the processes for doing so, as well as the offices and resources involved, differ across the services and are not well documented or well understood. This monograph describes Department of Defense and service policies and practices surrounding the identification and consideration of adverse and reportable information on senior military officers being considered for assignment, promotion, or retirement. The authors identify several potential gaps in these processes: areas where actual practice differs from the required practice or where current practice—or the supporting data—may be inadequate to consider adverse information appropriately and completely. The authors make recommendations on how to improve these processes to ensure that consistent, reliable information supports decisions regarding the management of general and flag officers.


The Departments of Defense and Veterans' Affairs (DoD and VA) pay about $35 billion in disability compensation to about 3.2 million veterans each year. Their disabilities range from battlefield injuries to health conditions like diabetes and asthma. This research examines the adequacy of disability compensation to offset the reduction in civilian earnings opportunities that are associated with service-connected disabilities (SCDs). The authors focus on cohorts of veterans who left active military service between fiscal year (FY) 1993 and FY 2004. They track these veterans' civilian earnings and labor force participation for up to 12 years, from 1994 through 2005, compare the labor-market success of veterans with and without SCDs, and recommend changes to disability compensation.


Deterrence remains a primary doctrine for dealing with the threat of nuclear weapons in the 21st century. In this book, Thérèse Delpech calls for
a renewed intellectual effort to address the relevance of the traditional concepts of first strike, escalation, extended deterrence, and other Cold War-era strategies in today’s complex world of additional superpowers (e.g., China), smaller nuclear powers (e.g., Pakistan and North Korea), and nonstate actors (e.g., terrorists), as well as the extension of defense and security analysis to new domains, such as outer space and cyberspace. The author draws upon the lessons of the bipolar Cold War era to illustrate new concepts of deterrence that properly account for the variety of nuclear actors, the proliferation of missiles and thermonuclear weapons, and the radical ideologies that all are part of the nuclear scene today.

MG-1105-OSD

The reserve components (RCs) of the U.S. military must ensure that reservists are not only properly equipped and trained, but also medically ready to serve. Medical readiness means that service members are free from health-related conditions, including dental conditions, that could limit their ability to carry out their duties. Medically ready reservists require less medical and dental support in theater and fewer medical evacuations from theater, both of which save money and free assets for other purposes. This volume identifies existing medical readiness requirements, quantifies the current status of RC medical readiness, identifies obstacles to achieving compliance, and suggests options for improving medical readiness in a cost-effective manner. The authors find that time and expense are major barriers to the RCs achieving their overall goals for medical readiness. Recommendations include standardizing medical readiness criteria across services, improving data reporting and archiving processes, providing incentives to individuals and units to achieve medical readiness, and continuing to extend TRICARE coverage to reservists prior to deployment.

MG-1122-OSD

Building on earlier RAND research that reviewed and integrated social science relevant to understanding terrorism and counterterrorism, this volume focuses on public support for both insurgency and terrorism and incorporates insights stimulated by social movement theory. The authors examine four case studies: al-Qaeda's transnational jihadist movement, the Taliban insurgency in Afghanistan, the Kurdistan Workers' Party (PKK) in Turkey, and the Maoist insurgency in Nepal. The authors first developed a model, based on previous work, identifying the factors that influence public support for insurgency and terrorism and how these factors relate to each other. They then drew on extensive primary- and secondary-source material from each of the four case studies to evaluate and refine the model. Comparing the four case studies, the authors discuss which factors were most salient across cases and how their importance varied in each case. Finally, they offer a model of "persuasive communications" that connects the study's research to issues of strategy and policy.

MG-1127-NAVY
Characterizing and Exploring the Implications of Maritime Irregular Warfare. Molly Dunigan, Dick Hoffmann, Peter Chalk, Brian Nichiporuk, Paul DeLuca. 2012

The concept of irregular warfare has figured prominently in U.S. military doctrine and strategy, particularly over the past decade. Although irregular warfare includes a range of land-, air-, and maritime-based activities in which naval forces have played an integral role, there has been little examination of the operational and tactical characteristics or the strategic potential of such operations in maritime environments. An assessment of the maritime component of a series of historical and ongoing counterterrorism, counterinsurgency, unconventional warfare, and coun-
terror piracy operations reveals that current notions of irregular warfare would benefit from increased recognition of the requirements and opportunities inherent in maritime contributions to campaigns. Specifically, the research shows that, in environments with a maritime component, maritime operations can have a noticeable comparative advantage over land-based operations in terms of mobility and often involve a smaller or less visible footprint in a host nation. A revised definition of maritime irregular warfare, like the one proposed here, must take into account the types of activities in which naval forces engage and the required level of involvement with the local population in the area of operations. Such considerations can serve to inform future U.S. force structure investments and doctrine in ways that have the potential to enhance both U.S. maritime operations and U.S. irregular warfare operations more generally.

MG-1136-QATAR


In consideration of the many challenges associated with Qatar’s continued growth and demographic changes, the government of Qatar is interested in updating its school transportation system (STS). This volume assesses the perspectives of parents and school administrators on Qatar’s STS, identifies a vision and goals for the STS, reviews international norms for school transportation, and discusses strategies to achieve the vision and better align Qatar’s STS with international norms. The authors articulate four elements of a vision for Qatar’s STS: Provide safe, efficient, and high-quality transportation for Qatar’s students; support educational options by enabling mobility and access; provide a transportation experience that is supportive of Qatari values and culture; and minimize the impact on traffic congestion and the environment. The authors recommend 13 strategies to help achieve this vision, such as establishing clearly marked schools zones with standardized safety features and establishing standards for licensing and training bus drivers. The authors also provide a preliminary evaluation of several other strategies with less certain costs and benefits, such as changing the composition of the school bus fleet, implementing bus stops, and staggering school start times.

MG-1136/1-QATAR


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certain costs and benefits, such as changing the composition of the school bus fleet, implementing bus stops, and staggering school start times. This is the Arabic-language version.

MG-1137-SCPC
A Federal Role in Freight Planning and Finance. Sandra Rosenbloom, Martin Wachs. 2012

This monograph describes a federal freight policy designed to address growing challenges faced by the U.S. freight network in an environment dominated by declining revenues and public resistance to increasing taxes. The strategy is based on the use of benefit-cost analysis to not only calculate the overall benefits of a project but also disaggregate project costs and benefits by location, stakeholder, and level of government. The approach rejects the notion that the federal government should automatically pay the major cost of a freight project; instead, it advocates requiring identifiable beneficiaries to pay a share of project costs proportionate to the benefits they receive, while identifying important spillover costs and benefits. The approach also rejects the view that the federal commitment should always be limited to costs that local and state participants cannot or will not cover; instead, the authors describe steps to determine when federal assistance may be warranted, and how much, based on a project's scope and the benefit it provides to the nation. The authors discuss ways in which the strategy could be efficiently and sustainably funded by increasing and encouraging the use of user-based pricing.

MG-1153-OSD

Because Reserve Component (RC) members are increasingly used in an operational capacity, the 11th Quadrennial Review of Military Compensation has proposed paying reservists daily basic pay and allowances equal to Active Component (AC) members, regardless of type of duty. To analyze the new compensation policy, RAND used a stochastic dynamic programming model of AC retention and RC participation to simulate the effects of 11 variants of the proposal on AC retention, RC participation, and cost relative to the current baseline approach for RC officer and enlisted personnel for all four service branches. The new approach RAND considered has four elements: regular military compensation (RMC) paid for each day of reserve service; 53 RC retirement points, one for each day of service; retirement eligibility after 30 years of service; and supplemental pay. A key finding is that the new approach—with supplemental pay set to hold RC prior force size constant—is less costly than the baseline. This holds whether supplemental pay is a flat-amount per year or an amount targeted to mid-career years. The new approach can meet RC force requirements, even in the absence of a decrease in retirement age, but supplemental pay is critical to ensure that the RC meets its desired force size. Another advantage of the proposed compensation policy is that it offers the opportunity for enhanced force management flexibility as force requirements and economic conditions change.

MG-1157-OSD

Because Reserve Component (RC) members have been increasingly used in an operational capacity, among the policy issues being addressed by the 11th Quadrennial Review of Military Compensation (QRMC) is compensation and benefits for the National Guard and Reserve. As part of the review, RAND was asked to analyze healthcare coverage and disability benefits for RC members, including participation in the TRICARE Reserve Select (TRS) program, the potential effects of national health reform on coverage rates, and disability evaluation outcomes for RC members. This report summarizes the results of RAND's analysis. The author finds that 30 percent of RC members
lack health insurance to cover care for non-service-related conditions. The TRS program offers the option of purchasing health insurance through the military on terms that are superior to typical employer benefits. Although program participation has increased, it remains low and TRS does not appear to be effectively targeting those most likely to be uninsured. TRS premiums are also lower than the premiums for the new options that will be available under health reform and the same as the penalty for not being insured. So health reform is likely to increase TRS enrollment. Finally, previously deployed RC members are referred to the Disability Evaluation System at a much lower rate than Active Component (AC) members, even for deployment-related conditions, but those who are referred receive dispositions (and thus benefits) similar to those for AC members. These findings suggest that the Department of Defense may want to consider ways to better coordinate TRS with other insurance options that will be available to RC members and that the identification of RC members who experience health consequences from deployment leading to disability merits further investigation.

MG-1166-OSD

A substantial number of the service members deployed to Iraq and Afghanistan since September 11, 2001, have been injured in combat operations or as a result of other deployment-related activities. In response to a request from the 11th Quadrennial Review of Military Compensation (QRMC), RAND performed a comprehensive, quantitative assessment of how injury sustained by active and reserve component service members affects their subsequent labor market earnings and the extent to which retirement and disability payments received from the Department of Defense, the Department of Veterans Affairs, and the Social Security Administration compensate for earnings losses attributable to injury. This analysis compares the labor market earnings of injured service members and their spouses with the labor market earnings of uninjured service members and their spouses as many as seven years following deployment. Since the incidence of injury is likely to be correlated with characteristics of service members (e.g., pay grade, military occupation, risk-taking behavior) that could themselves be correlated with labor market outcomes, the analysis controls for a rich array of individual-level characteristics, including labor market outcomes prior to deployment. The results of the analysis show that earnings losses attributable to injury increase with injury severity and that disability payments on average more than compensate for these lost earnings. Due to disability compensation, the income of service members with serious or very serious injuries is on average about 36 percent higher four years following deployment than it would have been had they not been injured.

MG-1171/2-OSD

Congressional concern with cost overruns, or breaches, in several major defense acquisition programs led the authors, in a partnership with the Performance Assessments and Root Cause Analysis Office in the Office of the Secretary of Defense, Acquisition, Technology, and Logistics, to investigate root causes by examining program reviews, analyzing data, participating in contractor briefings, and holding meetings with diverse stakeholders. In a companion study, the authors investigated cost overruns in four programs. The current study analyzes cost overruns in the Navy Enterprise Resource Planning (ERP) program and Excalibur (a 155mm extended-range guided artillery projectile). In addition, it develops some
exploratory concepts of program risk and complexity as factors in the management of program acquisition. In spite of the cost growth associated with the ERP program, it can be considered a qualified success. The program was re-baselined in 2006 and, since then, costs have stabilized and production delays have been limited. The authors determined that the primary driver of cost increases in the Excalibur program was the change in procurement quantities, specifically, a 79 percent reduction in rounds ordered. Inaccurate cost estimates, changes in concepts and technology, and urgent operational needs also contributed to the overruns.

MG-1174-AF

Remotely piloted aircraft (RPA) are expected to be a major component of the Air Force’s future mission capability. Therefore, the Air Force has created two new career fields—18X for RPA pilots and 1U for sensor operators (SOs)—and has also extended Aviation Incentive Pay and Career Enlisted Incentive Pay to the RPA career fields, equivalent to the traditional flight pays given to personnel who crew manned aircraft. This monograph assesses the effectiveness and efficiency of RPA incentive pays for retaining pilots and SOs, using an econometric model of officer and enlisted retention behavior developed at RAND, the Dynamic Retention Model. Our results suggest that to make the new career fields healthy and sustainable, the Air Force should start with a tempered ramp-up, with a training production rate that will fill mission-control element requirements for 18X RPA pilots by FY 2016 and for SOs by FY 2013. Current civilian pilot positions requiring deployment pay much higher salaries than the typical salaries officers can expect, and pay for SOs is even higher relative to that of other enlisted personnel, which suggests that incentive pays should be continued for both career fields, and SO reenlistment bonuses should be retained, because the consequences of failure to retain enough personnel would cause serious problems with filling operations, training, leadership, and staff positions. Finally, we recommend collecting new data on potential applicants’ reasons for or against volunteering for the RPA career field, along with their final decisions and qualifications.

MG-1175-OSD
The Extent of Restrictions on the Service of Active-Component Military Women. Laura L. Miller, Jennifer Kavanagh, Maria C. Lytell, Keith Jennings, Craig Martin. 2012

Despite a historical increase in the role of women in the U.S. military, including in operations in Iraq and Afghanistan, gender-based policies continue to affect the positions they can fill. The National Defense Authorization Act for Fiscal Year 2011 mandated a review of laws, policies, and regulations that may restrict the service of military women to determine whether changes are needed to ensure equitable opportunity to compete and excel in the armed forces; in response, the U.S. Department of Defense established the Women in the Services Review. To support this effort, RAND researchers analyzed service data to describe and quantify the military occupations that are closed to women, as well as occupations that are open but have some positions that are closed to women. The study also examined a few of the open occupations in greater depth to further characterize the nature of the restrictions and to illuminate the potential career implications of assignment policies. Most positions that are closed to women are located in Army and Marine Corps units and occupations that have a primary mission of engaging in direct ground combat.

MG-1176-A
The U.S. Army is in the midst of an unprecedented technical transformation as it rapidly adopts and adapts to cutting-edge science and technology to remain an effective and relevant fighting force. This report describes the result of an expert panel assembled to consider how current trends in research and development (R&D) might unfold over time and how those trends could affect the laboratories and R&D centers that support the Army. The panel looked at national trends in basic research and R&D, including trends in Department of Defense research funding; conducted an in-depth examination of the Army research enterprise; and profiled several non-Army laboratories known for their high-quality basic research, to gain insight into how the Army might better structure and fund its own labs. The panel identified several trends, such as an increasing focus on near-term results and tendency toward risk aversion, that are hampering the Army research effort. The report concludes with a list of recommendations for addressing these issues to help the Army get the best long-term value from its investments in basic research.

MG-1180-TSF


Iran’s nuclear program is one of the most pressing foreign policy issues for the United States. An Iranian nuclear arsenal could further destabilize an already unsettled region and put important U.S. interests at risk. The United States has a strong interest in preventing such an outcome. There is no evidence that Iran has decided to acquire nuclear weapons. However, Iran does seem intent on acquiring the means to do so quickly. It is an open question whether the United States and its allies would be able to prevent Iran from crossing the nuclear threshold, if it so chose, at an acceptable cost. After almost a decade of concerted effort involving economic, diplomatic, and military sources of leverage, there has been little progress toward reversing or substantially slowing Iran’s nuclear progress. Despite years of U.S. diplomatic efforts to stall that progress, the Iranians have succeeded in building an extensive enrichment program and likely possess the technical capacity to produce at least one nuclear weapon should they choose to do so. Coercion is unlikely to convince Iran to change course. This study assesses current U.S. policy options on the Iranian nuclear question. It suggests that U.S. goals can be met through patient and forward-looking policymaking. Specifically, the United States can begin to lay the groundwork for an effective containment policy while continuing efforts to forestall Iranian weaponization. A successful containment policy will promote long-term positive political change in Iran while avoiding counterproductive provocation.

MG-1181-TSF


The Intermediate Nuclear Forces Treaty (INF), signed in 1987, eliminated nuclear and conventional ground-launched ballistic and cruise missiles with ranges between 500 and 5,500 kilometers from the United States and Soviet arsenals. The treaty was a diplomatic watershed, signaling the beginning of the end of the Cold War, and has served as a basis for security and stability of Europe. However, the security environment has changed dramatically in the past twenty years. To develop and deploy a new generation of land-based intermediate-range ballistic missiles, the United States would have to withdraw from the Treaty. Such an action would have significant political and military implications. The study attempts to explore and illuminate some potential responses of critical international actors, such as Russia, China, and America's NATO and East Asian allies, to fully understand the expected costs that may be incurred over time. The study concludes with a consideration of potential ways forward for the United States to provide policymakers with guidance on how to proceed in both diplomatic and political-military terms to best address the missile-proliferation threat.

Finding itself in a currently frugal environment, the U.S. Army needs to find ways to ensure that its scientists and engineers are designing both effective and affordable systems. The third in a series, this monograph expands and applies RAND's portfolio analysis and management (PortMan) method to address the problem of selecting U.S. Army engineering and manufacturing development projects to develop affordable systems. This monograph describes the application of the method, model, and simulation developed and demonstrated in Toward Affordable Systems and Toward Affordable Systems II. While the previous two companion monographs accounted for the remaining research and development cost of each project, the total remaining lifecycle budget of systems to be fielded based on the project portfolio, and the uncertainty in the success of research and development projects to meet their objectives and lead to fielded systems, this monograph includes in the analysis uncertainty in the lifecycle costs of individual systems to be fielded and uncertainty in the total remaining lifecycle budget for the portfolio. Together these three monographs demonstrate a method, model, and simulation that the Army can use to analyze and manage portfolios at any stage of the research and development process.


In an effort to inform preschool policy in California, an interdisciplinary team of RAND researchers conducted a multiyear study of preschool education known as the California Preschool Study. One of the recommendations from that study was the need for a more in-depth analysis of the effectiveness of the early care and education (ECE) workforce professional development system (PDS) in California. This study aims to provide a comprehensive synthesis of what is known and what is not known about key dimensions of the state's ECE workforce PDS and the resulting outcomes. It finds that California has taken steps to implement components of a comprehensive ECE workforce PDS but further advances are needed. In addition, information gaps mean that it is not possible to identify inefficiencies in the current system. The study provides a set of recommendations for improving the system's effectiveness by making better use of existing resources and by improving the ability of the PDS to prepare and support the ECE workforce.


Daunting challenges lie ahead for Arab countries where revolutions have upended longstanding authoritarian regimes. These unexpected events created new uncertainties in a troubled region: Would the Arab Spring lead to a flowering of democracy? Would loosening of the political systems in these countries unleash dangerous forces of extremism or ethno-sectarian conflict? Would new autocrats replace the old ones? Through a comparative analysis of past democratization experiences throughout the world over nearly four decades and a detailed look at recent uprisings in the Arab world, Democratization in the Arab World aims to help policymakers understand the challenges ahead, form well-founded expectations, shape diplomatic approaches, and take practical steps to foster positive change. The monograph explores the conditions and decisions that are most likely to influence whether democratization succeeds in Arab countries undergoing political transitions. It identifies the main challenges to democratization in these countries; analyzes how countries in Europe, Latin America, Asia, and Af-
rica have dealt with similar challenges in the past; and suggests what the United States and broader international community can do to help strengthen fledgling democracies in the Arab world.

**MG-1194-AF**

Modernizing the Mobility Air Force for Tomorrow’s Air Traffic Management System. Sean Bednarz, Anthony D. Rosello, Shane Tierney, David Cox, Steven C. Isley, Michael Kennedy, Chuck Stelzner, Fred Timson. 2012

Legal mandates for airspace modernization, certification requirements, and minimum aircraft capability and equipment standards aim to improve the efficiency and safety of air traffic, particularly within the world’s busiest airspace. Mandates drive changes in technical and operational standards, but they can also deny access to premium altitudes, routing, and even airports for non-compliant aircraft. Aircraft modernization ensures continued access to fuel-efficient cruising altitudes and congested airspace, but these future benefits require an upfront investment in avionics upgrade programs. In a fiscally constrained environment, such decisions must take into account the quantifiable future costs that would be avoided by upgrades, weighed against the costs of modernization. Building on 2009 RAND work examining the cost-effectiveness of modernizing the U.S. Air Force’s KC-10 aerial refueling tanker, this study extended the analysis to the C-5, C-17, C-130, and KC-135 fleets, evaluating the cost-effectiveness of modernizing these aircraft for compliance with forthcoming communication, navigation, and surveillance/air traffic management mandates. It found that, overall, the Air Force operates these aircraft in regions where some important future mandates will not be met without modernization, but the cost-effectiveness of upgrades depends to a great extent on fuel prices and the characteristics of missions conducted by each aircraft type.

**MG-1196-OSD**


In the coming decade, NATO faces growing fiscal austerity and declining defense budgets. This study analyzes the impact of planned defense budget cuts on the capabilities of seven European members of NATO—the United Kingdom, France, Germany, Italy, Spain, the Netherlands, and Poland—that together represent more than 80 percent of NATO Europe’s defense spending. The result of the anticipated cuts and future financial constraints is that the capacity of the major European powers to project military power will be highly constrained: The air, land, and sea forces of key U.S. European allies are rapidly reaching the point at which they can perform only one moderate-sized operation at a time and will be hard-pressed to meet the rotation requirements of a protracted, small-scale irregular warfare mission. Power projection and sustainment of significant forces outside Europe’s immediate neighborhood will be particularly difficult. The authors discuss these challenges in a strategic context, including the operational and planning weaknesses exposed by NATO’s intervention in Libya in 2011, and make recommendations for U.S. policy with regard to NATO.

**MG-1198-USFI**


Tensions among Arabs, Kurds, and Turkomen in northern Iraq—particularly regarding the city of Kirkuk—have the potential to escalate into intercommunal violence that would greatly destabilize Iraq. The city’s status is tied up in political, legal, and constitutional disputes over disputed territories, Iraq’s oil and gas resources, and the power of Iraq’s regions vis-à-vis Baghdad. Past efforts to resolve ethno-territorial conflicts, whether successful or not, offer insights that may facilitate a negotiated solution to the status of Kirkuk. An examination of agreements and negotiations regarding Brčko, Mostar, Northern Ireland, and Jerusalem demonstrates the importance of sepa-
rating local disputes from national-level politics, emphasizing practical governance structures over symbols of sovereignty, developing adaptable power-sharing mechanisms and multi-ethnic security forces that protect the rights of current and potential future minorities, empowering local leaders, and marginalizing nationalistic spoilers who amplify ethnic tensions to consolidate their power. Confidence-building measures and successful resolution of local problems could demonstrate that meaningful inter-ethnic collaboration is possible and, by alleviating local tensions, provide "breathing space" for national-level officials to resolve strategic challenges. The negotiation process may be facilitated by considering whether a "grand bargain" can mitigate the zero-sum nature of the dispute, temporarily deferring especially contentious issues, and involving an impartial yet influential third party to bridge gaps and encourage compromise. The U.S. record of constructive engagement on Arab-Kurd issues, combined with its ability to influence debates on such unresolved national issues as federalism and hydrocarbons, suggests that active American diplomacy regarding Kirkuk could both eliminate a potential flashpoint and pave the way for Iraqi leaders to resolve broader political and economic disputes.

MG-1206-A

The Future Combat Systems (FCS) program was the largest and most ambitious planned acquisition program in the Army's history. The FCS was intended to field not just a system, but an entire brigade, a system of systems, with novel technologies integrated by means of an advanced wireless network. Moreover, the FCS-equipped brigade would operate with new doctrine that was being developed and tested along with the material components of the unit. The FCS was central to Army modernization plans. In 2009, the FCS program was cancelled, and some of its efforts transitioned to follow-on programs. In 2010, the Army's Acquisition Executive asked RAND Arroyo Center to conduct an after-action analysis of the FCS program in order to leverage its successes and learn from its problems. This report documents the program's history and draws lessons from multiple perspectives, including the conditions leading up to the program, requirements generation and development, program management and execution, and technologies.

MG-1208-ICJ
Where the Money Goes: Understanding Litigant Expenditures for Producing Electronic Discovery. Nicholas M. Pace, Laura Zakaras. 2012

Pretrial discovery procedures are designed to encourage an exchange of information that will help narrow the issues being litigated, eliminate surprise at trial, and achieve substantial justice. But, in recent years, some have claimed that the societal shift from paper documents to electronically stored information (ESI) has led to sharper increases in discovery costs than in the overall cost of litigation. The authors employed a case-study method to gather cost data for 57 large-volume e-discovery productions, including those in traditional lawsuits and regulatory investigations; collected information from extensive interviews with key legal personnel from the responding companies; and reviewed the legal and technical literature on e-discovery, with emphasis on the intersection of information-retrieval science and the law. Although the results cannot be generalized to all litigants or even large corporations in particular, the monograph provides a richly detailed account of the resources required by a diverse set of very large companies operating in different industries to comply with what they described as typical e-discovery requests. The monograph also suggests ways to reduce those costs as well as address concerns over duties to preserve data in anticipation of litigation.
MG-1211-AF


Since World War II, the United States has relied on a global network of military bases and forces to protect its interests and those of its allies. But the international environment has changed greatly over the decades, and economic concerns have risen, leading some to debate just what America’s role should now be in the world. This monograph addresses one aspect of this debate by introducing a new analytical approach to defining future U.S. military presence overseas. It does so by first considering U.S. global security interests, then focusing on specific threats to them in East Asia, Europe, and the Middle East. With that, the researchers designed a menu of global postures based on different strategic perspectives. They evaluated the global postures in terms of their operational performance and then compared them in terms of their associated U.S. Air Force bases, combat forces, active-duty personnel, and base operating costs. These analyses offer insights on the critical strategic choices that policymakers need to address and that the public needs to debate as they consider future overseas U.S. military presence. Among these choices are for the United States to depend more on its allies, rely more on U.S. based military forces, focus its presence more on East Asia or on the Middle East, or retain its current overseas presence in the face of expanding threats. Those involved in debates on the future global U.S. posture will need to make explicit their implicit underlying perspectives on what role overseas military presence can play in achieving U.S. global security interests.

MG-1219-AF


Directives from the Office of the Secretary of Defense mandating reductions in operations and maintenance staffing levels led Air Force Materiel Command (AFMC) to reexamine how it operates; the command published the plan for its proposed reorganization in November 2011. In response, the National Defense Authorization Act for Fiscal Year 2012 directed the Secretary of the Air Force to have a federally funded research and development center provide an independent review of the proposed reorganization. In January 2012, RAND Project AIR FORCE was tasked to conduct this review, the purpose of which was to describe the functional responsibilities, manpower authorizations, and disposition of AFMC’s proposed restructure, including an assessment of life-cycle costs; to independently assess how realignments would likely affect life-cycle management, weapon system sustainment, and support to the warfighter; and to examine options for providing effective and efficient weapon system life-cycle management. The resulting analysis was limited to how the reorganization would affect product development/support-system design and operations support (depot maintenance and Air Force supply

MG-1215-AF


The chances are growing that the United States will find itself in a crisis in cyberspace, with the escalation of tensions associated with a major cyberattack, suspicions that one has taken place, or fears that it might do so soon. The genesis for this work was the broader issue of how the Air Force should integrate kinetic and nonkinetic operations. Central to this process was careful consideration of how escalation options and risks should be treated, which, in turn, demanded a broader consideration across the entire crisis-management spectrum. Such crises can be managed by taking steps to reduce the incentives for other states to step into crisis, by controlling the narrative, understanding the stability parameters of the crises, and trying to manage escalation if conflicts arise from crises.
chain operations). It did not examine how the reorganization affects the management of nuclear weapons, developmental testing, or laboratory and basic research. For context, the report also includes a comprehensive overview of the history of Air Force life-cycle management and the changing roles and responsibilities of the organizational precursors to AFMC.

**MG-1220-RC**


Making aviation security more cost-effective is hampered by a lack of understanding of the costs and benefits of security interventions. Moreover, there will always be considerable uncertainty about terrorists’ capabilities and decisionmaking, security system performance, and the tangible and intangible costs of security measures. This volume focuses on exploring ways to use cost-benefit and other types of analysis to improve aviation security decisionmaking in spite of such uncertainties. The authors present a set of analyses that discuss how historical data on aviation security can inform security planning; examine ways to address uncertainty about the costs of security measures; discuss the ways in which different layers of a security system interact; offer a method for incorporating deterrence into the assessment of security measures via the concept of a risk-reduction threshold, using the Federal Air Marshal Service as an example; examine tradeoffs between intended and unintended consequences of security measures, using a trusted traveler program as an example; and discuss the merits of high- versus low-resolution models of aviation terrorism for informing policy. These analyses contribute to filling some of the current gaps in the assessment of the costs, benefits, and efficiency of aviation security measures and strategies.

**MG-1223-PPS**


In 2007, the Pittsburgh Public Schools (PPS) received funding from the U.S. Department of Education’s Teacher Incentive Fund (TIF) program to implement the Pittsburgh Urban Leadership System for Excellence (PULSE), a set of reforms designed to improve the quality of school leadership throughout the district. A major component of PULSE is the Pittsburgh Principal Incentive Program (PPIP), a system of support, performance-based evaluation, and compensation with two major components: (1) an annual opportunity for a permanent salary increase of up to $2,000 based primarily on principals’ performance on a rubric that is administered by assistant superintendents and that measures practices in several areas and (2) an annual bonus of up to $10,000 based primarily on student achievement growth. The district also offered bonuses to principals who took positions in high-need schools. PPIP provided principals with several forms of support. This report examines implementation and outcomes from school years 2007–2008 through 2010–2011, with a focus on understanding how principals and other school staff have responded to the reforms, and on documenting the student achievement outcomes that accompanied program implementation.

**MG-1226-RC**

The Uses and Limits of Small-Scale Military Interventions. Stephen Watts, Caroline Baxter, Molly Dunigan, Christopher Rizzi. 2012

The authors assess the utility and limitations of "minimalist stabilization"—small-scale interventions designed to stabilize a partner government engaged in violent conflict. They propose policy recommendations concerning when minimalist stabilization missions may be appropriate and the strategies most likely to make such interventions successful, as well as the implications for U.S.
Army force structure debates and partnership strategies. Minimalist stabilization missions do not significantly increase a partner government's odds of victory in a counterinsurgency campaign, but they do dramatically reduce the probability of defeat. Minimalist stabilization typically yields operational successes that degrade rebel capabilities and make it unlikely that the insurgents can topple the government. Such missions typically do not, however, alter the underlying structure of the conflict. They usually do not help foster significant political reforms in the partner government. Nor are they typically able to cut insurgents off from their resource bases. These dynamics suggest that the operational gains attributable to minimalistic stabilization can usually be converted into strategic success only if the underlying political or international structure of the conflict can be altered. Military power plays a role, but the infrequency of victory suggests that the role of force is more about creating the framework within which a political process can operate successfully rather than winning per se. These findings do not yield simple policy prescriptions. These findings do, however, caution against viewing minimalist stabilization as a panacea. Modest resource commitments generally yield modest results. In some circumstances, such modest results will be adequate to secure important U.S. interests. In other cases they will not, and in some cases the under-resourcing of interventions may have catastrophic results.

MG-1229-WB

This study provides a quantitative and qualitative status report on the implementation of school-based management (SBM) in Indonesia, identifies factors associated with the successful practices of SBM, and assesses SBM effects on student achievement eight years after its inception. The authors' findings are based on face-to-face surveys of principals, teachers, school committee members, and parents; surveys of district staff; and a case study. SBM required a major shift in how people think about schooling and a significant improvement in the capacity of principals, teachers, and the community to provide leadership, develop programmatic alternatives to meet local educational needs, and engage parents and the community in the governance of schools. Implementation of SBM so far has met with limited success. Although most principals reported that they had the autonomy to make school decisions, they also said that they did not take advantage of it by making significant programmatic and instructional changes. Districts continued to strongly influence school policies and practices. School committee and parental involvement in school affairs was minimal. Both expressed an attitude of noninterference with school matters and deference to school staff. All school-level stakeholders said that they were not well prepared to provide effective leadership. Improving implementation and the outcomes of SBM in Indonesia will require expanding principal, teacher, and school committee member capacity to implement SBM; increasing school staff ability to make operational and instructional changes; and developing district capacity to support schools and SBM.

MG-1230-DOE

Finding ways to safely store and ultimately dispose of nuclear waste has been on the national policy agenda for decades and remains a matter of considerable debate. This volume considers the creation of a new, single-purpose organization to manage and dispose of commercial and defense high-level radioactive materials. The authors first examine three organizational models—federal government corporation, federally chartered private corporation, and independent government agency—and evaluate how well they could perform the goals and responsibilities needed in a
new management and disposition organization (MDO). The authors find that a federally chartered private corporation, with its commitment to stockholders and making a profit, would be weak in public accountability and political credibility. For the other two models (a federal government corporation and independent government agency), they describe the critical steps to designing an MDO, focusing on the critical relationship of the organization to the President and Congress, its source of funding, and other organizational attributes, such as how it will engage stakeholders and be treated by federal and state regulatory agencies. The authors emphasize that the key challenge in designing a new MDO is the need to strike a balance between political accountability and flexibility.

**MG-1232-CFSOCC-A**


Local defense forces have played a key role in counterinsurgencies throughout the 20th century. With the recent development of the Afghan Local Police (ALP) as a major part of the U.S.-led counterinsurgency campaign in Afghanistan, lessons learned from earlier efforts to build local defense have become increasingly salient. This study examines eight cases of local defense forces used in the context of counterinsurgency in Indochina, Algeria, South Vietnam, Oman, El Salvador, Southern Lebanon, Afghanistan, and Iraq. It covers an extensive time period (from 1945 to the present) and geographic scope, as well as a wide range of intervening countries and regimes, including the United States, the United Kingdom, France, Israel, and the Soviet Union. The authors compare the lessons learned from these eight cases and apply them to the current development of the ALP, in order to outline potential challenges and to suggest a way forward that takes into account the historical experience.

**MG-1234-USDAFS**


An aging fleet of contracted fixed-wing air tankers and two fatal crashes in 2002 led the U.S. Forest Service to investigate how to recapitalize its fleet of air tankers. The Forest Service asked RAND for assistance in determining the composition of a fleet of air tankers, scoopers, and helicopters that would minimize the total social costs of wildfires, including the cost of large fires and aircraft costs. The research team developed two separate but complementary models to estimate the optimal social cost–minimizing portfolio of initial attack aircraft—that is, aircraft that support on-the-ground firefighters in containing a potentially costly fire while it is still small. The National Model allocates aircraft at the national level, incorporating data on ten years of historical wildfires, and the Local Resources Model provides a more nuanced view of the effect of locally available firefighting resources, relying on resource allocation data from the Forest Service's Fire Program Analysis system. Both models favor a fleet mix dominated by water-carrying scoopers, with a niche role for retardant-carrying air tankers. Although scoopers require proximity to an accessible body of water, they have two advantages: shorter cycle times to drop water and lower cost. Two uncertainties could affect the overall optimal fleet size, however: future improvements in the dispatch of aircraft to fires and the value attributed to fighting already-large fires with aircraft.

**MG-1236-CCEG**


Hedge funds are a dynamic part of the global financial system. Their managers engage in innovative investment strategies that can improve the performance of financial markets and facilitate the flow of capital from savers to users. Although hedge funds play a useful role in the financial
system, there is concern that they can contribute to financial instability. The collapse of Long-Term Capital Management (LTCM) in 1998 raised awareness that hedge funds could be a source of risk to the entire financial system. Hedge funds also invested heavily in many of the financial instruments at the heart of the financial crisis of 2007–2008, and it is appropriate to ask whether they contributed to the crisis. This report explores the extent to which hedge funds create or contribute to systemic risk (that is, the risk of a major and rapid disruption in one or more of the core functions of the financial system caused by the initial failure of one or more financial firms or a segment of the financial system) and the role hedge funds played in the financial crisis, the consequences of the 1998 failure of LTCM, and whether and how the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 addresses the potential systemic risks posed by hedge funds.

**MG-1240-GDD**


China’s Guangzhou Development District (GDD) will be the site of the new innovation cluster known as Sino-Singapore Guangzhou Knowledge City. Jointly developed by GDD and Singapore, Knowledge City will be an environmentally and technologically advanced city that hosts innovative industries and their associated knowledge workers. To achieve this goal, GDD must design a strategic plan to pursue three primary goals: to attract high-tech companies and enable their growth, to attract and retain a highly skilled, innovative workforce, and to ensure the availability of innovation-oriented financing. This report serves as an outline of a strategy for Knowledge City and is intended to help GDD create conditions that are conducive to innovation and the commercialization of new technologies. To this end, it assesses the challenges that GDD will face, recommends policies to address these challenges, and proposes a coordinated set of actions to implement these policies in a way that meets Knowledge City’s goals. It also offers a general timetable and priority ranking for the policies and actions to help ensure that Knowledge City is able to attract top talent and provide a growth-oriented environment for innovative businesses and research institutions. This is a companion volume to another RAND report, Creating an Innovation System for Knowledge City (TR-1293-GDD), which presents results from the interim analyses and supporting evidence for the study’s conclusions.

**MG-1240/1-GDD**

tion System for Knowledge City (TR-1293-GDD), which presents results from the interim analyses and supporting evidence for the study's conclusions.

**MG-1241-TSA**


RAND evaluated a terrorism risk modeling tool developed by the Transportation Security Administration and Boeing to help guide program planning for aviation security. This tool—the Risk Management Analysis Tool, or RMAT—is used by TSA to estimate the terrorism risk-reduction benefits attributable to new and existing security programs, technologies, and procedures. RMAT simulates terrorist behavior and success in attacking vulnerabilities in the domestic commercial air transportation system, drawing on estimates of terrorist resources, capabilities, preferences, decision processes, intelligence collection, and operational planning. It describes how the layers of security protecting the air transportation system are likely to perform when confronted by more than 60 types of attacks, drawing on detailed blast and other physical modeling to understand the damage produced by different weapons and attacks, and calculating expected loss of life and the direct and indirect economic consequences of that damage. This report describes RAND's conclusions about the validity of RMAT for TSA's intended uses and its recommendations for how TSA should perform cost-benefit analyses of its security programs.

**MG-1244-AF**


Debates over the U.S. global defense posture are not new. As policymakers today evaluate the U.S. forward military presence, it is important that they understand how and why the U.S. global posture has changed in the past. Today's posture is under increasing pressure from a number of sources, including budgetary constraints, precision-guided weapons that reduce the survivability of forward bases, and host-nation opposition to a U.S. military presence. This monograph aims to describe the evolution of the U.S. global defense posture from 1783 to the present and to explain how the United States has grown from a relatively weak and insular regional power that was primarily concerned with territorial defense into the preeminent global power, with an expansive system of overseas bases and forward-deployed forces that enable it to conduct expeditionary operations around the globe. This historical overview has important implications for current policy and future efforts to develop an American military strategy, in particular the scope, size, and type of military presence overseas. As new and unpredictable threats emerge, alliance relationships are revised, and resources decline, past efforts at dealing with similar problems yield important lessons for future decisions. The author draws recommendations out of these lessons that touch on the importance of strategic planning; the need to think globally; the desirability of a lighter, more agile footprint overseas; and more.

**MG-1247-CMEPP**


Since the January 25 Revolution of 2011 that ousted Hosni Mubarak, the Muslim Brotherhood (MB) has emerged as a legal entity operating the Freedom and Justice Party (FJP). That party won a strong plurality in the 2011-2012 parliamentary elections as well as claiming the presidency. But while the group was one of the primary beneficiaries of the revolution, its future is clouded by serious generational divides within the organization. The MB is led by an aged leadership whose formative experience was the mihna (ordeal) of the 1960's when the state tried to stamp out the
Islamist movement. This hardened the group's leaders and put a premium on secrecy and organizational security. Although individuals under the age of 35 make up a large share of the MB's membership, their participation is modeled on the principle of "listen and obey." This overbearing hierarchy has already led to splits within the MB and will continue to present challenges going forward. These youth merit attention not only as a challenge to the Brotherhood's organizational cohesion, but also as a potential conduit for expanding U.S. engagement with the group. This study presents several recommendations on how the United States can incorporate MB youth into engagement efforts, including understanding but not gaming divisions in the organization, expanding engagement beyond a handful of MB senior leaders, leveraging existing outreach programs to include MB youth, and cultivating leadership buy-in for youth engagement efforts.

MG-708-1-JFCOM

A Hizballah raid along the Lebanon-Israel border on July 12, 2006, resulted in the capture of two Israeli Defense Forces (IDF) soldiers and others killed and wounded. The response from Jerusalem was both quick and violent, surprising Hizballah's leadership and triggering the month-long Second Lebanon War. The event left the IDF a chastened force and Israel an introspective nation. The IDF's efforts to learn from the war and correct recognized deficiencies began immediately. This book draws on information provided by serving IDF personnel during a March 2007 conference held in Tel Aviv, interviews with retired IDF officers, and written sources. The analysis first reviews identified shortfalls, then offers an external perspective to provide further thoughts on sources of difficulties and analyze what the conflict offers the U.S. military in the way of lessons that might assist as it confronts operational challenges today and in the future.

MG-788-A

The ability of U.S. forces to gather, process, and disseminate battlespace information in a networked fashion has given them a tremendous advantage in major combat operations. This battlespace information has allowed U.S. forces to move faster and apply military power more aggressively and effectively. Today's networks enable shared situational awareness, unity of action, and enhanced shared understanding. A survey of officers revealed that soldiers and leaders are investing time and resources in informal networks that connect and fill the gaps in formal networks. These informal networks include unit-level databases, social networks, blogs, online discussion groups, and chat rooms. An intriguing opportunity exists to integrate these networks in powerful new ways—such as enabling units to self-synchronize, or to provide electronic overwatch for each other. The authors recommend that the Army continue and expand efforts to extend the network (including SIPRNet) to lower echelons, invest more time in developing and exploiting informal networks, and expand the network to include host nation, coalition, and other U.S. government partners.

MG-985-1-RC

This binational reference for U.S. and Mexican policymakers presents the interrelated issues of Mexican immigration to the United States and Mexico's economic and social development. Differences in economic growth, wages, and the employment situation between two countries are critical determinants of immigration patterns, and the migration of labor out of Mexico, in addition to economic and social policies, affects Mexico's de-
development. The authors researched the contemporary and historical policy contexts of Mexican immigration to the United States; Mexican economic and social policy and U.S. immigration policy up to 2011; and popular public opinion on U.S.-Mexican relations and migration. They find that there are solid achievements on which to build but that some areas remain in need of further action: Immigration policies in both countries continue to be characterized by unilateralism; Mexico would benefit from further fiscal reforms and antimonopoly regulations; and resolution of troubled trucking legislation demonstrates that the two countries can overcome contentious bilateral issues. They recommend using information tools to understand migration flows and trends and having a single organization committed to recording labor movements of immigrants; stimulating growth in the formal economy and rural areas of Mexico; broadening the tax base in order to improve government revenues and the capability to target social and economic issues; promoting greater market competition; allowing private producers into some segments of Mexico’s energy sector; allowing for less costly hiring and firing practices by firms in Mexico; making education quality a primary policy objective; reforming pension systems with cash-flow deficits; and improving international understanding through media and educational forums.

OCCASIONAL PAPERS

OP-348-CAPP
Fiscal Consolidation and Budget Reform in Korea: The Role of the National Assembly. Kun-oh Kim. 2012

Korea’s fiscal responses to the financial crises of 1997–1998 and 2007–2010 led to a rapid accumulation of budget deficits and national debt. The Korean government needs to take preemptive measures to retain room for countercyclical policies. Korea’s export-dependent economy is vulnerable to external shocks and Korea’s rapidly aging population and declining fertility rate are imposing additional budgetary pressures on the government. Thus, restoring fiscal soundness to the Korean economic system is an urgent priority for Korean policymakers. The author presents a plan for fiscal consolidation and budget reform in which the Korean National Assembly (NA) would establish a new budget process, centered on a fiscally constrained budget resolution that would be scheduled for adoption prior to consideration of revenue or spending bills. Budget enforcement procedures similar to those employed by the U.S. Congress could be applied to Korea if tailored to the NA’s unique constitutional constraints and budgetary processes.

OP-351-CMEPP

Over the past few decades, China and Iran have developed a broad and deep partnership centered on China’s energy needs and Iran’s abundant resources as well as significant non-energy economic ties, arms sales and defense cooperation, and geostrategic balancing against the United States. This partnership presents a unique challenge to U.S. interests and objectives. In particular, China’s policies have hampered U.S. and international efforts to dissuade Iran from developing a nuclear weapons capability. This paper examines factors driving Chinese-Iranian cooperation, potential tensions in the Chinese-Iranian partnership, and U.S. policy options for influencing this partnership to meet U.S. objectives. The authors conclude that the U.S. ability to fundamentally reshape China’s relationship with Iran is fairly limited, but that the United States should continue to forestall an Iranian nuclear weapons capability and pressure China to reduce ties to Iran.

OP-353-ICJ
The financial collapse of 2008 has had a lasting, disruptive effect on many aspects of the U.S. economy. Whenever unforeseen economic disruptions produce widespread losses, there will predictably be some civil justice system aftereffects as people seek compensation for those losses. A preliminary assessment of the impact of the financial crisis on various facets of the civil justice system identified five significantly affected areas that warrant further empirical research and additional data collection: (1) state judicial branch resourcing, (2) patterns of litigation, (3) securities litigation and enforcement, (4) trends in the legal services industry, and (5) legal aid and the provision of legal services. Specifically, state court systems have experienced increased stress and funding restrictions, though the complexities of state court funding mechanisms mean that it is necessary to rely on anecdotal evidence of gauge the true extent of these changes. In terms of litigation, the numbers of civil claims in state courts are on the rise, but it is difficult to pinpoint the precise effects of the crisis due to a lag in data reporting. Data on securities litigation suggest that the financial crisis has had a mixed impact on securities litigation activity, with some evidence suggesting a surge in litigation, although government enforcement activity remained flat. In the legal services industry, employment has fallen dramatically as firms face tightened budgets and explore alternative fee arrangements and new employment models. Finally, one of the more troubling findings that warrants further investigation concerns the effects on the provision of legal aid: An increased demand for such services and funding, coupled with a diminished supply, may reduce access to the justice system for the most vulnerable members of society.

**OP-356-PF**

The Use of Early Care and Education by California Families. Lynn A. Karoly. 2012

Using two sources of representative data: the 2005 National Household Education Survey and the 2007 RAND California Preschool Study, this paper describes child care and early learning arrangements for the approximately 2.8 million California children ages 0 to 5 who are younger than the age at which they would enter kindergarten. The focus is on nonparental care arrangements, whether they occur in a home-based or center-based setting. The paper also uses administrative data as of 2008 to calculate participation in the various publicly subsidized programs available to qualifying children and their families.

**OP-357**

Workforce Development for Big-City Law Enforcement Agencies. Nelson Lim, Carl F. Matthies, Kirsten M. Keller. 2012

The readiness of any police workforce requires careful and consistent personnel development. Specifically, the individual talent within the workforce must be managed in such a way that the skills and knowledge needed to provide effective law enforcement are recognized, appropriately utilized, and fostered. This occasional paper provides an overview of a RAND methodology for creating an effective workforce development system to better align personnel with current and future force requirements. The paper presents a conceptual framework, its major steps, and its strengths and limitations in a law enforcement context.

**OP-359-OSD**


The U.S. Department of Defense established the Civilian Expeditionary Workforce (CEW) in 2009 as a pre-identified subset of its civilian workforce that is organized, trained, and equipped to deploy in support of combat operations, contingencies, emergency operations, humanitarian missions, disaster relief, restoration of order, drug interdiction, and stability operations. Meanwhile, deployments of another type of civilian—private military and security contractors—have reached unprecedented levels in recent years. Building on prior RAND research on the role and effect
of private security contractors during Operation Iraqi Freedom, this paper provides background on points of overlap between the CEW and contractors and the implications of the prior study's findings for the CEW and the U.S. military more broadly. It is intended to help CEW leaders and personnel understand the challenges of interacting with private security contractors and how they might play a role in helping the military coordinate with them. In addition, data on how the U.S. military and U.S. Department of State view these contractors might inform how CEW personnel approach their jobs in theaters where both operate. In current operations in Afghanistan, it will be important for CEW planners to consider how to prepare CEW personnel for their exposure to private security contractors in theater, including the nuances related to their background or nationality and their ability to hinder or assist operations. Ultimately, there is a potential role for the CEW as a civil-military liaison between the U.S. military and private security contractors.

**OP-360-SGTF**


Three issues with far-reaching causes and consequences, climate change, water scarcity, and pandemics, are examined with attention to their national security implications and impacts on the global commons. The authors aim to trigger new ways of thinking about the complex challenges of these issues. Because their effects are mostly the result of individuals and states acting out of self-interest rather than harmful intent, these three issues are treated as “threats without threateners.” With sources and solutions that cross national and regional boundaries, multiple parties working together are more effective than unilateral action. In all three areas, risks are hard to assess, in both severity and time frame; therefore, mustering political will and coalitions for action is inherently difficult. The paper describes four overlapping clusters of policy approaches, international negotiations, coalitions of the willing, transcommunity networking, and anti-fragile approaches, and their relative successes and limitations. Considered one of the policy approaches with the greatest potential for tackling interconnected global challenges, anti-fragile systems do not just cope with change or uncertainty; they benefit from them. They search for alternatives that attract new participants, scale to accommodate those new participants, and create positive feedback loops that enable them not only to perform as well as or better than legacy systems but to continually improve over time. Using suggestive examples to illustrate each type of approach, the paper builds a case for the evolution of policy away from fixing problems and toward new possibilities and combinations of methods to address threats that are both chronic and acute.

**OP-362-RC**

Al Qaeda in Its Third Decade: Irreversible Decline or Imminent Victory?. Brian Michael Jenkins. 2012

More than ten years after 9/11, there is still remarkable lack of consensus among analysts' assessments of al Qaeda's current condition and future capabilities. Almost every issue is debated: Whether America has won the operational battle but lost the ideological contest; whether home-grown terrorism is a growing threat; whether maintaining American troops in Afghanistan is essential; whether the United States ought to declare an end to the war on al Qaeda. Part of the debate is driven by political agendas, but the arguments derive from the fact that al Qaeda is many things at once and must be viewed in all of its various dimensions. This essay examines a number of these issues in light of recent developments—the death of Osama bin Laden, the Arab Spring, and the American withdrawal from Iraq. In each case, it drives toward a bottom line. In the final analysis, it is a personal view.
OP-363-CGP

The direction charted by two of the world's largest economies and biggest advocates of unfettered global trade—Japan and the United States—will have a profound impact on the fate of the free trade regime. This paper examines the factors that influenced Japan's decision to join the Trans-Pacific Partnership (TPP) and the U.S. decision to make the TPP a focus of its trade policy. The authors look at four options for the two nations: (1) working together to restart the multilateral Doha Round of the World Trade Organization (WTO), (2) signing a bilateral free trade agreement (FTA), (3) participating in the formation of the multilateral, regional TPP, and (4) pursuing independent trade strategies. They evaluate each option based on its impact on international relations and economic growth and its political and practical feasibility, and conclude that moving forward with TPP negotiations is the best option is for both countries.

OP-364-PF

Many studies have shown that higher-quality early care and education (ECE) predicts positive developmental gains for the children who experience it. However, much ECE in the United States is not of sufficiently high quality to produce these benefits. Quality rating and improvement systems (QRISs) attempt to improve practice and care quality in ECE settings; both are expected to improve child functioning. However, these systems rarely assess children to determine their effects because of the high costs and assessment burdens involved. Yet including child assessments in the design, implementation, and evaluation of QRISs or other quality improvement (QI) efforts could improve practice and raise care quality. The authors identify five strategies for states to consider for incorporating child assessments into QRISs or other QI approaches. Two of the strategies use assessments to inform classroom practice and to support program improvements. The remaining three use assessments to measure the effects of participating in a given classroom, program, or ECE system on child functioning. The authors' analysis of these strategies relies on research about measuring child functioning and methods for determining the contribution of ECE to developmental trajectories. It relies as well on new research concerning how states have included child assessments in their QRISs. Guidance is offered about when and how to incorporate the five approaches into a QRIS; the value of these approaches depends on the questions to be answered, the stage of the QRIS, and the availability of the resources needed to implement assessments and mount a rigorous research design.

OP-366-OSD

In response to growing concerns regarding the employment situation of veterans, between 2007 and 2011 Congress enacted three separate employer tax credits designed to encourage veteran hiring. For these initiatives, as for many other federal programs that aim to improve veterans' employment prospects, there exists little rigorous evidence demonstrating program effectiveness. This paper uses the 2007 expansion of the Work Opportunity Tax Credit program to measure the impact of tax credits on employment of disabled veterans. Using nationally representative data from the American Community Survey and a multiple-differences research design, the paper demonstrates that the new tax credit increased employment among the target group of disabled veterans by 2 percentage points in 2007 and 2008, representing roughly 32,000 jobs each year. Impacts were largest for older veterans, and the tax credits improved employment for those with both cognitive and noncognitive disabilities. The credit also increased income of the targeted group by around
40 percent and primarily generated full-time positions. Rough calculations place the cost of this program per job generated at around $10,000 or less. These results suggest that tax credits can be an effective means of improving employment among disadvantaged veteran populations.

**OP-369-1-NIA**


The fraction of American households that have no savings or checking bank accounts (i.e., are "unbanked") has long been a concern for policymakers. In the current economic environment, new and timely data are critical to understanding the development of this issue. Estimates from a nationally representative sample of individuals, RAND's American Life Panel, suggest that in 2011: 15.5 percent of the population is unbanked; socioeconomically disadvantaged individuals are considerably more likely to be unbanked; unbanked households cite both financial barriers and personal preference as reasons for not having a bank account.

**OP-370**

Identifying Barriers to Diversity in Law Enforcement Agencies. Carl F. Matthies, Kirsten M. Keller, Nelson Lim. 2012

The authors describe how law enforcement agencies can use barrier analysis, a method of assessment aimed at identifying potential obstacles to obtaining resources or participating in a program, to better understand and address the challenge of creating diversity among their personnel. They examine key points in the career lifecycle, such as recruitment, hiring, promotion, and retention practices, to determine where women and racial/ethnic minorities face obstacles that might account for less-than-proportionate representation among applicants, hires, and senior leadership. They describe the barrier analysis process, illustrate how it can help law enforcement agencies increase the diversity of their workforce, and present case studies featuring police departments that have used barrier analysis.

**OP-372-OSD**


The tri-border area (TBA) between the Philippines, Malaysia, and Indonesia is a key hub of terrorist and related criminal activity in Southeast Asia, a well-known transit zone for weapons and explosives, and a principal logistical corridor for local and transnational terrorist groups. The authors analyze the security environment in the TBA; evaluate the Philippines' Coast Watch System, designed to improve maritime domain awareness in the Philippine archipelago; and examine the challenges the system must overcome. Finally, they consider the prospects for forming an integrated system of maritime security that would tie together the three states that converge in the TBA.
OP-373-DOL


This paper describes the current state of workplace wellness programs in the United States, including typical program components; assesses current uptake among U.S. employers; reviews the evidence for program impact; and evaluates the current use and the impact of incentives to promote employee engagement. Wellness programs have become very common, as 92 percent of employers with 200 or more employees reported offering them in 2009. Survey data indicate that the most frequently targeted behaviors are exercise (addressed by 63 percent of employers with programs), smoking (60 percent), and weight loss (53 percent). In spite of widespread availability, the actual participation of employees in such programs remains limited. A 2010 survey suggests that typically less than 20 percent of eligible employees participate in wellness interventions. At this time, it is difficult to definitively assess the impact of workplace wellness on health outcomes and cost. While employer sponsors are mostly satisfied with the results, more than half stated in a recent survey that they did not know their program's return on investment. The peer-reviewed literature, while predominately positive, covers only a tiny percentage of the universe of programs. Evaluating such complex interventions is difficult and poses substantial methodological challenges that can invalidate findings. The use of incentives, such as cash, cash equivalents, and variances in health plan costs, to promote employee engagement, while increasingly popular, remains poorly understood. Future research should focus on finding out which wellness approaches deliver which results under which conditions to give much-needed guidance on best practices.

OP-374-OSD


As large numbers of service members and veterans, many with serious injuries, return from Iraq and Afghanistan, it is critical to examine the types of return-to-work resources available to help wounded warriors obtain and retain gainful employment and to understand the effectiveness of these programs. RAND researchers examined existing return-to-work policies and programs for military men and women with service-related injuries and conducted an initial review of the available literature on return-to-work resources, focusing when possible on policies and programs specifically available for service members and veterans with physical injuries. The Department of Defense and the Department of Veterans Affairs should seek to build the evidence base concerning return-to-work programs, in order to understand which programs are most effective, which provide a return on investment, and what strategies are needed to encourage service members and veterans to utilize them (e.g., coordination). The DoD and the VA have been and will continue to be held accountable for the successful reintegration of service members and veterans who have been injured while serving.

OP-376-OSD


Policymakers need to understand whether military spouses succeed at finding jobs and how veterans fare economically after they leave military service. But these groups differ from the civilian population in important ways, making comparisons difficult. Researchers must adjust comparisons to account for demographic differences across these populations to provide useful information to policymakers. Using data from the American Community Survey, the authors take a snapshot of unemployment among post-9/11 veterans and military spouses. Adjusting for demographic differences, they find that unemployment rates among these veterans are above those of their civilian counterparts but not dramatically so. For military spouses, they observe that unemployment rates are appreciably above those of
comparable civilians but below other published estimates of the unemployment rate for this population. They determine that veterans and military spouses may face important employment obstacles deserving of policymakers’ attention, but the situation may not be as extreme as some have suggested.

**OP-377-RC**


In the hostile, complex, and chaotic counterinsurgency environment, people can support the government and the insurgency to varying degrees at the same time—and be similarly resentful of both. Identifying all but the unequivocally irredeemable as an "enemy" and labeling anyone wearing a government uniform as a "friend" not only creates a false paradigm of human identity, but it also artificially bounds the U.S. military’s options for influencing a population during a counterinsurgency operation. Analyzing complex environments, such as Iraq or Afghanistan, through simplified approaches that incorporate color-coding and enforce a strict division of analytic specialties can lead analysts to make unhelpful and logically unsound assumptions about human identity. Color-coded, enemy-centric analyses also reinforce the inaccurate and unhelpful notion that the enemy and society are separate constructs in the counterinsurgency environment, or separate subsystems (or groups) within a larger societal system. On the contrary, what is needed is an all-source, holistic, fused approach to analysis that takes into account sociocultural ambiguities. This paper proposes a paradigm shift in how intelligence is combined for analysis and how the product of that analysis can provide a more complete picture of counterinsurgency operations for commanders and other decisionmakers. The concept of behavioral intelligence analysis discards the old method of color-coding in favor of a spectrum of hostility. In other words, analysts would work from the assumption that all actors might have the capacity to behave in a way that is more or less conducive to the U.S. military’s objectives in a conflict.

**OP-379-OSD**


RAND analysts examined how the Department of Defense (DoD) might execute deeper reductions in the defense budget, deep enough that stated defense strategy could not be fully resourced. The cuts examined go beyond the $487 billion announced in January 2012 by Secretary of Defense Leon Panetta. The authors posit that the ongoing pressure to reduce the federal budget deficit may result in further reductions in the DoD budget. In this context, researchers suggest determining reductions through a strategy-based approach that prioritizes challenges and risks instead of pursuing more across the board cuts that can produce more indiscriminate risks. The paper demonstrates this method with three illustrative strategic directions that are based upon different priorities and that would produce different risks: prepare for persistent conflict; cede more responsibility to allies and partners; and shift focus to the West Pacific.

**OP-380-HLTH**


Noncommunicable diseases (NCDs) place a heavy burden on developing countries, whose relatively recent adoption of Western-style health behaviors and lifestyle choices has led to increased prevalence of risk factors for NCDs over the past decade. NCDs are compounding the burden of infectious disease on health systems in those countries. In response, the World Health Organization (WHO) has launched several risk reduction initiatives. WHO is drafting a monitoring framework and voluntary targets as the basis for a consultation process with member states. However, the in-
dicators and targets that a global consultation process will produce will inevitably provide high-level, aggregated information, such as progress toward reducing premature NCD mortality. Regional and national decisionmakers and planners, on the other hand, will need more proximal and granular information to track progress toward high-level goals and will be constrained by the resources and demands in their respective jurisdictions. The relative importance of different risk factors and manifest NCDs differs across countries, and so do health systems’ capabilities and resources. Thus, national and regional decisionmakers will need: (1) a comprehensive set of indicators to guide on-the-ground prioritization decisions and track progress toward high-level targets and (2) actionable data to predict the impact of changes in proximal indicators on high-level targets. As a first step, this occasional paper outlines a roadmap toward a comprehensive system for national and regional decisionmakers to (1) track progress toward the key WHO goal of reducing NCD mortality by 25 percent by 2025 and (2) prioritize resources and interventions to achieve that goal.

**OP-381-HLTH**


The past decade has not been kind to large pharmaceutical companies. Their share prices have been lagging the market after many years of outperforming it. Many had to undergo painful restructuring and workforce reductions because their traditional blockbuster model is becoming extinct. More and more top-selling drugs are being replaced by cheap generics, and developing new drugs is more difficult because fewer opportunities exist and more-costly research and development (R&D) productivity has declined. Although this diagnosis is not disputed, the best course of treatment is not clear. Companies have tried to stop the bleeding with the help of mergers and reorganizations and infused new blood by acquiring biotech companies or their innovative products or by diversifying into products other than prescription drugs. In this paper, the authors propose that the pharmaceutical industry can reconfigure its considerable resources to develop innovative and meaningful business models that are based on services that improve access and adherence to prescription drugs for chronic conditions. They argue that such innovation beyond drug development is consistent with the core capabilities of large pharmaceutical companies and has the potential to achieve profit levels similar to those of its traditional models. Their argument is based on the fact that, although effective medicines for most chronic conditions exist, access and adherence to medicines is far from what would be needed to achieve full treatment efficacy. Therefore, value can be created by getting and keeping more patients on their drugs, and innovative business models would allow pharmaceutical companies to capture that value.

**OP-384-OSD**


The Department of Defense Education Activity (DoDEA) recently joined 45 states, the District of Columbia, Guam and the U.S. Virgin Islands in adopting the Common Core State Standards (CCSS), implementation of which requires a transition of curriculum, instruction, professional development, and assessments from the current system of standards to a new one that promotes higher-order thinking and communication skills. In light of this adoption, the authors draw on prior literature on the implementation of large-scale educational reforms to frame CCSS implementation in terms of eight core tasks, each tailored to the DoDEA context. These tasks are based on a synthesis of scale-up efforts from 15 diverse, large-scale reforms.
Both the military and police departments are concerned about recruiting and promoting a racially/ethnically diverse workforce. This paper discusses three broad lessons from the Military Leadership Diversity Commission (MLDC) that can be used to inform police department hiring and personnel management: qualified minority candidates are available, career paths impact diversity, and departments should leverage organizational commitment to diversity. Additionally, specific suggestions are given as to how law enforcement agencies can incorporate each of these lessons.

This paper explores the foundations of Air Force culture and outlines five cultural narratives that are tied to major moments in the Air Force's history, especially to critical junctures in the evolution of Air Force culture when the nation or the Air Force institution faced profound challenges. The author identifies five distinct cultural identities and argues that, as the Air Force has matured, these identities increasingly overlap and coexist. The first narrative describes Airmen's culture when aviation emerged as a revolutionary instrument of war in World War I. This, then, morphed into a narrative that marked the beginning of the modern Air Force during the interwar years. A third narrative describes a shift to the concept of victory through air power that occurred during World War II and recurred in the 1990s. A fourth narrative explores the Airmen's culture that emerged in response to the Cold War and the need to deter global nuclear conflict. A final narrative, which emerged during Operation Enduring Freedom and Operation Iraqi Freedom, focused on the Air Force's enabling roles and shaped many of today's Airmen. The author points out that the fact that five discernible narratives exist suggests that a strong, single narrative that unites Airmen is missing. This absence encourages Airmen to create their own subnarratives and points out that senior leaders are missing an opportunity to imbue all Airmen with a unifying cultural identity that captures their value and place in a dynamic national security arena.
age India to fill the potential vacuum by adopting an increasingly assertive political, economic, and security strategy that includes increased security assistance.

**OP-390-RC**


Aviation security is costly, controversial, and contentious; no other security measures directly affect such a large portion of the country’s population. Because of the nature of the threat, aviation security is the most intrusive form of security, pushing hard on the frontier of civil liberties. And the threat is real: Terrorists remain obsessed with attacking airplanes. At the same time, passenger loads are increasing, while security budgets are likely to decline. Performance suffers. Meanwhile, public tolerance and cooperation are beginning to fray. But the Transportation Security Administration is often blamed for things beyond its control. And post-catastrophe reviews can push us in the wrong direction, usually resulting in new security measures rather than a reexamination of strategy. After 40 years of focus on tactical measures, it is time for a sweeping review of aviation security. Instead of forming the usual federal commission to undertake this task, several non-government research institutions could be selected to independently design an optimal aviation security system, beginning not with the four decades of accumulated security measures currently in place but with a clean slate. The competing models would be reviewed and the best ideas or combination of ideas would be put forward. Even if the results turn out to resemble what is already in place, at least the process offers some comfort that we are pretty close to getting it right.

**OP-392-NLNS**


State and district policymakers, as well as other organizations, such as foundations and nonprofits, are emphasizing efforts targeting school leadership as a way to improve student outcomes. Given the focus on accountability in education, policymakers and funders are interested in evaluating whether efforts aimed at improving school leadership show results; the key criteria are gains in student achievement. The use of multiple performance measures, including student achievement outcomes, is becoming standard practice in evaluation of efforts targeting both teachers and school leaders. This report describes the challenges that states, districts, and other entities can expect to encounter as they evaluate these efforts and offers suggestions for dealing with those challenges. RAND Education, a unit of the RAND Corporation, is engaged in a multiyear evaluation of the New Leaders program. New Leaders is an organization that recruits, selects, prepares, and supports school leaders to serve in urban schools. Through this project, the researchers have gained practical experience in the issues involved in evaluating efforts that are designed to improve school leadership. The lessons highlighted in this report derive from this experience. The challenges identified in this report can be mitigated through efforts to improve the availability and quality of data, by choosing suitable evaluation methods, and by appropriately interpreting the results of the evaluation.

**OP-393-MCF**


Discussions about reducing the harms associated with drug use and antidrug policies are often politicized, infused with questionable data, and unproductive. This paper provides a nonpartisan primer that should be of interest to those who are new to the field of drug policy, as well as those who have been working in the trenches. It begins with an overview of problems and policies related to illegal drugs in the United States, including
the nonmedical use of prescription drugs. It then discusses the efficacy of U.S. drug policies and programs, including long-standing issues that deserve additional attention. Next, the paper lists the major funders of research and analysis in the area and describes their priorities. By highlighting the issues that receive most of the funding, this discussion identifies where gaps remain. Comparing these needs, old and new, to the current funding patterns suggests eight opportunities to improve understanding of drug problems and drug policies in the United States: (1) sponsor young scholars and strengthen the infrastructure of the field, (2) accelerate the diffusion of good ideas and reliable information to decisionmakers, (3) replicate and evaluate cutting-edge programs in an expedited fashion, (4) support nonpartisan research on marijuana policy, (5) investigate ways to reduce drug-related violence in Mexico and Central America, (6) improve understanding of the markets for diverted pharmaceuticals, (7) help build and sustain comprehensive community prevention efforts, and (8) develop more sensible sentencing policies that reduce the excessive levels of incarceration for drug offenses and address the extreme racial disparities. The document offers some specific suggestions for researchers and potential research funders in each of the eight areas.

PERIODICALS

PER-001/1-4
RAND Health Quarterly is an online journal that showcases the breadth and depth of RAND’s health-related research. Our work spans a wide range of topics each year, including 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.

RAND Health Quarterly also facilitates access to our work for scholars using online search tools to identify top-quality research relevant to their question or interest.

PER-001/2-1
RAND Health Quarterly is an online journal that showcases the breadth and depth of RAND’s health-related research. Our work spans a wide range of topics each year, including 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.

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PER-001/2-3
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RAND Health Quarterly also facilitates access to our work for scholars using online search tools to identify top-quality research relevant to their question or interest.
BRIEFS

RB-9533-1-RC
How Can Economic and Political Ties Between the United States and Mexico be Strengthened?. Emma Aguila, Alisher Akhmedjonov, Ricardo Basurto-Davila, Krishna B. Kumar, Howard J. Shatz. 2012
This study identifies areas that are negatively affecting U.S.-Mexico relations and suggests that the two countries might take a binational approach to improving their long-term partnership.

RB-9592-OSD
Reporting Adverse Information About Senior Military Officers. Margaret C. Harrell, William M. Hix. 2012
Discusses current requirements, policies, and practices for identifying and considering adverse information during assignment, promotion, and retirement processes for senior military officers.

RB-9638-PF/BECF
Advancing the Professional Development System for California's Early Care and Education Workforce. Lynn A. Karoly. 2012
Offers recommendations for improving the education and training of California's early childhood workforce.

RB-9639-PF
Identifies five strategies for incorporating child assessments into the design, implementation, and evaluation of initiatives designed to raise the quality of care in early care and education settings such as quality rating and improvement systems.

RB-9641-NGYF
A cost-benefit analysis of the National Guard Youth ChalleNGe program, a program serving high school dropouts, indicates that every dollar invested in the program yields $2.66 in social benefits, an estimated return on investment of 166 percent.

RB-9642-QATAR
Describes a vision for updating Qatar's school transportation system and identifies strategies for achieving the proposed vision.

RB-9643-NLNS
Presents a summary of research on first-year principals' experiences, actions, working conditions, and outcomes; the research is intended to inform efforts to promote school improvement and principal retention.

RB-9644-OSD
Improving Disabled Veterans' Employment Prospects Using Tax Credits. Paul Heaton. 2012
Estimates the effects of the 2007 expansion of the Work Opportunity Tax Credit program, which
offered tax credits to employers who hired certain groups of veterans, including those with service-connected disabilities.

**RB-9645-DOD**


Current processes used by the U.S. military do not provide accurate assessments of counterinsurgency campaigns. A new process that adds transparency and context to assessments would make them more credible and useful at all levels of decisionmaking.

**RB-9646-CMF**


An analysis of the effects of implementing the Affordable Care Act without an individual mandate found that over 12 million people who would have otherwise signed up for coverage will be uninsured and premium prices will increase by 2.4 percent.

**RB-9648**

Eliminating Discretionary Use of Anesthesia Providers During Gastroenterology Procedures Could Generate $1.1 Billion in Savings per Year. Hangsheng Liu, Daniel Waxman, Regan Main, Soeren Mattke. 2012

The use of dedicated anesthesia providers for routine gastroenterology (GI) procedures is seen as medically justifiable only for high-risk patients. Eliminating these services for low-risk patients could generate $1.1 billion in savings per year.

**RB-9649**


Analysis of an incentive program that paid teachers bonuses based on their students’ growth in achievement in mathematics, English language arts, science, and social studies showed no effect on student test scores in any of the subject areas.

**RB-9650-ICJ**

The Cost of Producing Electronic Documents in Civil Lawsuits: Can They Be Sharply Reduced Without Sacrificing Quality?. Nicholas M. Pace, Laura Zakaras. 2012

According to a RAND study, document review makes up 73 percent of discovery costs. Predictive coding is the most promising option for cutting costs without compromising the quality of the process.

**RB-9651-A**


With regard to Army families, the study examines the effects of long and frequent parental deployments on children’s academic performance as well as their emotional and behavioral well-being in the school setting.

**RB-9652-A**


The authors identify factors critical to the coalition victory over Jaish al-Mahdi in the 2008 Battle of Sadr City and describe a new model for dealing with insurgent control of urban areas.

This report describes the socioeconomic environment officers will encounter if they leave active-duty service and analyzes its potential impact on Army retention and how it can be effectively communicated to officers making stay/leave decisions.

The Value and Limitations of Minimalist Stabilization Efforts. Stephen Watts, Caroline Baxter, Molly Dunigan, Christopher Rizzi. 2012

Assesses the utility and limitations of "minimalist stabilization"—small-scale interventions designed to stabilize a partner government engaged in violent conflict—and proposes policy recommendations to improve the outcomes of such operations.

What's the Potential for Conflict with China, and How Can It Be Avoided?. James Dobbins, David C. Gompert, David A. Shlapak, Andrew Scobell. 2012

Presents scenarios to illustrate possible sources of military conflict with China over the next thirty years.


This research brief offers an overview of the effectiveness of U.S. psychological operations in Afghanistan from 2001 to 2010, with particular attention to how well messages and themes were tailored to target audiences.


Current tracking of language, regional expertise, and culture training and capabilities provides limited support for military decisionmaking.


This research brief provides an overview of a collection of essays, a collaborative project by the UCLA-RAND Center for Law and Public Policy, examining the trade-offs between transparency and confidentiality in the civil justice system


Examines the possibility for the Department of Defense to save money on military pay while sustaining a high-quality force.


Current initiatives to report health care provider costs are unlikely to motivate consumers to select lower-cost providers. Public reports could better engage consumers by focusing on out-of-pocket costs and high-value providers.

Examines how California school districts responded to increased financial flexibility in the face of budget cut.

RB-9666-PPS
Improving School Leadership Through the Pittsburgh Principal Incentive Program. Laura S. Hamilton, John Engberg, Elizabeth D. Steiner, Catherine Awsumb Nelson, Kun Yuan. 2012

A RAND Corporation report examines the Pittsburgh Principal Incentive Program’s implementation, how principals have responded to the reforms, and what outcomes followed program implementation.

RB-9667-GSK

Vaccine-preventable diseases take a heavy toll on U.S. adults despite the widespread availability of vaccines. Office-based providers can do more to promote adult vaccinations but need clearer guidance and a better business case to offer them.

RB-9669

A team from RAND and the University Health-System Consortium developed a toolkit to help hospitals enhance their quality improvement efforts using quality indicators from the Agency for Healthcare Research and Quality.

RB-9670-OSD
Improving Medical and Dental Readiness in the Reserve Components. Marygail K. Brauner, Timothy Jackson, Elizabeth K. Gayton. 2012

Describes options for Department of Defense policy that would help the reserve components of the U.S. military achieve higher levels of individual medical readiness, including dental readiness.

RB-9671-WB

This study provides a quantitative and qualitative status report on the implementation of school-based management (SBM) in Indonesia, identifies factors associated with the successful practices of SBM, and assesses SBM effects on student achievement.

RB-9672

If half of Americans with employer-sponsored insurance switched from a traditional health plan to a consumer-directed health plan, annual health care costs would fall by an estimated $57 billion.

RB-9673-RC

Daunting challenges lie ahead for countries undergoing political transitions in the Arab world. Researchers identify the challenges these countries face and suggest policy approaches that may help foster enduring democracies.

RB-9673/1-RC
Daunting challenges lie ahead for countries undergoing political transitions in the Arab world. Researchers identify the challenges these countries face and suggest policy approaches that may help foster enduring democracies.

RB-9675-OSD

This study analyzes the impact of planned defense budget cuts on the capabilities of seven key European members of NATO and suggests ways in which the Alliance can adapt to meet emerging security challenges.

RB-9676-USDAFS

This brief provides an overview of a RAND study to support the U.S. Forest Service in determining the composition of a fleet of airtankers, scoopers, and helicopters that would minimize the total social costs of wildfires.

RB-9677-DOE

RAND researchers describe the attributes of potential organizational models and the steps needed to choose the form of a new organization charged with managing and disposing of commercial and defense high-level radioactive materials.

RB-9678-A

PortMan, RAND’s new portfolio analysis and management methodology, provides a means for decisionmakers to find the optimal portfolio of projects, maximizing the probability of filling a desired set of requirements while restraining costs.

RB-9680-CCEG
Do Hedge Funds Pose a Systemic Risk to the Economy?. Lloyd Dixon, Noreen Clancy, Krishna B. Kumar. 2012

RAND research finds that hedge funds did not play a pivotal role in the financial crisis of 2007–2008 but assesses how such funds could contribute to systemic risk in the future.

RB-9681

Analyses indicated that although physicians uniformly felt responsible for assessing and promoting adherence to prescriptions, only a minority of them asked detailed questions about adherence.

RB-9682-DH
Evaluating grant peer review: Key findings of a literature review of grant peer review in the health sciences. Sharif Ismail, Alice Farrands, Steven Wooding. 2012

This research brief summarises the key findings of a literature review of grant peer review in the health sciences.
RB-9683-DH
Guiding good research: Key findings from a review of biomedical research ethics. Miriam Shergold. 2012

This research brief summarises the key findings from a review of biomedical research ethics.

RB-9684-DH

This research brief summarises the key findings from a report on the theory and practice of bibliometrics in health research.

RB-9685-RC

Describes a methodology for analyzing public opinion and mood in closed societies, focusing on a case study that analyzed Iranian public opinion and mood as expressed over Twitter in the nine months following Iran's 2009 presidential election.

RB-9686-NLNS

Efforts to improve school leadership may improve student outcomes. Evaluators and policymakers should allow time for improvements to show, use multiple evaluation measures, and interpret findings carefully before applying them to others.

RB-9687-EC

The DISMEVAL consortium examined approaches to chronic disease management and its evaluation in 13 countries across Europe. The project identified and validated evaluation methods that can be used in situations where randomisation is not possible.

RB-9688-CPRA

The Coastal Louisiana Risk Assessment (CLARA) model estimates hurricane flood depths and damage and enables evaluation of potential flood risk reduction projects for inclusion in Louisiana's 2012 Coastal Master Plan.

RB-9690/1

RAND Health research supports four strategies to restrain health care spending growth and maintain quality: foster efficient and accountable providers, engage and empower consumers, promote population health, and facilitate high-value innovation.
Health information technology has not achieved its full potential, but its benefits should grow over time. Because health care is largely regulated at the state level, the states can play a valuable role as "laboratories" for innovative policies.

RB-9692


South Dakota's 24/7 Sobriety Project, in which individuals with alcohol-involved offenses submit to breathalyzer tests twice per day or wear an alcohol monitoring bracelet at all times, reduced repeat DUI arrests at the county level by 12 percent.

RGS DISSERTATIONS

RGSD-292


The state of California has set aggressive greenhouse gas emissions targets across all sectors of the economy over the next 40 years. The first of these targets occurs in 2020, when California plans to have reduced statewide greenhouse gas emission from their current levels to 1990 levels. As the largest single contributor to emissions, and the sector with the fastest growing emissions, transportation has been targeted for steep reductions. In particular, the state's policies concentrate on passenger travel, the sector's largest source of emissions. This dissertation applies robust decision methods to evaluate California’s policies within a framework that considers multiple views of the future, and identifies strategies that consistently reduce emissions at acceptable costs regardless of future conditions. Rather than preferring policies that are "optimal" under a narrow set
of assumptions, the methodology identifies strategies which instead perform reasonably well over a wide range of potential future conditions. The study finds that California's current set of policies is vulnerable to high emissions and cost overruns in a large set of plausible scenarios, and suggests adaptive strategies that can be used to improve policy performance when challenging conditions arise. In particular, efforts to control the growth of vehicle miles traveled are a key component of all adaptive strategies, but have been largely absent from the state's plan so far.

RGSD-293

This dissertation contains three papers on the health and welfare of the elderly population. Overall, these papers provide insights into the costs and challenges of providing health care to the elderly population. These papers help us understand the effects of obesity on longevity and health care, as well as better understand the benefits of social insurance. The first paper uses a micro-simulation model to estimate the longevity effects of poor health trends among younger Americans, and finds that difference in these trends can explain 92% of the difference between US and European longevity. The second paper estimates the welfare effects of Medicare Part-D from gains in market efficiency and dynamic incentives for pharmaceutical companies. It finds that these gains alone nearly cover the welfare cost of funding Medicare Part-D. The last paper presents and estimates a structural model of health, exercise, and restaurant consumption. It provides estimates for future welfare analyses of programs targeting obesity through restaurants and exercise in the elderly population. It also estimates the long run effects of making policies which make restaurant food healthier. It finds only minor effects of restaurant policies on health for the elderly. Overall, these papers further our understanding of the challenging objective of improving senior health while containing costs.

RGSD-294
Old-Age Disability in China: Implications for Long-Term Care Policies in the Coming Decades. Jianhui Hu. 2012

Old-age disability and long-term care (LTC) have not yet been well studied in China. Using logistic regressions and a prevalence ratio projection model, and considering international practices, this dissertation addresses three research questions: 1) What are the key risk factors for old-age disability in China? 2) What are the projected numbers of older adults with disabilities in China in future decades through 2050? 3) How can China develop a feasible and sustainable LTC delivery and financing system to address projected growth in LTC needs of this population over the next four decades?

RGSD-295

The mileage-based user fee (MBUF) is a leading alternative to the gasoline tax. Instead of taxing gasoline consumption, the MBUF would directly tax drivers based on their vehicle miles traveled (VMT). The author estimates changes in annual household demand for VMT in response to changes in the cost of driving that result from adopting various MBUF alternatives, and finds that a flat-rate MBUF would be no more or less regressive than fuel taxes, now or in the future. The findings suggest that equity considerations based on ability to pay would not be a significant reason to oppose or support the adoption of MBUFs. While the equity implications of MBUFs are minimal, some groups, especially rural states, may find that the potential equity benefits of MBUFs could be overwhelmed by an increase in the tax rate to cover the higher costs of collecting and administering them. Concerns about the impacts of flat-rate MBUFs on vehicle fuel efficiency and greenhouse gas emissions are valid, but, at current oil prices, the tax rate is a small percentage of
the total cost of gasoline. However, it is possible to structure an MBUF that provides incentives for fuel efficiency while maintaining the other favorable qualities of MBUFs, such as their economic efficiency and fiscal sustainability.

RGSD-298


This dissertation provides evidence that food assistance, livelihood interventions, and antiretroviral therapy (ART) all have a role to play in improving the economic and nutritional well-being of people living with HIV in developing countries, but that they are likely to work best when well-targeted (to those who need them most, at the point in time they need them most), and integrated with both comprehensive care (including mental health support) and social safety nets. In particular, the results indicate that integrating ART, food assistance, nutritional support, and livelihoods programs in an efficient, sustainable manner could effectively create a positive feedback loop between food security and ART. Policy makers could leverage this "upward spiral" in well-being to counteract the "vicious cycle" of HIV and food insecurity that has taken such a toll in resource-limited settings. This can not only improve the lives of people living with HIV around the world, but help realize the gains of donor and recipient countries who invested billions of dollars and significant human capital in fulfilling the promise of ART to save and transform lives.

RGSD-299


This dissertation explores financial decision-making and outcomes among young adults in the United States in order to inform policies that promote saving and financial security. The study presents a five-phase conceptual model of the financial decision-making process and describes the influence of individual-level and environmental factors. Following the model, three empirical studies are presented. The first describes how financial portfolios have changed over the last five decades and finds that wealth, inequalities and financial risk have risen among young households. The second empirical study applies statistical and network analysis techniques to describe patterns in financial portfolios, finding that young households accumulate financial accounts in a particular order in accordance with emergence of financial needs over the life course. The third empirical study describes the process by which young adults save for the future, using data collected from a series of semi-structured interviews. Together, the findings of all three empirical studies suggest that despite large variations in outcome, the process by which young adults build their financial portfolios is largely the same.

RGSD-300


For older adults with limited access to social security and pension savings, children assume the role of providers of financial resources and personal care, among other types of family transfers. This is the case for many older adults in the developing world as well as for those in developed countries who become vulnerable during periods of economic downturn. This and the ongoing demographic transition towards old age common to many developing and most developed nations, raise questions about the interactions between policies and the increased involvement of children in their parent’s income security and well being. This dissertation studies the case of Mexico to address some of these concerns. Several features make lessons from this country relevant. First, in Mexico children are one of the main sources of income for older adults. Second, the country’s demographic transition will shift the proportion of adults 60 and older from 8 percent of the total population in 2005 to 27 percent in 2050, increasingly requiring involvement from children to provide for their parents, an issue made worse by the
limited coverage of the social security and pension systems. One of the main long term risks in this is that Mexico, as well as other countries and populations under similar circumstances, could be facing another mechanism of intergenerational transmission of poverty as the number of older adults increases. From a policy perspective, concerns rise about the way in which public programs affect private mechanisms of support. The three aims of this dissertation address different aspects on these regards.

**RGSD-301**

Understanding and Engaging the Muslims of the Southern Philippines. Diana Dunham-Scott. 2012

This dissertation is based on field work conducted in the southern Philippines to explore and compare how members of the US military, Philippine military and police, and populace of Mindanao understand Islamic beliefs and values, using anthropological research methods. This will shed light on the degree to which the task force shares an understanding of the local culture with its partners and populace and where any divergence of understanding may lie. This will better enable USG personnel to discern the cultural implications when engaging Muslim populations in the Southern Philippines during irregular warfare or security assistance activities and inform capacity-building, development and diplomatic efforts.

**RGSD-302**


This dissertation recommends changes that can be made to the structure and management of the Air Force’s Force Support officer career field to better align development of functional competencies with positional demand for those competencies. Data on Force Support relevant positions were coded on the competencies they require, and a RAND simulation tool provided the means to model the flow of personnel through these officer positions and the acquisition of competencies via on the job learning. A healthy and effective Force Support officer population plays an important role in delivering the overall Air Force mission, and this population of officers will be more effective when their accumulated competencies meet the demand for such competencies generated by Force Support billets. In this sense, this research is of immediate interest to Air Force and Force Support community leadership. While this dissertation focuses on improving the development of a specific population of personnel within the United States Air Force, the relevance of employed thought, methods, and analysis extends beyond United States Air Force career field management to any large organization. Determination and management of organizational human capital requirements and capacity to meet such requirements are necessary tasks to better assure organizational effectiveness. The findings should thus be of interest to personnel and policymakers concerned with the development and management of organizational human resources.

**RGSD-303**


Just as international capital flows are the manifestation of money going to its most productive use, international labor migration is the result of human capital flowing to more productive use. Yet challenges may arise along the way. This dissertation covers three topics—three points of view—of issues in international migration. The first paper examines a new facet of the question "Who migrates?" by taking a detailed look at the cognitive and mental health profiles of migrants to investigate a potential psycho-cognitive selection (a mentally healthy migrant hypothesis) as an explanation of an observed positive difference between the mental health of US Hispanics and the general US population. The second describes the pull factors and resultant political economy challenges of a receiving country in an extreme case
of expatriate labor: Qatar. Finally, the third paper of the dissertation explores the impact of migration on sending families by examining the effect of paternal migration on the cognitive, behavioral, and physical development of children left behind.

**RGSD-304**


This dissertation is comprised of three essays that each ask the question, "what's on the menu?" in major U.S. chain restaurants, and that each answer it in a way that aims to broaden our understanding of the role of restaurants in the current food environment. Essay 1 represents the largest study to date describing the state of nutrition across a broad set of chain restaurants. Essay 2 is a one-year follow-up analysis that provides a snapshot of the evolving nature of restaurant main entrées between 2010 and 2011, before and after the passage a new national menu labeling law. Essay 3 applies a scenario analysis approach to illustrate the range of conditions under which males and females at various ages could meet U.S. Department of Agriculture nutrition guidelines for sodium through changes in fast food restaurant intake alone.

**RGSD-305**


This paper provides three distinct analyses addressing labor supply, saving and investment behavior of older workers, in the context of the incentives and constraints they face due to employer and government policies. The first paper examines labor supply flexibility and its effect on the labor supply decisions of older workers. The second paper examines whether labor supply flexibility affects investment behavior. The third paper describes the construction and characteristics of a unique dataset with which foundations are laid for understanding pension system incentives and how they influence work and savings behavior over the lifecycle.

**RGSD-306**


This dissertation seeks to answer two policy questions for Air Force leadership and mental health providers. First: is there sufficient reason to be concerned about occupational burnout among DCGS intelligence personnel? Second: to the extent that these issues exist, what can be done to mitigate occupational burnout and attrition of DCGS intelligence personnel?

**RGSD-307**


The U.S. Air Force relies on effective leadership to complete its mission. The U.S. Air Force Academy exists to develop leaders of character for the Air Force through a four-year program. Part of this program involves cadets participating in leadership positions. By exploring nine types of cadet leadership positions, this dissertation aims to assist the Academy in assessing the value of admission criteria, awarding leadership positions, and designing leadership position experiences. Informing decisions in these areas is likely to improve the Academy's ability to develop effective leaders for the Air Force. This dissertation provides evidence of a positive relationship between participation in a cadet line position and promotion to Lieutenant Colonel. This positive relationship existed for individuals in both rated and non-rated career fields. The magnitude of the relationship varied significantly according to other individual characteristics such as military performance average and grade point average. Participation rates for line positions varied according to demographics such as race, gender, and prep school attendance. Most admission information related to leadership was positively associated with participation in a line leadership position at the Academy.

The U.S. Department of Defense (DoD) faces a tightening budget in the coming years. Despite the lean budget years, unmanned aircraft systems (UAS) are expected to be a priority. Due to their usefulness for intelligence collection in irregular warfare (IW) and counterinsurgency (COIN), UAS were quickly fielded and sent to theater without analysis of how their intelligence sensors complemented each other. There are ways for DoD to improve the methods of employment and the integration of multi-intelligence capabilities on assets to better leverage the systems it currently owns. The general aim of this research is to explore an area in which DoD can operate “smarter” with its proliferating UAS fleet. Specifically, this research investigates how DoD can better leverage UAS and improve multi-intelligence capabilities by expanding its geolocation capacity through the use of time/frequency-difference-of-arrival (T/FDOA) geolocation on UAS. The research sheds light on important questions that need to be answered before investing in T/FDOA-capable UAS. It first demonstrates the potential of T/FDOA geolocation in the context of how we use UAS today. It then shows what some of the “costs” of adding a T/FDOA geolocation capability to UAS might be. Finally, it explores how T/FDOA geolocation could improve multi-intelligence operations.


Nonprofits face a myriad of challenges in establishing and maintaining financial sustainability, and these challenges are exacerbated for nonprofits serving low-resources, high-need communities. This literature review identifies key themes and findings that may inform operations and decisionmaking related to improving sustainability in such organizations. The authors conducted systematic literature searches using a combination of academic search engines and the broader Internet. They identify and discuss key challenges of financial sustainability for nonprofits, such as over-reliance on external funding sources, demonstrating value and accountability to funders, and promoting community engagement and leadership, as well as promising practices for meeting these challenges and achieving financial sustainability. Additionally, the authors discuss unique challenges faced by nonprofits serving low-resources, high-need populations. It is the authors’ hope that this review will enhance the limited literature on financial sustainability in low-resource or high-need communities and will contribute to an evidence base for promising practices, providing leaders of and investors in nonprofits the ability to support and promote growth among organizations serving those most in need.


A year after Qaddafi’s death, the light-footprint approach adopted for Libya’s postwar transition is facing its most serious test. Security, the political transition, and economic development all present challenges. The security situation requires immediate attention and could worsen still. Until the militias are brought under state control, progress on other fronts will be very difficult to achieve. In most cases, the appropriate approach is a combination of incentives and broad-based negotiation between Tripoli and militia leaders. Only in extreme cases should the use of force be considered. On the political front, Libya and international actors deserve credit for the successful elections in July, but the political challenges ahead are sig-
significant. Libya still needs to write a constitution, and in doing so, it must determine the degree to which power is centralized in Tripoli and how to ensure inclusive yet stable governing institutions. Libya also needs to begin rethinking the management of its economy, and especially of its energy resources, to maximize the benefit to its citizens, reduce corruption, and enable private enterprise to flourish in other areas, such as tourism. Libya also needs sustained assistance—mainly technical in nature—from the countries that helped oust Qaddafi lest the transition run off the rails. Despite its role in helping topple Qaddafi, NATO is absent from Libya today. A greater role for the alliance is worth exploring, for example training Libyan security officials and forces and providing technical assistance for security-sector reform. An international Friends of Libya conference on assistance to Libya is warranted. Post-conflict transitions normally span years, and Libya's will be no different. Nevertheless, if current challenges are handled adroitly, Libya could still emerge as a positive force for democratic stability in North Africa and a valuable partner against al-Qaeda.

HELPING FAMILIES RAISE HEALTHY CHILDREN

Helping Families Raise Healthy Children initiative implemented in Allegheny County, Pennsylvania, addressed these challenges by improving the identification of families with primary caregivers at risk for depression and infants/toddlers at risk for developmental delays, enhancing access to support and services for these families, and better serving these families by offering integrated, relationship-based treatment options that address the needs of both caregivers and young children in the context of the parent-child relationship. The relationship-based care approach helped providers in both systems focus on the parent-child relationship in their work with the family. The initiative also addressed some of the logistical barriers to engagement in behavioral health treatment by providing in-home behavioral health services to families in need. The lessons learned from the initiative helped shape the recommendations for implementing the type of effort outlined in this toolkit, which provides information and resources for implementing depression screening within the early intervention system, strengthening cross-system collaborations, and implementing relationship-based care in the early intervention and behavioral health systems.

TOOLS

TL-102-CCBHO


Many families experience the challenges of caregiver depression and early childhood developmental delays. Although services and supports across systems could help caregivers to deal with such issues at the family level, numerous obstacles prevent adequate screening and identification, referral, and service delivery. The

TL-104

Mileage-Based User Fees for Transportation Funding: A Primer for State and Local Decision-makers. Paul Sorensen, Liisa Ecola, Martin Wachs. 2012

This primer presents some promising and innovative mileage fee system designs and transition strategies. For states or localities that are just beginning to consider the idea of mileage fees, awareness of these strategies can help determine whether shifting from fuel taxes to mileage fees merits further consideration. For jurisdictions already engaged in detailed assessments of mileage fees, these concepts can help refine system design—with the ultimate aim of reducing costs and building public support.
TECHNICAL REPORTS

TR-1003-AF

The U.S. military’s current concept of operations for expeditionary medical care emphasizes quickly moving patients to a series of successively more sophisticated medical facilities that provide the patients with the care necessary to treat their injury or condition. Balancing the deployment of treatment and evacuation resources is therefore necessary to ensure that the right mix of resources is available in a timely fashion. The authors propose a planning concept that, by promoting patient flow rate as the common unit of measurement, will help integrate medical planning across treatment and evacuation functions, across the increasing levels of care, and across the different military services. The primary medical planning tool approved for use by combatant commands for developing their operational plans—the Joint Medical Analysis Tool (JMAT)—already operates in a manner consistent with this concept. However, modifications and enhancements to JMAT are necessary to ensure that the concept can be fully implemented.

TR-1005-A

Members of the Army Reserve and National Guard balance two careers, and the bulk of their earnings come through civilian employment. The employment of reservists can present challenges to employers, however, given the likelihood that employees will face at least one year-long mobilization during their Army careers. The Army Reserve launched the Employer Partnership Program (EPP) in 2008 to help address these challenges, and it has since been extended to the Army National Guard and the reserve components of other services. One of the program’s primary features is a job search website for reserve component service members, veterans, and family members that allows employer partners to recruit employees from this population. To assess experience with the program through September 2010, this study analyzed data collected from the EPP’s job search website, conducted case studies of Army Reserve units located in four metropolitan areas, and interviewed program stakeholders. Low usage of the EPP website suggests the need to increase outreach efforts and improve the job search experience. The study also developed metrics that can be used to monitor the website’s performance and to determine whether additional resources should be invested in it. Collaboration with employer partners could be improved by providing visibility of applicants coming through the EPP website, allowing employers to reach out to website users, and providing information about the types of guard and reserve units located near the employer.

TR-1011-OSD

Some participants in the federal 8(a) Business Development Program, including Alaska Native Corporations, Indian tribes, and Native Hawaiian Organizations, face no limit on the value of sole-source contracts they can receive. Concerns over the rising number of these contracts led to requirements for justification and approval of contracts above $20 million. This raised other concerns regarding the effects of the new requirements on Native American-owned firms and contracting personnel. The new federal requirement may delay the award of these contracts but have little impact on the number of such contracts awarded.
TR-1014-USFOR-A

Freedom of movement (FoM) is the actual or perceived degree to which individuals or groups can move from place to place within a given environment or into and out of that environment. FoM is clearly an important consideration in the development of counterinsurgency tactics, operations, and strategies, but it is addressed infrequently and inconsistently in the doctrine and literature on counterinsurgency. A consistent, comprehensive definition of FoM must take into account the range of complexities and challenges posed by the operating environment, as well as the practical reality that FoM means something different to different groups. Focusing specifically on Afghanistan, this examination considers actual and perceived FoM for civilians, coalition and Afghan security forces, government officials, nongovernmental organizations, and insurgents and profiles the factors that influence these groups and affect data reporting in potentially misleading ways. It also serves as a guide for a bottom-up approach to developing sustainable FoM assessment processes that consider the range of variables that can enable and inhibit actual freedom to move and that can affect the subsequent analysis of FoM data. A historical and global review of a sample of the FoM assessment literature and interviews with assessment experts also clarify best practices and gaps in knowledge and capability that assessment staffs could address.

TR-1125-QF

Established in 2006 by the Qatar Foundation for Education, Science and Community Development (QF), the Qatar National Research Fund (QNRF) awards research grants to recipients, from undergraduate to professional, in a wide range of disciplines in Qatar and abroad. In view of recent developments, most notably the passing of Decree-Law No. (24) of 2008, which promises to expand the QNRF’s mandate dramatically when it is implemented, RAND was asked to investigate what might be needed to ensure the QNRF’s sustainability in the decades to come. This report presents the results of that investigation. A systematic analysis of the issue indicated that the QNRF will need to (1) make measurable progress toward achieving its core mission of fostering a research culture in Qatar and (2) evolve its governance structure and related infrastructure to accommodate its new responsibilities. The report assesses how well the QNRF has done to date in its efforts and presents recommendations for future activities to continue pursuing these parallel objectives. The QNRF has made progress in evolving its infrastructure as originally envisioned, but challenges remain. The former QNRF acting director has been named the permanent director, but a governing board has not yet been established. In addition, the funding model, organizational structure, and staffing levels, which are geared toward investigator-driven research in clearly defined fields, would have to be modified to respond to the projected expansion of the QNRF’s roles and responsibilities called for in the new legislation.

TR-1129-DHHS

The federal electronic health record (EHR) incentive program includes clinical decision support (CDS) as a central requirement of improving health outcomes; however, a process for identifying and prioritizing the most promising targets for CDS has not been established. CDS provides those involved in care processes with general and person-specific information, intelligently filtered and organized, at appropriate times, to enhance
health and health care. This report describes a protocol for eliciting high-priority targets for electronic CDS for individual clinical specialties, which could serve to inform policymakers' deliberations and establishment of CDS meaningful use objectives. Researchers from the RAND Corporation tested the protocol with four clinical specialties: oncology, orthopedic surgery, interventional cardiology, and pediatric. A CDS target was defined as a clinical performance gap having one or more CDS opportunities that can be implemented to address the gap. A CDS opportunity is defined as a specific CDS intervention that could be expected to address a clinical performance gap. CDS opportunities include existing CDS tools or interventions that might be developed in the short term. Identification of candidate performance gaps and CDS opportunities was based on a review of the literature and expert clinical input from the members of each of the four clinical specialty panels. High-priority CDS targets were the performance gaps that the panels rated as highly important and as having one or more CDS opportunities that could have a high impact on closing the performance gap and were considered compatible with clinical workflow. This report summarizes lessons learned from testing the protocol.

TR-1133-AF

Dramatic changes in the security environment in the past two decades have led to a greatly increased demand for U.S. Air Force intelligence, surveillance, and reconnaissance (ISR) capabilities. Today, the Air Force must provide ISR to support a growing set of missions while remaining postured to support major combat operations (MCOs) should the need arise. To meet these requirements, the Air Force is currently undertaking unprecedented measures to expand and enhance its ISR capabilities. Particular urgency has been attached to cultivating its fleet of sophisticated remotely piloted aircraft (RPA) to support current operations in Afghanistan and Iraq. Equally critical to these efforts, however, is the Air Force’s extensive processing, exploitation, and dissemination (PED) force, which is essential to convert the raw data collected into usable intelligence and deliver it to the warfighter. It is therefore imperative to assess the size and mix of the Air Force’s PED force to ensure that the ability to conduct all necessary PED within required timelines keeps pace with the increases in the amount and type of information collected. This study addressed the particular challenges associated with the exploitation of motion imagery within the Air Force Distributed Common Ground System (DCGS). Motion imagery collections from full-motion video (FMV) sensors on RPAs have risen rapidly to the point at which they now consume the largest share of Air Force DCGS resources, and new wide-area motion imagery (WAMI) sensors now being deployed have the potential to vastly increase the amount of raw data collected. The information explosion resulting from these vast amounts of motion imagery threatens to leave Air Force intelligence analysts drowning in data. One approach to meeting these challenges was inspired by an examination of related practices in the commercial world. It consists of implementing certain process changes and adopting a new organizational construct to improve the effectiveness of Air Force intelligence analysts while confronting the reality of limited resources.

TR-1134/1-CFT

Police departments today are expected to pursue a wide range of missions beyond simple crime-fighting. With these new responsibilities come new requirements, particularly in the area of technology. In 2006, the Communities Foundation of Texas allocated $15 million to the Dallas Police Department, of which $5 million was intended to address the department’s technology needs. The funds were used to acquire and in-
stall digital video recorders and laptop computers in patrol cars, helping the department modernize its operations. The foundation asked RAND to evaluate the impact of its technology gift and help it determine whether the funds were well spent. The evaluation considered the devices' uses and frequency of use by officers, senior and patrol officers' opinions of the devices, and trends in the overall number of citizen complaints and the proportion of complaints in which disciplinary action was taken as a result of video evidence. It also revealed a number of implementation problems with the video recorders that stemmed from a lack of backward compatibility between different models of video recorders. The evaluation was limited by a lack of historical data on before-and-after measures of officers' time allocation, which prevented a determination of time savings resulting from the use of computers in patrol cars.

TR-1134/2-CFT

History has shown the importance of strong and effective police leadership, but it is no longer enough to learn the principles of policing early in one's career: The explosion in technology has made it essential that police managers keep current with new developments and that organizations have the flexibility to change appropriately. In 2006, the Communities Foundation of Texas allocated $15 million to the Dallas Police Department, of which $10 million was used to establish the W. W. Caruth Jr. Police Institute (CPI), a partnership between the department and two local universities. CPI was designed to provide training for police officers at all stages of their careers and to serve as the research and problem-solving arm of the Dallas Police Department. The hope is that the institute will play an integral role in supporting leadership training, staff development, and career advancement among all Dallas police officers. An evaluation of the first course offered by CPI, a leadership training course for lieutenants in which participation was voluntary, revealed that participants had favorable opinions of the course in terms its impact on their approach to their jobs, their relationships with supervisors and subordinates, and their sense of solidarity with their coworkers. The evaluation contrasted the experiences of participants with those of a control group of lieutenants in the department to determine whether there were changes in leadership style as a result of completing the course. It also included interviews with senior Dallas Police Department staff to gauge their perspectives on the course and how the institute could be used for the benefit of the department.

TR-1136-A

The body armor that U.S. forces wear in Afghanistan is effective against ballistic threats: There have been no reported penetrations of the body armor or fatalities when the currently issued body armor was struck by projectiles it was designed to stop. However, current body armor is heavy in weight and makes up a large portion of the load that soldiers and marines carry on patrol and into combat. This report summarizes a congressionally directed study of how body armor weight can be reduced. The research examined four approaches to lightening body armor: refining requirements, using modular configurations, improving testing, and improving materials. The study found that a 10 percent reduction in weight appears to be about the most that is realistic in the short term if overall protection is to remain constant; nonmateriel approaches can result in a greater than 20 percent weight reduction, but such approaches pose difficult choices about the amount of protection provided to soldiers. The report concludes with a comparison of the four approaches, general conclusions and recommendations, and responses to each of the eight congressionally raised issues.
TR-1143-AF
Options for and Costs of Retaining C-17 Aircraft Production-Only Tooling. John C. Graser, Edward G. Keating, Guy Weichenberg, Michael Boito, Soumen Saha, Robert G. DeFeo, Steven Strain. 2012

As weapon-system production comes to an end, the question of whether, and what, tooling to store rather than dispose of arises. This report addresses the specific case of weapon system—specific production-only tooling for the C-17 cargo aircraft. Specifically, these are the tools that are not needed simply to keep the aircraft in good repair and that cannot be repurposed for other weapon systems. Storage is not free, so disposal of this tooling can be less costly than saving it. But such tooling might become necessary for a production restart or production of a variant, and making all-new tools can be expensive. Other things being equal, the higher the perceived probability of production restart, the greater the desirability of retaining production-only tooling. However, some tools cost more to store than they are worth. While the authors do not weigh in on the actual probability of a C-17 restart, they show which production-only tools should be retained and which should not given a perceived restart probability. They further note that time in storage is also a factor: If tools’ values decline while in storage, tooling retention is less desirable.

TR-1144/1-AF

This volume briefly examines the world oil market, how developments in that market might affect "wholesale" supplies of jet fuel, and what measures the Air Force might take to protect itself against high fuel prices and supply disruptions. To facilitate this examination, the authors conducted three exploratory studies, which are reported in the companion volumes and are summarized here. In general, the Air Force and the Department of Defense in general lack the economic clout to influence the market, simply because they do not buy a large enough amount of fuel. Furthermore, alternative fuels have limited, if any value. As a result, the only effective option for reducing fuel expenditures is to use less fuel. But the security of the supply is another matter. For a variety of reasons, the Air Force is not, by itself, able to ensure the worldwide energy supply. It can, however, contribute to its security through its relationships with and assistance to other nations, both direct and indirect. For example, partnerships with oil-producing nations can help them improve their internal security, which affect supplies.

TR-1144/2-AF

With its sizeable crude oil and natural gas reserves, the Caspian region is poised to become an increasingly important energy supplier to global markets. Competition over the development of Caspian’s petroleum and largely untapped natural gas reserves and control over future export routes remains intense. Russia is seeking control over export routes for these oil and gas resources for its own commercial and political ends. But Russian influence is being challenged. New oil pipeline routes to China and to the Mediterranean via Turkey are being built. Turkey aspires to become a key transit state for moving both natural gas and oil from the Caspian region and from the broader Middle East via pipelines crossing its territory. U.S.-Turkish cooperation on energy security issues offers a promising yet modest opportunity to strengthen the bilateral relationship. Continued successful attacks on pipelines within Turkey by Kurdish terrorists suggest pipeline security as a potential area of U.S. Air Force engagement. In the Bosporus, U.S. disaster response capabilities and the lessons learned from the Deepwater Horizon disaster in the Gulf of Mexico could prove useful for helping Turkish civilian and military leaders plan emergency responses to oil spills and other events that could block this critical waterway.
TR-1144/3-AF


Despite their growing importance in transporting vital energy resources, Asia's sea-lanes are already under stress and vulnerable, not only to geopolitical concerns but also the threat of piracy. Although the U.S. Navy has traditionally guaranteed freedom of the seas in Asia, a growing mission set and shrinking force structure challenge this role. RAND explored two alternative approaches to sea-lane security: joint and multinational. A joint approach would involve not only the U.S. Navy but also the U.S. Air Force and other relevant elements of the U.S. government (such as the Coast Guard and Department of State). A multinational approach could enhance partner capacity and promote burden sharing; improve the effectiveness and efficiency of unilateral and bilateral efforts; and better accommodate the emergence of new powers in the region, improving regional stability through confidence building. While the direct benefits of greater Air Force engagement in improving energy sea-lane security would likely be marginal, the spillover benefits of joint operations with the Navy and multinational engagement could make greater Air Force involvement worthwhile.

TR-1144/4-AF


The Gulf of Guinea is an important source of petroleum for the world market, with Nigeria being the dominant producer in this region. Nigeria's oil infrastructure has been subject to frequent attacks, causing production to be well below capacity. Moreover, investments in oil-producing infrastructure are lower than they would be in a secure environment. Oil production has been moving offshore in Nigeria. This trend is likely to continue, based on recent finds in Ghana's waters and offshore exploratory activity in nearby nations. It is in the interests of the United States, as well as other oil importing nations, to encourage greater production and investment that would raise petroleum output in Nigeria and in the other Gulf of Guinea nations with crude oil reserves. While offshore fields have their own security issues, they are more visible from the air, yielding a potentially powerful role for aviation forces. This provides an opportunity for the U.S. Air Force to contribute to improved regional energy security through partnerships that would build local capabilities to secure offshore infrastructure. Nigeria is the most obvious partner and, despite challenges, has good reason to partner with the United States because the majority of the country's wealth lies in its hydrocarbon sector. But other alternatives are possible, such as working first with other nations in the region, such as Ghana, where governance is considerably better. The U.S. Air Force could then draw on lessons learned from such partnerships and best practices to partner with other countries in the region.

TR-1147-AF


Nearly all Air Force electronics are tested and repaired using automatic test systems, each of which consists of a set of automated test equipment and a suite of software designed to test and facilitate repair of specific units. Most of these testers were designed and built for specific weapon systems, many of which are aging. These test systems are beset by increasing hardware and software obsolescence, which is compounded by the number and variety of legacy tester types. Moreover, current Department of Defense policy is to use families of common test systems. The Air Force is thus planning to modernize its component repair capabilities accordingly. This report focuses on the economic aspect of the rehosting decision, i.e., which component repairs should be
rehosted to use resources most efficiently while maintaining repair capabilities. The authors developed a methodology for formulating rehosting decisions for each legacy tester for each associated unit under test. They found rewriting software to run on the new systems to be the major cost driver. In some situations, an incremental rehosting strategy may be justified. In other cases, an entire workload may need to be rehosted because so few testers of a particular type are available. Finally, the long-term benefits of modern, common testing equipment make a strong case for making common families be the foundation of automatic test system acquisition for future platforms.

TR-1152-AF
Optimizing the Defense Language Institute English Language Center. Thomas Manacapilli, Jennifer D. P. Moroney, Stephanie Pezard, Sean Robson, Joe Hogler, Thomas-Durell Young, Timothy Jackson, Tara Terry. 2012

The Defense Language Institute English Language Center (DLIELC) trains foreign nationals in English prior to their attending U.S. military education and training courses and plays a critical role in building partnerships. RAND was asked to evaluate demand, supply, pricing models, and other options to optimize DLIELC’s output. The researchers examined DLIELC student data; interviewed DLIELC officials; and reviewed pertinent regulations, directives, instructions, and policy documents. They also conducted a comparative analysis of 12 similar organizations that had a security cooperation focus. They make recommendations in eight critical management areas: policy, business model/requirements, financial risk, technology, identity, assessment, manpower, and organization and advocacy. They then present an implementation plan that can integrate all the recommendations in a way that informs the leadership of Headquarters Air Education and Training Command and the DLIELC management of the implications of change throughout the organization.

TR-1153-MOI

Historically, police agencies have measured their performance against a very restricted set of crime-focused indicators, such as crime rates, arrests, and response times. However, modern police officers must be prepared to take on a wide variety of roles, from problem-solver to counselor and provider of first aid, among many others. Therefore, performance measures should be multidimensional to capture the complexity inherent in modern policing. In this era of tight budgets and deep cuts in municipal services, local officials have prioritized police performance improvement and the collection of measurable evidence to justify budget requests. Police departments also benefit from measuring performance; the results can help officials monitor department operations, promote adherence to policies and strategic plans, and detect patterns of bias or misconduct. By defining what is measured, executives send a signal to their command about what activities are valued and what results are considered important. Performance measures can also help track the progress of individual officers, the efficient use of funds, and many other indicators of organizational health. This report describes some of the key considerations involved in designing measures to evaluate law enforcement agencies. It also includes a framework for measuring performance and a detailed review of some international best practices.

TR-1159-OSD
A New Look at Gender and Minority Differences in Officer Career Progression in the Military. Beth J. Asch, Trey Miller, Alessandro Malchiodi. 2012

Although military accessions of women and minorities have increased over time, the proportions of these groups in the senior officer corps remain relatively low. RAND research conducted in the late 1990s found that, on net, white and Hispanic women entering the officer ranks were less likely to achieve the field grade level (O4) than were white
men, while black women had the same likelihood of achieving O4 as white men, and black men had a greater likelihood. This volume updates the earlier RAND study by tracking the promotion and retention of personnel who entered the officer ranks between 1971 and 2002 through the rank of O6, using data from January 1988 through September 2010. The newer data enables the researchers to investigate differences later in the career and to consider differences for Hispanic officers and other minorities. The authors discuss their findings in relation to those of the earlier study. This updated study also examines the career progression of women serving in military occupations that are partially closed to them—that is, occupations that are deemed open to women but that have some positions for which assignment of women is restricted. The authors find no statistically significant difference between the career progression of women in partially closed versus open occupations, relative to the differences among men serving in the same occupations.

**TR-1161-RC**

In the months after the contested Iranian presidential election in June 2009, Iranians used Twitter—a social media service that allows users to send short text messages, called tweets, with relative anonymity—to speak out about the election and the protests and other events that followed it. The authors of this report used an automated content analysis program called Linguistic Inquiry and Word Count 2007 (LIWC) to analyze more than 2.5 million tweets discussing the Iran election that were sent in the nine months following it. The authors (1) identify patterns in word usage over the nine-month period and (2) examine whether these patterns coincided with political events, to gain insight into how people may have felt before, during, and after those events. For example, they compare how the frequencies with which negative sentiments were directed toward President Mahmoud Ahmadinejad, his election opponents, and President Barack Obama changed over time, and they track the way in which the use of swear words sharply increased in the days leading up to specific protests. Particularly in countries where freedom of expression is limited, automated analysis of social media appears to hold promise for such policy uses as assessing public opinion or outreach efforts and forecasting events such as large-scale protests.

**TR-1162-DH**

RAND Europe evaluated the National Institute for Health Research Leadership Programme in an effort to help the English Department of Health consider the extent to which the programme has helped to foster NIHR’s aims, extract lessons for the future, and develop plans for the next phase of the leadership programme. Successful delivery of high-quality health research requires not only an effective research base, but also a system of leadership supporting it. However, research leaders are not often given the opportunity, nor do they have the time, to attend formal leadership or management training programmes. This is unfortunate because research has shown that leadership training can have a hugely beneficial effect on an organisation. Therefore, the evaluation has a particularly interest in understanding the role of the programme as a science policy intervention and will use its expertise in science policy analysis to consider this element alongside other, more traditional, measures of evaluation.

**TR-1164-DH**
National Evaluation of the DH Integrated Care Pilots. RAND Europe, Ernst & Young LLP. 2012

This document is the final output of a two-year, real-time evaluation of the DH integrated care pilots (ICPs). It is intended to provide information
about the evaluation activities conducted, the data collected and the analyses completed, in addition to evaluators’ conclusions about the processes and outcomes seen within the pilot period. It will be of interest to the DH and other policymakers, staff involved in supporting the implementation of the pilots, and other organisations looking to develop similar initiatives designed to integrate care.

**TR-1164/1-DH**

National Evaluation of the DH Integrated Care Pilots: Summary. RAND Europe, Ernst & Young LLP. 2012

This document is a summary of the final output of a two-year, real-time evaluation of the DH integrated care pilots (ICPs). It is intended to provide information about the evaluation activities conducted, the data collected and the analyses completed, in addition to evaluators’ conclusions about the processes and outcomes seen within the pilot period. It will be of interest to the DH and other policymakers, staff involved in supporting the implementation of the pilots, and other organisations looking to develop similar initiatives designed to integrate care.

**TR-1164/2-DH**

National Evaluation of the DH Integrated Care Pilots: Appendices. RAND Europe, Ernst & Young LLP. 2012

This document contains appendices to the final output of a two-year, real-time evaluation of the DH integrated care pilots (ICPs). It is intended to provide information about the evaluation activities conducted, the data collected and the analyses completed, in addition to evaluators’ conclusions about the processes and outcomes seen within the pilot period. It will be of interest to the DH and other policymakers, staff involved in supporting the implementation of the pilots, and other organisations looking to develop similar initiatives designed to integrate care.

**TR-1165-NIJ**


The National Institute of Justice strives to assist criminal justice practitioners on behalf of the Department of Justice through the scientific research, development, and evaluation of technologies and methods. Given that there are nearly 18,000 state and local law enforcement agencies in the United States, this is a challenge of great complexity, breadth, and depth. Thus, it is crucial to be aware of agencies’ technology needs, as well as how they might learn about promising technologies and applications. To this end, RAND researchers conducted interviews with an extensive sample group to determine criminal justice technology priorities at the state and local levels, as well as the means by which these agencies commonly receive information on technology and the effectiveness of outreach efforts by the National Law Enforcement and Corrections Technology Center. Interview results indicated a strong across-the-board desire for knowledge management systems and low-cost, easily maintained surveillance systems, and further indicated that the Center needs to expand its outreach efforts to professional associations.

**TR-1169-GSK**


Vaccine-preventable disease continues to take a heavy toll on adults despite the widespread availability of effective vaccines. This report identifies where efforts to improve the delivery of adult vaccination have stalled and recommends targeted strategies that are supported by available evidence and build on existing infrastructure. The authors conducted a comprehensive review of the published literature on adult immunization, a stakeholder workshop, and follow-up interviews with meeting participants and additional experts.
They also partnered with an organization represented at the workshop to conduct a telephone survey of adults to learn about the relationship between influenza vaccination and beliefs about the safety of influenza vaccine. Findings include that office-based providers remain the primary source of vaccination, though a substantial proportion of physicians who treat adults appear not to vaccinate at all and adult vaccination is infrequently discussed at health care encounters. Adult practices also lack a strong business case to offer vaccination, as it entails substantial fixed costs. In addition, achieving substantial increases in adult vaccination will require persuading large numbers of individuals disinclined to be vaccinated. Vaccination stakeholders need to engage in a collaborative fashion to promote adult vaccination and the integration of advice about vaccination into routine office-based practice. Recommendations include strengthening evidence surrounding practice gaps and the economic value of promoting vaccination in office-based settings, improving guidance to providers about vaccinating adults, and formalizing procedures for referring patients to complementary vaccinators.

TR-1170-NREL


This technical report uses energy service analysis (ESA) to identify and evaluate new means to reduce greenhouse-gas (GHG) emissions. Most analyses in this area focus on making existing processes more efficient. This report uses ESA to examine possibilities for instead changing how a service is delivered. The report introduces ESA, explains how it differs from conventional approaches and how this type of analysis can be conducted, uses an ESA framework to analyze how changes in the provision of two services—news delivery and personal mobility—might result in reductions in GHG emissions, suggests other areas in which ESA could be applied, and ends with some thoughts on using ESA more broadly.

The authors find that technical improvements in any specific sector may not generate per capita reductions in energy use or GHG emissions as large as reductions possible through changing the means by which people achieve the ends currently provided in those sectors (e.g., news, social interaction). However, reductions are constrained by how well the alternative (e.g., e-readers, vehicle sharing) substitutes for the existing means of providing the service.

TR-1171-DEIES


In an ongoing study, RAND researchers are evaluating the effectiveness of Carnegie Learning’s Cognitive Tutor Algebra I (CTAI) curriculum, a technology-based curriculum that combines classroom instruction with individualized instruction by a computer-based tutor. While the effectiveness of the curriculum in raising student achievement is the main focus of the study, the affordability of the curriculum is another factor that districts may wish to consider in deciding whether to adopt it; so, as a complement to the effectiveness study, the authors of this report examined the costs of implementing the CTAI curriculum and comparison algebra I curricula. The authors report on the per-student costs for each curriculum in three categories: materials, which include textbooks and software; software implementation resources, such as computers; and teacher training. They find that, overall, adoption of the CTAI curriculum was likely to cost a district significantly more than what was typically spent on the other algebra I curricula used by participating schools.

TR-1171-DEIES


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**TR-1172-DHHS**

A Matrix of New Media Use Measures and Brief Media Survey. Steven Martino, Rebecca L. Collins, Rebecca Shaw. 2012

There is a lack of available data that address new media use and its potential relationship with adolescent sexual risk behavior and sexual health. The authors developed this matrix of measures as a way of summarizing the state of measurement in this arena and setting the stage for further research efforts. To create the majority of the matrix, they identified a comprehensive set of measures that have been used in prior studies. The measures have been extracted from studies of media use, media effects, and interventions that employ new media to improve sexual health. The matrix includes a catalog of existing measures in the field, as well as information on where existing measures are inadequate and/or do not address the full range of media use or media most likely to predict sexual behavior or health. It also includes a short set of new but as yet untested measures developed by the authors that may be useful when both brevity and broad coverage of content are goals (as in national surveys). The matrix of measures is envisioned as a key step toward identifying measures that assess the types of new media adolescents are using, the frequency of usage, and the purpose of usage, focusing particularly on whether these media contain sexual content and are related to sexual behavior. This work was sponsored by the U.S. Department of Health and Human Services and was developed in RAND Health, a division of the RAND Corporation.

**TR-1176-OSD**


The Real Warriors Campaign (RWC), launched in 2009, is a multimedia program designed to promote resilience, facilitate recovery, and support the reintegration of returning servicemembers, veterans, and their families. This report presents findings based upon an independent assessment of the campaign. It identifies which aspects of the campaign adhere to best practices for health communication campaigns and how the campaign could improve both its content and its dissemination activities. The assessment included an expert panel which identified best practices for health communication campaigns and rated the RWC according to those practices, telephone discussions with organizations that partnered with the campaign, a content analysis of the campaign's website, an analysis of communication measures collected by the campaign, and a review of relevant documents describing campaign design and development. Findings suggested that the RWC shows promise in its ability to reach its intended target audiences and achieve its goals, but needs to invest in mechanisms that allow it to be nimble, monitoring the needs of the target populations and adjusting the campaign activities to meet those needs.

**TR-1179-NIJ**

No More Rights Without Remedies: An Impact Evaluation of the National Crime Victim Law Institute's Victims' Rights Clinics. Robert C. Davis,
The National Crime Victim Law Institute (NCVLI) victims' rights clinics are an effort to remedy what many perceived as a serious deficit in victims' rights legislation. Although all states have laws protecting victims' rights and many have constitutional amendments establishing rights for victims, the rights of many victims still are not observed. In large measure, this may be because there are no remedies enforceable when victims are denied their rights. The NCVLI clinics were intended to promote awareness, education, and enforcement of crime victims' rights in the criminal justice system. The victims' rights clinics sought to protect and enforce rights for victims in the court process through filing motions in criminal cases in which victims' rights were denied and by seeking appellate decisions that interpreted and reinforced victims' rights statutes. By providing direct representation to individual victims in criminal court, NCVLI hoped not only to increase the observance of rights in those particular cases but also to increase awareness of victims' rights by prosecutors, judges, and police officers in general.

TR-1181-BTS
Enhancement of the pivot point process used in the Sydney Strategic Model. James Fox, Andrew Daly, Bhanu Patruni. 2012

The Sydney Strategic Model (STM) was originally developed between 1999 and 2002, and informs long term transport planning, policy development and infrastructure assessment across the Greater Sydney area. During 2009 and 2010, the individual demand models that comprise the STM were re-estimated to use more recent survey data, the geographic scope of the model was extended, and additional model components were incorporated to predict demand for toll roads and park-and-ride schemes. During 2010 and 2011, three parallel projects were undertaken to implement the new models in the STM. This report describes the third of those projects, work to analyse and enhance the pivoting component of the STM. The pivoting component of the STM takes the predictions of the STM demand models in base and future years, and uses this information to 'pivot' off observed base matrices that describe base year travel patterns in order to generate the best possible predictions of future travel patterns. The report describes analysis of the operation of the original pivoting process, and the issues that analysis identified with the original process. The report goes on to describe the enhancements that have been made to the process to address these issues, and the analysis undertaken to demonstrate the resulting improvement in performance.

TR-1183-MEDPAC

Quality metrics play an increasingly important role in the evaluation and reimbursement of post-acute providers. Currently, it is difficult to ascertain whether changes in inpatient rehabilitation facility (IRF) patient outcomes are due to changes in treatment or the case mix of patients seen in IRFs. Risk adjustment, however, has the potential to improve the comparability of quality metrics both across providers and over time. This report (1) develops risk-adjusted quality metrics at the provider level for IRFs, (2) develops methods to address low case volume, and (3) uses these metrics to estimate national trends in IRF quality from 2004 to 2009. It presents the results for five IRF outcomes: (1) functional gain, (2) discharge to the community, (3) 30-day readmission to acute care given discharge to the community, (4) 30-day readmission to skilled nursing facility (SNF), given discharge to the community, and (5) discharge directly to acute care.

TR-1184-AF
The problem of cost growth in major weapon system acquisition programs has plagued the Department of Defense for several decades. Recent Air Force and Department of Defense guidance has emphasized should-cost reviews—a special form of contract cost analysis intended to identify contractor inefficiencies and lower costs to the government—as a way to address this problem. This report examines the Air Force experience with should-cost reviews and discusses options for enhancing the Air Force's capability to conduct such reviews. The researchers interviewed participants in should-cost reviews of Air Force programs from the 1980s through 2011 and reviewed the literature on the use of should-cost reviews by the Department of Defense and commercial businesses. They found that few Air Force personnel have experience with should-cost reviews but also that there is little evidence that should-cost reviews save money compared with other forms of contract pricing and negotiation. The authors discuss options for establishing a dedicated Air Force capability to conduct should-cost reviews, but they recommend that the Air Force first confirm the effectiveness of such reviews.

**TR-1185-OSD**

Should the Increase in Military Pay Be Slowed?. James Hosek, Beth J. Asch, Michael G. Mattock. 2012

Conditions are favorable for slowing the increase in military pay. Recruiting and retention are in excellent shape, and manpower requirements are planned to decrease. Basic pay grew 45 percent from 2000 to 2011, more than the Employment Cost Index (ECI) (up 33 percent) and the Consumer Price Index (CPI) (up 31 percent). Regular military compensation (RMC) grew even more. After adjusting for inflation, RMC grew an average of 40 percent for enlisted members and 25 percent for officers. RMC growth was higher because of increases in the basic allowance for housing. RMC is above the benchmark of 70th percentile of civilian pay and stands at the 80th percentile or higher for enlisted personnel and officers with a bachelor's degree and the 75th percentile for officers with more than a bachelor's. The authors discuss several approaches to slowing the rate of increase in military pay: (1) A one-time increase in basic pay set at half a percentage point below the ECI, (2) a one-year freeze in basic pay, and (3) a series of below-ECI increases, such as ECI minus half a percentage point for four years. The first option has lower cost savings, leaves open possible further action, yet may create more uncertainty about future pay changes. The second and third options provide several times more cost savings but may be politically more costly.

**TR-1186-AF**


The U.S. Department of Defense (DoD) has placed a renewed emphasis on planning for security cooperation with foreign militaries, but it is still in the early stages of developing comprehensive guidance on how to conduct this type of planning. As a result, the combatant commands and their U.S. Air Force components have had to develop country plans with little guidance as to what these plans should look like and what purpose they should serve. This report synthesizes best practices in country planning and presents them using a simple five-step country planning cycle and a three-part country plan format. The country planning cycle begins with the issuance of strategic guidance, which informs the development of a country plan that is then resourced, executed, and, finally, assessed. The three-part country plan format is centered on the development of measurable objectives and the identification of the activities and resources needed to achieve the objectives. This report presents detailed information on each step in the country planning process to help combatant command and U.S. Air Force planners understand and leverage existing DoD processes. It concludes by recommending that the Air Force and DoD develop standard guidance for country planners and that they synchronize the resourcing process for their respective programs.
TR-1189-AF

Would it be feasible to require all Air Force officers to attain a specific level of proficiency in a second language at commissioning? Would there be unintended consequences? To find out, the authors asked Air Force officers about their own language-learning experiences, what they thought about language learning and mandatory language proficiency policies, what incentives and disincentives they perceived, among other questions. While the officers felt language proficiency was important for mission success, they were not convinced about its importance for career success. They also noted that the time and commitment required to attain proficiency might interfere with other, more pressing academic demands. The languages most have studied already are not among those most critical to national security, and those who were required to study a language considered themselves less proficient than those who had studied it voluntarily. Language skills were, however, associated with other desirable outcomes, such as greater interest in and tolerance of other cultures and being interested in and capable of learning another language in the future. But requiring all to attain such proficiency before commissioning would mean fewer would be eligible for it. Instead, we suggest implementing a variety of pre- and postcommissioning language-learning incentives and opportunities designed to accommodate learners at all levels (from those just starting out to those who are at more advanced levels) and to increase acquisition of underrepresented and strategic languages. Career-long policies for maintaining and increasing language proficiency would be needed to make precommissioning and early career efforts worthwhile.

TR-1190-CHSWC

The Injury and Illness Prevention Program (IIPP) requirement has been the most frequently cited standard in California workplace health and safety inspections almost every year since it became effective in July 1991. Every workplace safety inspection must assess compliance with the IIPP. This report presents the results of an evaluation of the IIPP’s effects on worker injuries in California and should inform policy both in California and in the federal Occupational Safety and Health Administration (OSHA) program, which has made the adoption of a similar national requirement a top priority. Using data from the Workers’ Compensation Information System, OSHA Data Initiative statistics, and Workers’ Compensation Insurance Rating Bureau of California reports on medical and indemnity claims from single-establishment firms, the evaluation team analyzed the impact of citations for violations of the IIPP on safety performance by (1) using the number of citations as a measure of effectiveness and (2) assessing the number of establishments that were cited for noncompliance and then came into compliance. They found that enforcement of the IIPP appears to prevent injuries only when inspectors cite firms for violations of specific subsections of that standard. Eighty percent of the citations of the IIPP by the California Division of Occupational Safety and Health program are for only a different section, the one that requires employers to have a written IIPP. The specific subsections refer to the provisions that mandate surveying and fixing hazards, investigating the causes of injuries, and training employees to work safely. Because about 25 percent of all inspections cite the IIPP, citations of the specific subsections occur in about 5 percent of all inspections. In those inspections, the total recordable injury rate falls by more than 20 percent in the two years following the inspection.

TR-1191-NLNS
First-Year Principals in Urban School Districts: How Actions and Working Conditions Relate to

Principals new to their school face a variety of challenges that can influence their likelihood of improving their schools’ performance and their likelihood of remaining the principal. Understanding the actions that principals take and the working conditions they face in the first year can inform efforts to promote school improvement and principal retention, but the research on first-year principals’ experiences is limited. This report examines the actions and perceived working conditions of first-year principals, relating information on those factors to subsequent school achievement and principal retention. The study is based on multiple sources of data that were collected to support the RAND Corporation’s seven-year formative and summative evaluation of New Leaders. New Leaders is an organization that recruits, selects, prepares, and supports school leaders to serve in urban schools. The authors found that (1) over one-fifth of new principals leave within two years, and those placed in schools that failed to meet adequate yearly progress targets are more likely to leave; (2) there were no strong relationships among principals’ time allocation, student achievement, and retention; (3) teacher capacity and cohesiveness were the school and district conditions most strongly related to student outcomes; (4) principals’ reported future plans were not strongly related to retention.

TR-1193-NGYF

Decades of research show that high school dropouts are more likely than graduates to commit crimes, abuse drugs and alcohol, have children out of wedlock, earn low wages, be unemployed, and suffer from poor health. The ChalleNGe program, currently operating in 27 states, is a residential program coupled with post-residential mentoring that seeks to alter the life course of high school dropouts ages 16-18. A rigorous evaluation of the ChalleNGe program employing random assignment has demonstrated that the program has positive effects on educational attainment and employment. The cost-benefit analysis presented in this document estimates that those and other program effects yield $25,549 ($2010) in social benefits per individual admitted to the program, or $2.66 in social benefits for every dollar expended for a return on investment of 166 percent. The program’s benefits accrue mostly in the form of higher lifetime earnings attributable to higher levels of educational attainment induced by the
ties of general purpose forces (GPF). The authors used interviews with LREC practitioners and policymakers, a policy review, an academic literature review, and an analysis of survey data to address the research questions. Immediate recommendations include standardizing terms, developing measures of mission effectiveness, and collecting data to assess connections between LREC training and skills and mission success. Long-term planning should include efforts to develop a strong infrastructure across LREC stakeholders such that information can easily be shared, a theoretically sound causal model linking LREC skills to mission success, and tests of skills linked to mission readiness. The ultimate goal of these activities is to develop a set of readiness metrics, both at the general level for all GPF and at the mission-specific level, when specialized LREC skills may be required.
program. Under baseline assumptions, this cost-benefit analysis suggests continued operation of existing ChalleNGe sites will yield substantial net benefits to program participants and society at large. This quantitative finding supports public investment in the ChalleNGe program as currently operated and targeted.

TR-1198-DH
Preventing emergency readmissions to hospital: A scoping review. Ellen Nolte, Martin Roland, Susan Guthrie, Laura Brereton. 2012

The report reviews the evidence and potential for use of emergency readmissions within 28 days of discharge from hospital as an indicator within the NHS Outcomes Framework. It draws on a rapid review of systematic reviews, complemented by a synopsis of work in four countries designed to better understand current patterns of readmissions and the interpretation of observed patterns. Reviewed studies suggest that between 5 percent and 59 percent of readmissions may be avoidable. Studies are highly heterogeneous, but based on the evidence reviewed, about 15 percent up to 20 percent may be considered reasonable although previous authors have advised against producing a benchmark figure for the percentage of readmissions that can be avoided. The majority of published studies focus on clinical factors associated with readmission. Studies are needed of NHS organisational factors which are associated with readmission or might be altered to prevent readmission. The introduction of new performance indicators always has the potential to produce gaming. Observers from the USA cite experience which suggests hospitals might increase income by admitting less serious cases, thus simultaneously increasing their income and reducing their rate of readmission. There is also the possibility that there may be some shift in coding of admissions between emergency and elective depending on the incentives. If hospitals are performance managed on the basis of readmission rates, it would be reasonable to expect that some behaviour of this type would occur.

TR-1199-A

Hoping to draw on the experience gained from nearly a decade of war, U.S. Army Special Operations Command wished to identify options for enhancing the contributions of the Special Forces Groups residing within the U.S. Army National Guard (ARNG). The research was motivated by the sponsor's belief that ARNG might occupy high-value capability niches that could be put to use in future deployments. This report presents an analysis of ARNG Special Forces capabilities. The study also examined the prevailing legal and policy guidance that affects how the ARNG raises, trains, equips, sustains, mobilizes and deploys its Special Forces, with the expectation that the guidance might constrain how these processes could be conducted to fill the niches. The report concludes that the expected capability niches do not exist in a form that could benefit the overall Special Forces community or serve as the basis for training, organizing, or deploying ARNG Special Forces. The report also concludes that the regulatory environment presents far fewer constraints than commonly thought and that many of the points of contention between ARNG Special Forces and U.S. Army Special Operations Command can be effectively managed through regular coordination, cooperation, and periodic conferences.

TR-1200-CDC

The Centers for Disease Control and Prevention's (CDC's) Cities Readiness Initiative (CRI) provides funding, program guidance, and technical assistance to improve communities' ability to rapidly provide life-saving medications in response to a large-scale bioterrorist attack, naturally oc-
curring disease outbreak, or other public health emergency. Focusing on both capacities and operational capabilities, the authors examine (1) the current status of communities' operational capability to meet CRI program goals related to delivering medical countermeasures within 48 hours of a federal decision to deploy assets and (2) whether there is evidence that CRI has improved communities' capability to meet the 48-hour goal. Analysis shows that, overall, state capacity appears to be strong; CRI appears to have improved state capacity, but the data are not conclusive. Performance across Metropolitan Statistical Areas varies considerably, as does performance in particular functional areas. The authors also note that testing of operational capabilities has not been conducted at a large enough scale to measure readiness for the 48-hour scenario, recommending that jurisdictions be required to conduct drills at a larger scale. Other proposed recommendations include improving CDC feedback to jurisdictions, attempting to leverage assessments of non-CRI sites as a comparison group, and assessing program cost-effectiveness.

**TR-1201-AF**


The U.S. Air Force Special Operations Command (AFSOC) has developed an approach to planning for, assessing, and enhancing the effectiveness of missions to build partner capacity in health. These missions are systematic, long-term efforts to enhance the ability of governments in developing states that are important to U.S. interests to deliver essential medical, dental, and veterinary services to vulnerable populations. Helping to improve local public health and providing health services is expected to support the extension of good governance and counter insurgent and terrorist infiltration, recruitment, and exploitation. AFSOC believes that its health assets can be more effectively and systematically used by combatant commanders in achieving their theater security cooperation objectives, in conjunction with other organizations. This report documents the results of three research tasks undertaken to assist AFSOC in executing its mission: (1) placing health security in the context of U.S. strategy and security cooperation efforts; (2) drawing lessons from outside organizations on ways U.S. military forces can maximize their effectiveness in helping build partner health capacity; (3) developing a framework for planning and executing partner health capacity missions. Key findings are presented, along with recommendations for maximizing the effectiveness of efforts to build partner health capacity.

**TR-1202-HS2**

Comparison of the Long-Distance Model and PLANET Long-Distance: Phase 2, Demand Model. James Fox, Bhanu Patruni, Andrew Daly. 2012

High Speed Two Limited (HS2 Ltd) was established in January 2009 to investigate the feasibility and credibility of building new high-speed rail (HSR) lines between London and Scotland. During 2009, HS2 developed a modelling framework for the assessment of different HSR options, and, given the time available for model development the existing PLANET suite was selected. The core of this suite is PLANET Long-Distance (PLD), a multi-modal model of all day travel across Great Britain that focuses on long-distance travel demand, considering rail, car and air travel for trips selected to cover the market for the current HSR proposals. The Long-Distance Demand Model (LDM) was developed on behalf of the Department for Transport (DfT). It is a multi-modal all-day model of long-distance travel (trips over 50 miles) demand that covers all of Great Britain. The LDM is designed to be able to assess the impact of policies on all four existing modes used for long-distance travel (rail, car, air and coach) and is able to predict demand for HSR drawing on information from stated preference surveys collected between November 2009 and January 2010. The objective of this study was to develop simplified spreadsheet-based versions of the PLD and LDM
models, and to undertake analysis of the levels and composition of demand for HS2 services predicted by the two simplified models. The analysis helps to inform HS2's thinking about how the models in the PLANET suite could be improved, potentially drawing on the databases assembled for the LDM study.

TR-1203-EC

Further study on the affordability of alcoholic beverages in the EU: A focus on excise duty pass-through, on- and off-trade sales, price promotions and statutory regulations. Lila Rabinovich, Priscillia Hunt, Laura Staetsky, Simo Goshev, Ellen Nolte, Janice S. Pedersen, Christine Tiefensee. 2012

Policies related to alcohol pricing, promotion and discounts provide opportunities to address harms associated with alcohol misuse. However, there are important gaps in information and knowledge about the regulations in place across parts of Europe and their impacts on consumer prices and locations of purchase. Using market data, we explored the overall scale and trend of price promotions and discounts in the off-premise (e.g. supermarket) and on-premise (e.g. restaurants, pubs) across five EU Member States. To better understand the factors that may influence sales in the on- vs. off-premises, we performed regression analysis for four EU Member States with relevant data. This found that increases in broadband penetration and population density were associated with relatively higher levels of off-premise alcohol purchases and that increases in income were associated with relatively higher levels of on-premise purchases of alcohol. There was no statistically significant relationship for female higher education. We further used time-series methods, drawing on data for Ireland, Latvia, Slovenia and Finland, to estimate the impact of changes in excise duty on price (Δpass-through'). This showed that a $1 increase in excise duty increased beer prices by $0.50-$2.50 in the off-premise, and increased spirits prices by $0.70-$1.40 in the off-premise. These findings suggest that, depending on the price sensitivity of consumers and other strategies employed by suppliers (e.g. advertising), changes in excise duty may be an effective instrument to reduce harmful alcohol consumption.

TR-1204-A


The U.S. Army's two ammunition ports—Military Ocean Terminal Concord (MOTCO) and Military Ocean Terminal Sunny Point (MOTSU)—have different funding approaches and accounting systems, and a central question in this research is what the most appropriate financial structure should be. Would consolidation to a single approach be desirable? To help answer this question, the authors develop two variations of an ammunition port funding policy. To do so, they interviewed subject matter experts, reviewed the literature on working capital fund pricing policies, and examined Department of Defense financial regulations. They developed several criteria to help in their evaluation: The funding mechanism should encourage efficient use of the ports; funding should not vary sharply over time; the funding mechanism should use existing or easily obtained financial data as much as possible; and the other military services should pay for their use of the ports. The authors' proposed variations have customers facing marginal costs when deciding how much workload to put through a port. Efficiency is enhanced when customers make decisions based on marginal, not average, costs. However, a key mitigating characteristic for ammunition ports is the apparently limited price elasticity of demand for the ports' services. When customers have greater demand elasticity, pricing decisions and hence the chosen funding approach are of greater importance.

TR-1207-DHHS


This report, by researchers from Partners
HealthCare and the RAND Corporation, primarily describes the work associated with Task 4.8 of the Advancing Clinical Decision Support (ACDS) effort, a project intended to accelerate the effective use of computer-based clinical decision support (CDS) interventions to facilitate evidence-based clinical practice and the meaningful use of health information technology. The key objectives of Task 4.8 were to develop CDS artifacts for at least 20 interventions of different types, targeted toward guidelines and clinical conditions called for in the 2011 meaningful use criteria, and to disseminate the tools, content, and materials through a knowledge-sharing service (KSS) that could potentially be deployed on a national scale. The ACDS interventions or artifacts were built utilizing the extensible markup language (XML) schema developed by the Clinical Decision Support Consortium (CDSC) project and were published on the CDSC portal.

**TR-1210-NHS/SDU**

Sustainable Development in the National Health Service (NHS): The views and values of NHS leaders. Tom Ling, Janice S. Pedersen, Samuel Drabble, Claire Celia, Laura Brereton, Christine Tiefensee. 2012

This report presents National Health Service (NHS) leaders' views of priorities and approaches regarding sustainable development in the NHS. It was produced in close collaboration with the United Kingdom (UK) NHS Sustainable Development Unit (SDU), and it represents the first systematic picture of leadership views in the NHS. It also provides a commentary on ways forward. Analysis draws on results of a survey of 172 leaders of NHS organisations (primarily chief executives), 12 follow-up interviews, interviews with the SDU, and additional data and literature searches. A major conclusion is that almost all leaders consider sustainable development to be important for the NHS and that a focus on sustainability can most likely be aligned with delivering other corporate goals. Aligned incentives at all organisational levels and support for diversity are considered necessary to achieve sustainability, as well as relevant performance metrics. The main barrier is organisational culture.

**TR-1211-DHS**


The U.S. Department of Homeland Security is responsible for protecting U.S. borders against terrorist threats, criminal endeavors, illegal immigration, and contraband. Unfortunately, due to budgetary and other resource constraints, it cannot "see and be" everywhere at once. In response, the Office of Border Patrol (OBP) is investigating how pattern and trend analysis and systematic randomness can be used to position border security personnel and equipment in the places and at the times they will be most effective. A RAND study examined how these techniques affect interdiction rates, incorporating results from a RAND-developed agent-based simulation model of the interaction of border patrol agents and illegal smugglers. The model allowed an exploration of how interdiction rates differ across thousands of scenarios that vary by the number of patrols, the rate of illegal flow, the size of the border, and the approach OBP takes to using pattern and trend analysis and systematic randomness. The analysis shows how approaches that combine these two techniques yield higher interdiction rates than approaches using either technique alone, and it identifies circumstances in which combined approaches are competitive with perfect surveillance.

**TR-1213-EC**

Sarria Santamera, Andreas Sönntichsen, Hubertus Vrijhoef. 2012

The report forms part of the DISMEVAL project, funded under the European Commission's 7th Framework Programme. It is targeted at policymakers, programme operators and researchers, explaining choices, options and trade-offs for the evaluation of disease management based on analyses undertaken within the project. Many of the issues discussed can be seen to apply to any evaluation of complex interventions in healthcare. However, there are specific concerns around evaluation design and metrics that are of relevance to the evaluation of disease management in particular and that are examined in the report. These include (i) the context for evaluating disease management, exploring the reasons for undertaking evaluation in the first place and explaining some of the underlying principles for doing so; (ii) the methods and metrics for evaluating disease management, focusing specifically on themes that have emerged as being pertinent to work carried out within the DISMEVAL project; (iii) practical considerations for disease management evaluation, based on experience of work undertaken in DISMEVAL; and (v) the broader challenges and lessons learned that may be relevant for policymakers, funders and practitioners interested in the use and usefulness of disease management evaluation more generally. This publication provides a major resource to guide the evaluation of disease management interventions in European settings and so contributes to strengthening the evidence-base required to inform the selection of efficient and effective interventions to address the growing burden of chronic disease in Europe.

TR-1216-ICJ

The Impact of Health Care Reform on Workers' Compensation Medical Care: Evidence from Massachusetts. Paul Heaton. 2012

Although it is widely recognized that health care reform has the potential to affect the volume and cost of medical care received through the workers' compensation (WC) system, to date there is little empirical evidence of this effect. This study used the experience of Massachusetts, which implemented a health care reform package with several provisions similar to those in the Patient Protection and Affordable Care Act of 2010, to empirically estimate how health reform impacts WC hospital care. It was found that WC billing frequency for both emergency room visits and inpatient hospitalizations fell by 5 to 10 percent as a result of reform, but that billed charges and treatment volume were not measurably affected. These impacts were observable among patients with more costly injuries and persisted even after various approaches were used to account for the effects of the economic downturn that began at the end of 2007. While many outstanding questions about the impacts of health reform on WC remain, this early quantitative, empirical evidence suggests that reform may reduce medical costs borne by the WC system.

TR-1218-EC


To advise the EC on the development of a European Cybercrime Centre, RAND Europe reviewed scholarly literature on the nature, extent, and impacts of cybercrime and collected empirical evidence on the capabilities of 15 EU member states' computer crime units in face to face visits. Findings from the literature and document review suggested a great deal of uncertainty between industry reported figures on the state of cybercrime and official recorded crimes. Nonetheless, the online criminal underground is evolving toward a service based economy. Aspects of forensic capability, investigations, intelligence sharing, training and information exchange were discussed. In addition, RAND Europe consulted Europol, Eurojust, Cepol, Interpol, and the European Network and Information Security Agency on their contribution to tackling cybercrime at the European level. A scenario based workshop was held in Brussels in November 2011 where a range of possible futures
were described and considered by participants. The research team’s report considers a number of options for the establishment of the ECC and evaluates their strengths and weaknesses according to a range of factors. These include its scope, activities, resources, risks, impacts and interoperability. The study considered a range of options including an ECC hosted by Europol, Eurojust, ENISA and a virtual ECC. The study considered that an ECC hosted by Europol would constitute the most appropriate way forward. The study laid out an implementation plan including expected activities for the first year of the ECC between January–December 2013.

TR-1221-CMF


This report describes the results of an analysis using RAND’s COMPARE (Comprehensive Assessment of Reform Efforts) microsimulation model to predict the effects of a possible Supreme Court decision invalidating the individual mandate provision in the Patient Protection and Affordable Care Act of 2010 while keeping the other parts of the law intact. The authors predict the effects of such a decision on health insurance coverage overall and for subgroups based on income. They also estimate where people will obtain insurance in scenarios with and without the mandate and how the elimination of the individual mandate will affect insurance premiums. The analysis predicted that, if the individual mandate were to be eliminated: (1) 12.5 million people who would have otherwise signed up for coverage will be uninsured. (2) Premium prices in the non-group market will increase by 2.4 percent. (3) Total government spending will increase modestly, from $394 billion to $404 billion in 2016. (4) The amount of government spending per newly insured individual will more than double, from $3,659 to $7,468. The study estimates a smaller effect on premiums than comparable studies because the RAND team uses a method that accounts for the difference in the age composition of enrollees with and without the mandate.

TR-1222-OSD


Every uniformed service member, whether Active Component (AC) or Reserve Component (RC), must complete ancillary or general military training (GMT) requirements prescribed by his or her service. Individual services direct some topics, and some are stipulated by the U.S. Department of Defense (DoD). DoD has identified a need to reduce cyclic mandatory training requirements (especially for the RCs), thus reducing the training burden on the services and making the most of available training time. The RAND National Defense Research Institute was asked to examine the services’ mandatory military training requirements and examine options to standardize requirements and reduce the training burden. This report responds to that request by providing a common definition of GMT and examining both the guidance that directs GMT completion and the services’ approaches to conducting GMT. The authors identified GMT requirements directed by law and policy and interviewed service AC and RC subject-matter experts.

TR-1223-OCPR


This report analyzes the fiscal capacity of eight local levee districts in southern Louisiana to shoulder the burden of operating and maintaining the Hurricane and Storm Damage Risk Reduction System (HSDRRS) and other key hurricane protection infrastructure currently under construction by the U.S. Army Corps of Engineers. It specifically focuses on operation and maintenance (O&M) costs, assuming that costs associated with major repairs and levee lifts will not be borne by
levee districts. It also discusses some innovative approaches that other government agencies responsible for operating and maintaining flood and hurricane protection infrastructure are using to generate revenue to cover those costs. The report discusses the methodology used to project the O&M costs associated with hurricane protection infrastructure. It provides O&M cost estimates for each newly constructed piece of the HSDRRS and estimates the total O&M costs to be borne by eight major levee districts within the HSDRRS. Some of these estimates differ from estimates based on cost-plus engineering estimates because they are based on historical expenditures by levee districts to maintain existing infrastructure. The report then discusses the author’s methodology for projecting levee district budget revenues and budget balances through 2016. The report concludes with a discussion of some options that other states have used to generate revenue for the O&M of levees and hurricane protection infrastructure.

TR-1224-AHEALTH


Use of Sexual and Reproductive Health (SRH) services is projected to grow between 10 and 20 percent from 2006 to 2020. This growth is driven largely by changes in the racial/ethnic make-up of the population of women of reproductive age and an increase in the number of people with insurance coverage because of new health care legislation. Trends in supply and demand for SRH services, particularly for low-income individuals, suggest demand will outstrip supply in the next decade. Nurse Practitioners (NPs) with a women’s health focus are key providers of SRH care in Title X-funded clinics, which deliver a significant proportion of U.S. family planning and SRH services to low-income populations. This report looks at why numbers of women’s health NPs (WHNPs) have been declining, and are projected to continue to decline, despite significant growth in total numbers of NPs. Barriers to increasing the supply of NPs competent in SRH care—such as reduced funding for WHNP training, increased funding for primary care and geriatric NP training, and a shrinking proportion of WHNPs choosing to work in public health, clinics, and family planning—are identified. From the standpoint that the evolution of the health care delivery system may serve as an opportunity to optimize the delivery of SRH services in the United States, a comprehensive set of options spanning education, federal and state regulations, and emerging models of care delivery are explored to reverse this trend of too few WHNPs, particularly for servicing Title X facilities and their patients.

TR-1226-EC


The report documents the overall findings of the work carried out within the DISMEVAL project which was funded under the European Commission’s 7th Framework Programme. It sought to review current approaches to chronic care and their evaluations, as implemented by EU Member States at national and regional levels and to explore the policy context for chronic disease management in European countries. Reporting on the range of approaches to chronic care adopted in 13 European countries it emphasises the need for the development of a coherent response to chronic disease that takes account of the various tiers in the system and along the care continuum, with involvement of professionals forming a crucial component for achieving sustainable change. The DISMEVAL project further sought to test and validate different evaluation methods using existing data from disease management interventions in six countries. In doing so, it advances the research base in evaluation design and methodology, so informing the design of future evaluations and enhancing their value for decisionmaking. Work carried out identified and tested a wide
range of methods that can be employed in situations where experimental approaches are not possible, emphasising that rigorous evaluation is still possible where baseline or predefined control groups are not available and how advanced designs can help better understand how different (combinations of) care components and processes might be effective for managing chronic disease in patients with different characteristics. It argues how future evaluation work drawing on such approaches should provide insight into what works for whom in the area of disease management, a question that randomised trials have thus far been unable to answer.

TR-1228-EC

Illicit drug use continues to be an important public health and safety concern in Europe. Production, trafficking and dealing in illicit drugs constitute important criminal justice challenges in themselves, and are associated with other criminal activities. The 2005-2012 EU Drugs Strategy (as with previous strategies) was developed to complement and add value to national strategies and approaches while respecting the principles of subsidiarity and proportionality set out in the EU Treaties. The main rationale for its development was that while drugs problems vary across Member States, and are experienced at the local and national level, they are "a global issue that needs to be addressed in a transnational context". RAND Europe undertook an independent evaluation of the current Strategy and its Action Plans, addressing four research objectives: 1. To assess the relevance and influence of the Strategy with respect to national drugs policy and legislation 2. To assess possible impact on the drugs situation in the EU. To identify key aspects and recommendations for future EU Drugs Strategies.

TR-1229-WFHF/DCKF/STF
Deregulating School Aid in California: How Districts Responded to Flexibility in Tier 3 Categorical Funds in 2010–2011. Brian M. Stecher, Bruce Fuller, Tom Timar, Julie A. Marsh, with Mary Briggs, Bing Han, Beth Katz, Angeline Spain, Anisah Waite. 2012

California's system of school finance is highly regulated and prescriptive. A large share of state funding is allocated through categorical programs, that is, programs whose funding is contingent upon districts using the money in a particular way or for a particular purpose. In 2008–09, the strings were taken off 40 of those programs, collectively known as the "Tier 3" programs, as part of a budget deal that also reduced the funding for those programs. The authors conducted a survey of 350 California school district chief financial officers (CFOs) between April and August of 2011 to see how district leaders responded to this sudden, limited fiscal flexibility and the conditions that shaped their decisions.

TR-1229/1-WFHF/DCKF/STF

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share of their budget as other districts (although that represents larger per-pupil dollar amounts). Furthermore, so far and on average, districts do not appear to be making large-scale changes in how they are spending their money.

TR-1230-AF


This report evaluates the economic wisdom of relying primarily on expendable weapons, such as cruise missiles, to conduct air-to-ground strike missions. Focusing solely on cost, the author examined the U.S. historical use of air-to-ground attack during and since the Vietnam War, looking, among other things, at the length of each conflict and the weapons expended. Only if the United States is confident that all possible conflicts over the system lifetime can be ended in a total of less than about ten days is exclusive reliance on expendable assets prudent. Expendable weapons do have some important operational advantages, but if the United States wishes to maintain the capability to wage air war efficiently for more than a few days, reusable platforms are an important part of an efficient force mix.

TR-1231-MCF


Inclusionary zoning (IZ) has become an increasingly popular tool for providing affordable housing in an economically integrative manner. IZ policies typically require developers to set aside a proportion of units in market-rate residential developments to be made affordable for lower-income households in exchange for development rights or zoning variances. These policies are considered "inclusionary" because they are intended to allow lower- and moderate-income households to buy or rent property in middle- and upper-income communities. This report examines 11 IZ programs across the United States to determine the extent to which the policies serve lower-income families and provide IZ recipients with access to low-poverty neighborhoods and residentially assign them to high-performing schools, thereby promoting the academic achievement and educational attainment of their children. It also considers ways in which IZ policies vary and how different design features might affect the success of the programs in promoting affordable housing and social inclusion for IZ recipients. Finally, it identifies key program-design aspects that shape the potential to meet the goals of providing affordable housing to low-income households and promoting social inclusion for IZ recipients.

TR-1239-LACPD


California’s Juvenile Justice Crime Prevention Act was designed to provide a stable funding source for juvenile programs that have been proven effective in curbing crime among at-risk and young offenders. It provides funds to counties to add evidence-based programs and services for juvenile probationers identified with higher needs for special services than those received by routine probationers, at-risk youth who have not entered the probation system but who live or attend school in areas of high crime or who have other factors that potentially predispose them to criminal activities, and youth in juvenile halls and camps. The Corrections Standards Authority is required to submit annual reports to the California state legislature measuring the program's success for six outcome measures: (1) successful completion of probation, (2) arrests, (3) probation violations, (4) incarcerations, (5) successful completion of restitution, and (6) successful completion of community service. Each county can also measure supplemental outcomes. Results reflect the continuing collaboration between the evaluators and the Los Angeles County Probation Department to modify programs based on the integration of evaluation findings and effective juvenile justice practices. Differences in outcomes between program partici-
pants and comparison-group youth are relatively small, although county-developed supplemental outcomes tend to be more favorable than state-mandated big six outcomes.

**TR-1241-AF**


U.S. European Command (EUCOM) views building partnerships as its highest theater priority. U.S. Air Forces in Europe (USAFE) seeks to build partnerships and partner capacity in the EUCOM area of responsibility. In spite of the potential benefits of USAFE's building-partnership (BP) activities, USAFE's posture and its BP activities do come with a cost. In today's austere fiscal environment, it is appropriate to assess how the United States and the U.S. Air Force (USAF) can build partnerships most efficiently while ensuring that the requirements for maintaining key alliances and partnerships continue to be met. This report characterizes the current policy debate on security cooperation and force posture in Europe through a review of the literature and discussions with key policymakers and legislative officials in Washington, develops a framework to describe the current BP approach and environment for the USAF in Europe, defines several alternative postures for conducting BP activities using a building-block approach to cost out each high-payoff BP activity, and recommends efficiencies to improve the USAF's BP activities in Europe.

**TR-1243-NMFA**


Parental military deployments pose a host of challenges for child and family well-being. Military family support programs have proliferated since the start of the wars in Afghanistan and Iraq a decade ago to address these emotional, social, and academic issues, but there has been little evaluation of whether these programs are meeting their key objectives. To help fill this gap, a RAND study team explored the curriculum, themes, and outcomes of Operation Purple, a free weeklong summer camp program for youth with a deployed parent. Using a quasi-experimental approach, the study incorporated youth and parent survey data (from both camp attendees and a control group of non-attendees) and camp after-action reports and visitor observation logs to determine whether there were differences between attendees and non-attendees in the four camp theme areas: comfort and skill in communicating about feelings, understanding and appreciation of military life, sense of service/stewardship, and outdoor education. The study also sought to determine how and to what extent the program's curriculum was implemented by participating camps in the summer of 2011. Despite limitations in the data (e.g., a non-random study sample, some variation in curriculum implementation across camps), the study found some positive effects from camp participation, particularly in communicating about feelings, as well as valuable youth and parent perspectives about camp, reflected in responses to open-ended questions. As such, it helps lay the groundwork for future investigation of similar support programs for military youth and their families.

**TR-1245-OSD**


Since 2002, the not-for-profit Wounded Warrior Project (WWP) has sought to offer support for and raise public awareness of those injured during service on or after September 11, 2001. WWP gives members (alumni) access to programs that ensure that wounded warriors are well-adjusted in mind, spirit, and body and that they are economically empowered. Here the authors report a detailed analysis of how individuals with different marital statuses, genders, pay grades, and employment statuses were meeting these goals and how outcomes of its alumni compared with the
outcomes of other veteran and nonveteran U.S. populations. The organization's decisionmakers can use the information from this report to determine the degree to which strategic objectives are met for each subgroup and to set new goals and the means by which the organization and its alumni and may reach those goals.

Such analyses are crucial to inform targeted strategies and policies to effectively address the burden of osteoporosis and associated fractures, which is sizable and set to increase across Europe. We set out considerations as a starting point for the further development of quality measures for postmenopausal osteoporosis in Europe.

**TR-1247-AMGEN**


This report aims to inform the development of quality indicators for postmenopausal osteoporosis management through (a) assessing the evidence for screening and diagnosis of osteoporosis and related risk factors, and for prevention and treatment of osteoporosis and osteoporosis-related fractures; (b) describing current practice for managing postmenopausal osteoporosis in Europe; and (c) highlighting existing gaps in the evidence base and management practices in Europe. Analyses involved a comprehensive review of reviews regarding the screening and diagnosis of osteoporosis and related risk factors and the prevention and treatment of osteoporosis and osteoporosis-related fractures. While this identified a well developed evidence base on the effects of selected treatments on clinical outcomes of postmenopausal osteoporosis and associated fractures, and on the usefulness of selected simple risk factor assessment tools to identify postmenopausal women who would benefit from further diagnostic assessment, uncertainties remain regarding for example the optimal use of pharmacological interventions for preventive purposes and the effectiveness of population-based screening. We also carried out case study reviews of current practices for managing postmenopausal osteoporosis in England, France, Germany and Spain. We identify a need for the establishment of routine monitoring systems to enable better understanding of contemporary patterns and trends and identify care gaps in the management of postmenopausal osteoporosis and associated fractures.

**TR-1248-OSD**


Congressional concern with cost overruns, or breaches, in several major defense acquisition programs led the authors, in a partnership with the Performance Assessments and Root Cause Analysis Office in the Office of the Secretary of Defense, Acquisition, Technology, and Logistics, to investigate root causes by examining program reviews, analyzing data, participating in contractor briefings, and holding meetings with diverse stakeholders. In two companion studies, the authors analyzed the reasons for six program breaches and developed a methodology for carrying out root cause analyses. This report documents that methodology, whose key components include the following steps: formulate a hypothesis, set up long-lead-time activities, document the unit cost threshold breach, construct a timeline of cost growth recent events from the program history, verify cost data and quantify cost growth, create program cost profiles and pinpoint occurrences of cost growth, match the timeline with profiles and derive causes of cost growth, reconcile remaining issues, attribute cost growth to root causes, and create postulates. This study represents an important chronicle of the approach to use in performing such analyses—one that others may use in their own analytic efforts. In addition, it gathers extensive documentation on the data sources used to examine the six program breaches investigated.
TR-1249-OSD


A first step in dealing with uncertainty is confronting its existence, ubiquity, and magnitude. A second step is dealing with it when informing assessments and decisions. As the Cold War waned, RAND developed new methods that urged sketching the no-surprises future, listing known branch-style uncertainties, and stretching the imagination to envision potential shocks, good or bad (e.g., Soviet Union disintegration or Saddam Hussein's invasion of Kuwait). Major surprises will nonetheless occur, and some of RAND's most important work on uncertainty has to do with coping with surprise developments. RAND's progress in national security uncertainty analysis benefited from a confluence of developments in computer and software technology, theory and practice in strategic planning and decisionmaking, analytic theory and methods, and theory of complex adaptive systems. Work has emphasized facing up to deep uncertainty in many dimensions, performing exploratory analysis of "the possibility space," identifying regions of that space that pose special risks or opportunities, finding options to improve capabilities, and using portfolio analysis to conceive and compare strategic options for economically dealing with the diversity of challenges. A cross-cutting RAND theme is finding flexible, adaptive, and robust (FAR) strategies. Ultimately, different problems call for different approaches to uncertainty. If the theory of planning under uncertainty and preparing to cope with surprise effectively is difficult and complex, this report makes clear that implementing and maintaining corresponding changes is even more difficult and suggests that policymakers to be constantly vigilant in ensuring that related initiatives are not undercut or allowed to wither.

TR-1253-OSD

Allocating Marine Expeditionary Unit Equipment and Personnel to Minimize Shortfalls. Walter L. Perry, Roald Euller, Jennifer Kavanagh, Nicholas Salcedo. 2012

To successfully accomplish their missions, Marine Expeditionary Units (MEUs) must have both the right personnel and the right equipment, as well as access to the personnel and equipment. However, in many cases, the available space on an MEU's ships falls far short of what is needed to transport the full set of required equipment. Thus, the MEU commander must determine which equipment to take and which to leave behind. What is the impact of this shortfall on the MEU's ability to complete the tasks associated with its mission? One way to identify the equipment and number of units needed for a given MEU mission is to deconstruct that mission into its component tasks and subtasks and then determine the equipment needed to complete each task. The process also involves prioritizing equipment based on its capabilities, as well as identifying the sequencing of equipment use and overlaps between tasks that require the same equipment. To assist commanders in making these difficult decisions in the context of limited equipment inventories, a RAND team developed a software tool, the Marine Air-Ground Task Force (MAGTF) Equipment Structural Assessment (MESA) application. The tool guides users through the decisionmaking process by comparing mission task needs to available equipment and allowing full customization of the mission timeline, component tasks and subtasks, sequencing, available equipment, and equipment and activity prioritization preferences. The application, still in development, currently features full functionality for a single MEU mission type: humanitarian assistance. However, future versions will include a set of 15 missions. This report includes a user's guide for the MESA application with step-by-step instructions for populating and modifying the tool to support mission needs.

TR-1259-CPRA


Motivated by the devastating effects of Hur-
icanes Katrina and Rita in 2005 and Gustav and Ike in 2008, planners and policymakers in the State of Louisiana have updated the state’s Comprehensive Master Plan for a Sustainable Coast (the "Master Plan"). The resulting Master Plan proposes a range of risk reduction and coastal restoration projects to reduce storm surge flood risks to coastal communities and address other objectives to help create a more sustainable coast over the next 50 years. To support this process, the Coastal Protection and Restoration Authority of Louisiana asked RAND to create an analytical model, the Coastal Louisiana Risk Assessment (CLARA) model, to estimate flood depths and damage that occurs as a result of major storms. CLARA made it possible to systematically evaluate potential projects for inclusion in the Master Plan on the basis of how well they reduce flood damage in Louisiana’s coastal region. CLARA was also used to evaluate the flood damage reduction provided by the final Master Plan. Results from this analysis show that storm surge flood damage represents a major threat to coastal Louisiana and that, if no action is taken, this damage can be expected to grow substantially in the future. Implementing the Master Plan, however, could substantially reduce future damage. For instance, average annual damage is projected to increase to between $7 billion and $21 billion per year by 2061 in a future without action, but, with the Master Plan in place, this damage level is reduced to between $3 billion and $5 billion.

**TR-1261-ATSC**


Tobacco takes a staggering toll on the health, well being, and finances of states. This report provides an independent evaluation of the performance of Arkansas’ seven health-related programs funded by the state’s share of the multi-state tobacco Master Settlement Agreement (MSA), includes an historical overview and summary of the activities of the Arkansas Tobacco Settlement Commission (ATSC), and examines changes in health outcomes attributed to the MSA-funded Arkansas programs over the past decade. MSA imposed no restrictions on how states could spend their payments, and states chose to allocate them to a wide variety of activities. In Arkansas, virtually all of the state’s share of MSA funds were allocated to health related programs, with approximately one-third dedicated to tobacco prevention and cessation. The authors' findings are drawn from quarterly reports and spending and funding data compiled by the ATSC and the seven funded programs, as well as data provided by the programs to calculate unit costs for key program initiatives. Secondary data sources employed to assess health-related outcomes included national surveys plus state supplements for the Behavioral Risk Factor Surveillance System (BRFSS); U.S. Census data; data summaries from non-profit organizations such as the American Lung Association, Campaign for Tobacco Free Kids, and the United Healthcare Foundation; and statistics from the Arkansas Department of Health. The contents of this report should be of interest to national and state policymakers, health care researchers and providers, and others concerned with the effect of the tobacco settlement funds on the health of Arkansans.

**TR-1261/1-ATSC**


Tobacco takes a staggering toll on the health, well being, and finances of states. This summary of the final biennial report provides an independent evaluation of the performance of Arkansas’ seven health-related programs funded by the state’s share of the multi-state tobacco Master Settlement Agreement (MSA), includes an historical overview and summary of the activities of the Arkansas Tobacco Settlement Commission (ATSC), and examines changes in health outcomes attributed to the MSA-funded Arkansas programs over the past decade. MSA imposed
no restrictions on how states could spend their payments, and states chose to allocate them to a wide variety of activities. In Arkansas, virtually all of the state’s share of MSA funds were allocated to health related programs, with approximately one-third dedicated to tobacco prevention and cessation. The authors’ findings are drawn from quarterly reports and spending and funding data compiled by the ATSC and the seven funded programs, as well as data provided by the programs to calculate unit costs for key program initiatives. Secondary data sources employed to assess health-related outcomes included national surveys plus state supplements for the Behavioral Risk Factor Surveillance System (BRFSS); U.S. Census data; data summaries from non-profit organizations such as the American Lung Association, Campaign for Tobacco Free Kids, and the United Healthcare Foundation; and statistics from the Arkansas Department of Health. The contents of this report should be of interest to national and state policymakers, health care researchers and providers, and others concerned with the effect of the tobacco settlement funds on the health of Arkansans.

TR-1262-EC

The Internet transformed our daily lives over the past decade and revolutionised the way we do business. While there remain challenges, the Internet promises to fuel economies and improve well-being in the future. However, Europe has been slower than the US, Korea or Japan to capture the full benefits of the Internet economy. The study was set up to estimate the potential economic and societal contributions of the European Internet industry as well as the impacts of EU support for a Future Internet Public Private Partnership (PPP). In particular, the report aims to:
- Identify the key drivers and opportunities for the development of the European Internet industry, its growth and competitiveness;
- Estimate the potential future economic contributions of the European Internet industry;
- Estimate the economic impacts of the Future Internet PPP and its potential successor; and
- Identify, assess and address the future barriers to competitiveness of the European Internet industry.
The study finds that the Future Internet has enormous economic potential for the EU Internet industry and Europe has the opportunity to reap these benefits. But only if some tough choices are made and a number of barriers to its international competitiveness can be overcome.

TR-1264-EUROPOL

Europol is the European Police Office – an international police organisation formed to promote and strengthen cooperation among law enforcement agencies in the European Union. Although established since the 1990s, Europol became an entity of the EU in January 2010 as a result of the Europol Council Decision. The Europol Management Board commissioned RAND Europe, in partnership with BlueLight Global Solutions, to conduct an independent assessment of the implementation of the Europol Council Decision and the activities subsequently carried out by Europol. The evaluation is wide in scope, covering a range of operational, administrative, and governance issues, including: the effect of Europol’s new status as an entity of the EU; the relationship between Europol and Member States; Europol’s role as an intelligence hub and in the analysis of personal data; and cooperation between Europol and other EU agencies, Third States and external partners (including the private sector).

TR-1266-CPRA
Planning Tool to Support Louisiana’s Decision-making on Coastal Protection and Restoration: Technical Description. David G. Groves, Christo-
Coastal Louisiana's built and natural environment faces risks from catastrophic tropical storms. Concurrently, the region is experiencing a dramatic conversion of coastal land and associated habitats to open water and a loss of important services provided by such ecosystems. Louisiana's Coastal Protection and Restoration Authority (CPRA) engaged in a detailed modeling, simulation, and analysis exercise, the results of which informed Louisiana's Comprehensive Master Plan for a Sustainable Coast. The Master Plan defines a set of coastal risk-reduction and restoration projects to be implemented in the coming decades to reduce hurricane flood risk to coastal communities and restore the Louisiana coast. Risk-reduction and restoration projects were selected to provide the greatest level of risk-reduction and land-building benefits under a given budget constraint while being consistent with other objectives and principles of the Master Plan. A RAND project team, with the guidance of CPRA and other members of the Master Plan Delivery Team, developed a computer-based decision-support tool, called the CPRA Planning Tool. The Planning Tool provided technical analysis that supported the development of the Master Plan through CPRA and community-based deliberations. This document seeks to provide an accessible technical description of the Planning Tool and associated analyses used to develop the Master Plan.

TR-1268-TSF
Characterizing the North Korean Nuclear Missile Threat. Markus Schiller. 2012

The security community generally believes that North Korea acquired Soviet guided ballistic missiles from Egypt in the 1980s, reverse engineered them, and has indigenously produced and deployed in North Korea perhaps 1,000 ballistic missiles of various types. This report questions this common view and seeks to better characterize the North Korean missile threat. The author compares the available data on the North Korean missile program against five hypotheses about the program's origins, sophistication, and scale, highlighting inconsistencies. The author finds that the most plausible characterization of the North Korean missile program is what he terms the "Bluff" hypothesis: The main purpose of the program is political—to create the impression of a serious missile threat and thereby gain strategic leverage, fortify the North Korean regime's domestic power, and deter other countries, particularly the Republic of Korea and the United States, from military action. The author maintains that the North Korean missile program's operational readiness seems to be secondary, and that therefore the threat posed by it has been exaggerated.

TR-1273-AHF

Antiretroviral treatment has transformed HIV from a death sentence to a chronic condition, allowing people with HIV to live longer and healthier lives. However, they face significant barriers to accessing and affording life-saving—but expensive—antiretroviral (ARV) medications. These barriers are particularly severe for low-income patients, and they disproportionately affect racial and ethnic minorities. High ARV prices create pressure for government insurers to contain costs either by rationing care or by restricting eligibility for public programs. Limited funding, coupled with a growing demand for HIV care and treatment, is likely to make programmatic decisions about who is covered become more difficult over time. Therefore, it is important to identify options for reducing the cost of providing ARVs to allow more people to receive treatment. This study examines a variety of options for negotiating lower ARV procurement costs in U.S. markets. A case-study approach is used to assess options that different stakeholders could use in negotiating ARV price discounts with drug manufacturers given the regulatory and market constraints that exist in the United States.
TR-1274-OSD

Integrating the Department of Defense Supply Chain. Eric Peltz, Marc Robbins, with Geoffrey McGovern. 2012

The Department of Defense (DoD) sustainment supply chain community has increased performance and harvested significant efficiencies through process improvement activities and the rationalization of common activities. However, the majority of strides have been made within functions and processes. The authors build a case that opportunities remain for improvement through end-to-end supply chain integration—spanning all DoD organizations and its suppliers—of processes jointly affecting total supply chain costs and performance. They define supply chain integration, provide illustrative evidence of DoD supply chain integration shortfalls, and describe why such shortfalls exist. They then provide a framework for an integrated DoD supply chain, associated recommendations for DoD supply chain policy, and a framework for developing management practices that drive people to take actions that lead to supply chain integration. In the course of the project, the Office of the Secretary of Defense adopted many of the policy recommendations put forth in this volume; these changes are described in this report. Building on all of this, the authors turn to potential opportunities to further improve DoD supply chain efficiency and performance, several of which DoD supply chain organizations have already begun pursuing as mentioned in the report. These opportunities also provide further indication that there is room to improve supply chain integration.

TR-1278-WODC


The Dutch National Risk Assessment forms part of the wider National Security Strategy introduced in the Netherlands in 2007. The Strategy aims to protect society and civilians within its territory from internal and external threats. Preference profiles within the Dutch National Risk Assessment (NRA) help to describe the sensitivity of concerns about threat scenarios to assumptions about the Dutch public’s perceptions of impacts from these scenarios. RAND Europe was asked by the Research and Documentation Centre (WODC) Department of External Scientific Affairs, Ministry of Security and Justice, to assess the validity of preference profiles and associated weight sets as currently used in the National Risk Assessment. This document reports on the methods and analysis undertaken to assess the validity of preference profiles and associated weights. It also provides a set of recommendations on how the Ministry of Security and Justice can incorporate public values into the National Risk Assessment, using scientifically validated methods. The report should be of interest to individuals and organizations involved in strategic risk management.

TR-1279-EC


Trends of globalisation, the integration of markets and the rise of the Internet economy have made that violations of intellectual property rights (IPRs), such as counterfeiting or Internet piracy, have become more widespread. While there is no shortage of estimates of the scale and impacts of these infringements, there is little consensus on their accuracy or reliability. In absence of a robust evidence base, it is difficult to debate the effectiveness of government efforts to regulate IPRs or address the impacts of infringements. This study was set up to assist the European Commission in the development of a methodology that would quantify the scope, scale and impact of IPR infringements on the European economy. In this report we offer the ‘building blocks’ for such a methodology that strives to be consistent, robust, feasible and reliable in measuring the scale of this phenomenon. Based on an extensive review of
the literature, we propose a methodology for measuring trends of the lost revenues due to IPR infringements in markets of counterfeited products. While the methodology presents a promising approach to the problem, a number challenges remain and it needs further testing. The report offers a number of suggestions for next steps to take this approach to the next level.

TR-1281-OSD

This study examines how the deaths of service members during the wars in Iraq and Afghanistan have affected the subsequent labor market earnings of their surviving spouses and the extent to which survivor benefits provided by the Department of Defense, the Department of Veterans Affairs, and the Social Security Administration compensate for lost household earnings. It also assesses the extent to which payments that surviving spouses and children receive compensate for earnings losses attributable to combat deaths. The labor market earnings of households experiencing a combat death in the years following deployment are compared with those of deployed but uninjured service-member households. Because the risk of combat death is likely to be correlated with characteristics of service members that could themselves affect household labor market outcomes (e.g., pay grade, military occupation, risk-taking behavior), the study controlled for a rich array of individual-level characteristics, including labor market outcomes for both service members and spouses prior to deployment. This approach includes potentially unobserved factors that are unique to specific households and fixed over time and increases the likelihood that the results capture the causal effect of combat death on household earnings.

TR-1282-NAVY

In recent years, most Cost Adjustment Sheets (CASs) have increased the Navy’s Flying Hour Program (FHP) budget. They also have been far more utilized by the F/A-18 program than by program offices for most other types of naval aircraft. RAND assessed the contribution of CASs to the accuracy of FHP budgets and whether CAS usage is correlated with expenditure-per-flying-hour growth, concluding that CASs appear to increase the accuracy of aggregate FHP budgets, and their use (or lack of same) are not of pre-eminent importance in identifying problematic Type Model Series. The extensive F/A-18 usage of CASs seems to be driven by factors intrinsic to that weapon system along with the program evolving to a norm of using CASs while managers of other Navy aircraft either build changes into baseline budgets or ignore them altogether. Using the metric of expenditure-per-flying-hour growth, the F/A-18 does not stand out either favorably or unfavorably.

TR-1283-EC

Radio Frequency Identification (RFID) technology is linked to waste management and recycling in two complementary ways: as objects, tags contain a variety of materials whose management and recycling is desirable on environmental grounds. These materials vary with the type of tag and their significance will increase as tags become more pervasive. On the other hand, tags can themselves contribute to the efficiency and effectiveness of recycling at various stages in the lifecycles of a wide range of products ranging from simple materials to complex objects containing a variety of materials. The study, funded by the European Commission, aims to inform policy making by assessing the environmental impact of the RFID tags themselves as well as the envi-
ronmental advantages that the use of RFID can provide to product lifecycle management. An integral goal is to identify the associated obstacles and needs for policy action and/or research activity. This Report is the final deliverable of the project, presenting the findings of our research. The study, led by RAND Europe and conducted in partnership with the Department of Processing and Recycling at RWTH Aachen University and P3 Ingenieurgesellschaft, applies a number of different quantitative and qualitative methodologies, including systematic literature reviews, key informant interviews, use cases and case study analysis, and scenario development.

TR-1283/1-EC

Executive Summary in English, with French, and German translations. Study aims to assess the environmental impact of the RFID tags themselves as well as the environmental advantages that the use of RFID can provide to product lifecycle management.

TR-1286-OSD
An Assessment of the Civilian Acquisition Workforce Personnel Demonstration Project. Laura Werber, Lindsay Daugherty, Edward G. Keating, Matthew Hoover. 2012

The vast majority of U.S. Department of Defense (DoD) and federal civilian employees work on the General Schedule (GS) personnel system. However, some concerns have been raised about the GS system, including perceptions that poorly performing employees are tolerated for extended periods of time and that monetary rewards are not directly linked to performance. In response to concerns of this nature, Congress has authorized some demonstration projects, in which additional flexibilities are provided, intending to produce better outcomes than if the employees were in the GS system. One such demonstration project, the DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo), is the subject of this report. Implemented on February 7, 1999, AcqDemo is an effort to reengineer the civilian personnel system to meet the needs of the acquisition workforce and to facilitate the fulfillment of the DoD acquisition mission. Congress required an independent assessment of the program against 12 criteria by September 30, 2012. This report is that legislatively mandated assessment.

TR-1290-OSD

Biometrics collection—the identification of humans based on the characterization of physical traits—has assumed an increasingly important role in the Department of Defense's (DoD) operations since 2001. Activities have shown some valuable results and thus far been supported overwhelmingly by overseas contingency operations funds, with technology procured quickly in response to urgent needs from the field. However, with U.S. operations ended in Iraq and major operations ending in Afghanistan, DoD must decide what to preserve of its biometrics enterprise, how to manage it, and what the future enterprise will be expected to do. RAND researchers were asked to conduct the first assessment of the assignments and arrangements already in place to meet user needs, provide the first status report on the biometrics program, and provide options and recommendations for future changes. RAND conducted research from September 2011 through January 2012 and gathered information on current activities and historical events as well as qualitative data derived from official documents and interviews with DoD and other personnel. RAND found several potential risks to the functioning of DoD's biometrics capability and areas for recommended improvement. Most important,
RAND recommended DoD develop a set of clearly articulated goals for using biometrics—focused on a coherent end-to-end capability—as well as compilation of a set of policies and defined metrics and standards of assessment, all of which could assist progress toward an integrated, cost-effective enterprise that could meet future needs as demands change.

TR-1293-GDD

Creating an Innovation System for Knowledge City. Shanthi Nataraj, Howard J. Shatz, Keith Crane, Steven W. Popper, Xiao Wang, Chaoling Feng. 2012

China’s Guangzhou Development District (GDD) will be the site of the new innovation cluster known as Sino-Singapore Guangzhou Knowledge City. Jointly developed by GDD and Singapore, Knowledge City will be a new environmentally and technologically advanced city that hosts innovative industries and their associated knowledge workers. To achieve this goal, GDD must design a strategic plan to pursue three primary goals: attract high-technology companies and enable their growth; attract and retain a highly skilled, innovative workforce; and ensure the availability of innovation-oriented finance. This report first presents a portrait of high-technology firms in Guangzhou and compares Guangzhou with other Chinese cities. It then presents an analysis of three case studies—Silicon Valley, the life sciences corridor in Maryland, and the technology cluster between Tel Aviv and Haifa in Israel—and describes the factors that led to their success. Finally, it provides an overview of the current innovation system in GDD and applies lessons learned from the case studies and from the literature on entrepreneurship, innovation, and cluster formation to GDD and Knowledge City. This is a companion volume to another RAND report, An Outline of Strategies for Building an Innovation System for Knowledge City (MG-1240-GDD), which outlines a strategic plan for Knowledge City and is intended to help the developers create conditions that are conducive to innovation and the commercialization of new technologies.

TR-1294-NAVY


Identifying an agile and adaptable acquisition
process that can field new information technology capabilities and services in relatively short and responsive time frames is a pressing issue for the U.S. Navy. Damaging malware can mutate within hours or days, requiring a defense that is sufficiently responsive to mitigate each variant. The Navy's Program Manager, Warfare (PMW) 130, an office in the Navy's Program Executive Office for Command, Control, Communications, Computers, and Intelligence, is focused on rapidly and proactively fielding innovative capabilities to stay ahead of cyber threats. It requires an acquisition and fielding cycle that can deliver hardware security products within 12–18 months, software security products within six to 12 months, and incremental development for both hardware and software every three months. These time frames are far shorter than the Navy's traditional acquisition cycle time, which can be 36 months from concept approval to initial operational capability or eight to ten years for full operational capability. With a focus on these goals, a RAND study sought to identify ways to accelerate or bypass the traditional acquisition process in response to the unique demands of PMW 130 information technology and cyber programs, with lessons derived from and recommendations applicable to programs across the U.S. Department of Defense.

TR-1296-DCCC

This report synthesizes and analyzes available data regarding cancer-related outcomes among District of Columbia residents, highlighting key findings and data gaps across the continuum of cancer prevention, treatment, and outcomes and noting variability across subgroups of District residents. Data sources used in this report include the Behavioral Risk Factor Surveillance System, the National Cancer Database, the Centers for Disease Control and Prevention and National Cancer Institute Wide-Ranging Online Data for Epidemio logic Research database, and the American Community Survey. The findings reveal disparities in cancer-related outcomes between black and white District residents across the continuum. First, black District residents are more likely than white residents to be uninsured. Lack of insurance is associated with lower rates of routine cancer screening among asymptomatic patients and may delay care for patients experiencing early symptoms of cancer. In addition, the rate of smoking is significantly higher, and the rate of exercise is significantly lower, among black District residents than among white residents, placing black residents at higher risk of the most common cancers. Limitations in general access to health care, in primary and secondary prevention, and in access to cancer-related treatment all likely contribute to dramatically higher cancer incidence and mortality among black residents of the District than among white residents.

TR-1301-DVA

This DVD set presents video containing demonstrations of techniques, strategies, and exercises used in the BRIGHT group therapy for depression. BRIGHT stands for Building Recovery by Improving Goals, Habits, and Thoughts, and is a manualized group cognitive behavioral therapy program for depression in individuals with co-occurring alcohol and drug use problems. BRIGHT counselors Sonia and Brian address common concerns about using a treatment manual, and guide viewers through steps in preparing to lead a BRIGHT group. Included are techniques for building a strong therapeutic alliance with group members, working with unique challenges that depressed clients can present, explaining the cognitive behavioral therapy model to group members, and demonstrations of group exercises from each of the four BRIGHT modules (Thoughts, Behaviors, People Interactions, and Substance Abuse). Ex-
amples of screening and selecting group members, monitoring group members’ depression during treatment, assigning and reviewing practice, graduating group members, and dealing with a wide range of challenges in leading a group (e.g., late arrivals or no shows, conflict between group members) are also included. Counselors Sonia and Brian demonstrate group exercises from the four BRIGHT modules (Thoughts, Behaviors, People Interactions, and Substance Abuse). One to two exercises are demonstrated from each of the four group sessions that comprise each BRIGHT module. The exercises are among those most challenging to lead, and each video highlights techniques and strategies counselors can use to effectively present the material to group members. Each video also contains questions for viewers to consider about how different clinical issues that can occur during these exercises might be handled. This DVD set is useful for counselors who are planning to start a BRIGHT group and can serve as a reference for counselors who have previously led BRIGHT groups. The DVDs can also be used as a teaching tool by BRIGHT group supervisors and for BRIGHT trainings. This DVD set was developed through a collaboration between the RAND Corporation and the U.S. Department of Veterans Affairs. Approximate run time is 4 hours, 37 minutes.

TR-1301/1-DVA

This DVD presents video examples of depressed clients and illustrates a variety of basic cognitive behavioral therapy (CBT) techniques that can be used to help these clients understand the connection between their thoughts, behaviors, and mood. CBT therapist Sonia demonstrates how to use guided imagery and behavioral activation strategies to help her client Joe understand how his behaviors and mood are connected. Sonia also demonstrates how guided imagery, examining evidence supporting and refuting harmful thoughts, and other in-session techniques that can be used to help Joe understand the connection between his thoughts and mood. This DVD will be useful for clinicians who are new to using CBT to treat depression. It can also be used as a teaching tool by supervisors or course instructors who are working with students or trainees learning CBT. This DVD was developed through a collaboration between the RAND Corporation and the U.S. Department of Veterans Affairs. Approximate run time is 26 minutes.

TR-1316-CMHSA

In 2004, California voters passed the Mental Health Services Act, which was intended to transform California’s community mental health system from a crisis-driven system to one that included a focus on prevention and wellness. The vision was that prevention and early intervention (PEI) services comprised the first step in a continuum of services designed to identify early symptoms and prevent mental illness from becoming severe and disabling. Twenty percent of the act’s funding was dedicated to PEI services. The act identified seven negative outcomes that PEI programs were intended to reduce: suicide, mental health–related incarcerations, school failure, unemployment, prolonged suffering, homelessness, and removal of children from the home. The Mental Health Services Oversight and Accountability Commission (MHSOAC) coordinated with the California Mental Health Services Authority (CalMHSA), an independent administrative and fiscal intergovernmental agency, to seek development of a statewide framework for evaluating and monitoring the short- and long-term impact of PEI funding on the population. CalMHSA selected the RAND Corporation to develop a framework for the statewide evaluation. This report describes the approach, the data sources, and the frameworks developed: an overall approach framework and outcome-specific frameworks.

A number of prevention and early intervention initiatives aim to reduce the incidence of suicide, and the authors evaluate these initiatives by reviewing suicide prevention (SP) literature to learn about SP program effectiveness and the methodologies previously used to evaluate SP programs. Using evidence from the literature review, they provide an overview of the epidemiology of suicides and of non-fatal self-inflicted injuries in California and present a framework for conceptualizing SP programs. They find that identifying whether a SP program was effective at reducing suicide deaths is challenging because suicide is such a rare event. They also find that programs may have differential effects on population subgroups, because suicide rates differ by age, race, and gender. Finally, they determine that SP programs may show immediate reductions in suicide attempts but their long-term effects are uncertain.


A number of programs aim to reduce the stigma and discrimination associated with mental illness, and they can include a variety of components such as training, education, media campaigns, and contact with people with mental illness. Stigma and discrimination reduction activities are evaluated in this report, using evidence from an extensive literature review. Specific areas reviewed include relevant theories of stigma and prejudice reduction, what is and is not known about the effectiveness of various approaches to reducing the stigma of mental illness, the kinds of methodologies previously used in evaluating these approaches, and the methodologies that should be employed in the future. The authors also introduce a conceptual model of mental health stigma reduction based on a variety of existing theories and evidence.


The authors review data on the prevalence of youth mental health disorders and schools' use of student mental health (SMH) programs. They also describe the role of schools in addressing SMH concerns and outline a conceptual model for guiding evaluation of SMH programs. Finally, they touch on issues related to evaluation of cross-system collaborations that can influence students' access to resources and services and then review some of the challenges associated with evaluating SMH programs. They determine that SMH programs can be effective and can improve staff, faculty, and student knowledge of mental health problems; provide skills for identifying and referring students with mental health and social and emotional difficulties; and change attitudes toward mental health problems.


Japanese translation of Support for Students Exposed to Trauma. After witnessing or experiencing trauma, many children experience symptoms of Post-Traumatic Stress Disorder and depression, behavioral problems, substance abuse, and poor school performance. The Support for Students Exposed to Trauma (SSET) program
is a series of ten lessons whose structured approach aims to reduce distress resulting from exposure to trauma. Designed to be implemented by teachers or school counselors in groups of 8–10 middle school students, the program includes a wide variety of skill-building techniques geared toward changing maladaptive thoughts and promoting positive behaviors. It is also intended to increase levels of peer and parent support for affected students.

TR-722-QF

This report presents an overview of the launch of the Qatar National Research Fund (QNRF)—the first research-funding organization of its kind in the Middle East—from August 2006 through January 2008. It describes the design and implementation of QNRF’s first programs, the Undergraduate Research Experience Program (UREP) and the National Priorities Research Program (NPRP), including the thinking behind the programs, policies, planning methods, and decisions, and it discusses ways of learning from the first grant cycles and improving upon them, as well as early results from the programs. By 2012, QNRF had awarded about $500 million in research grants and had achieved international recognition, with two fully operational multimillion-dollar programs and the groundwork of a domestic research infrastructure in place. Through its programs, QNRF has also laid the foundation for a domestic research infrastructure in Qatar to support the growing research communities in Qatar University and Doha’s Education City, home to six branch campuses of U.S. universities.

TR-785-HO
Individual disengagement from Al Qa’ida-influenced terrorist groups: A Rapid Evidence Assessment to inform policy and practice in preventing terrorism. Emma Disley, Kristin Weed, Anais Reding, Lindsay Clutterbuck, Richard Warnes. 2012

This report, prepared for the Office for Security and Counter-Terrorism (OSCT) in the UK Home Office, presents the findings of a Rapid Evidence Assessment (REA) into individual disengagement from Al Qa’ida-influenced terrorist groups. The project was commissioned to inform policy development in relation to the ‘Prevent’ strand of the Government’s counter-terrorism strategy. The REA sought to answer two questions: What are the psychological, social and physical factors associated with leaving terrorist groups? and What interventions have been employed to encourage individuals to leave terrorist groups, and is there any evidence as to their effectiveness? Because there is very little research on leaving such terrorist groups, the OSCT also commissioned a second REA of the factors involved in leaving other groups—street gangs, religious cults, right-wing extremist groups and organised crime groups—in the hope of identifying potentially transferable lessons.

TR-860-NAO

As part of a wider study to evaluate the effectiveness of Ofcom as a converged regulator, the National Audit Office commissioned RAND Europe to undertake comparative research on Ofcom in relation to communications regulators in other jurisdictions. This work began in February 2010 and was completed in June/July 2010. The main focus of this research was to provide an assessment of the success with which Ofcom has delivered regulatory outcomes by comparing them with other national communications regulators in other countries. The purpose of the research was to put the performance of Ofcom in an international context and to see whether Ofcom can draw any lessons from the approaches taken.
and operational capacities developed by other regulators. The research involved conducting five comparative case studies across aspects of Ofcom’s work. These were conducted on: Next generation access networks (NGAN); access in the context of local loop unbundling (LLU); access to emergency services over voice-over internet protocol (VOIP); spectrum planning for the Olympics; and management of mobile mis-selling. The findings were based on a review of the relevant literature and follow-up interactions with international experts.

TR-883-AF

To assess the Air Force’s bid protest experience, the authors analyzed databases of Air Force procurement and protest activity and estimated statistical models to identify factors contributing to protest activity and outcomes. Specifically, they reviewed other studies of bid protest activity; assembled data on Air Force protests contained in the Protest and Congressional Tracking System (PACTS) database; gathered and assembled information on Air Force procurements contained in the Individual Contracting Action Report (form DD350) and the Federal Procurement Data System—Next Generation (FPDS-NG); performed tabulations to characterize the Air Force’s experience with bid protests; and estimated statistical models that rely on the PACTS, DD350, and FPDS-NG databases. The likelihood of bidders’ pursuing protests is shown to have been declining at a rate of about 8–9 percent per year, after controlling for other factors. This supports the authors’ finding that the Air Force’s experience with bid protests has been improving over time.

TR-904-AF

The U.S. Air Force is under pressure to reduce the costs of its logistics operations while simultaneously improving their performance. More than 40 percent of the total Air Force budget goes toward purchases from the private sector, so any efforts to generate significant savings must target purchases from the private sector. Since 2002, the Air Force has had a program called Supplier Relationship Management (SRM) within the Air Force Materiel Command that has the goal of reducing the cost and improving the quality and performance of purchased goods and services by carefully managing relations with suppliers to the mutual advantage of each. Commercial firms have benefited from SRM for some time, but the scope and pace of the savings generated by the Air Force SRM program have been less than anticipated by senior leaders. This report reviews the literature on best practices in SRM; assesses how the Air Force has implemented SRM, including an analysis of annual spending with key SRM contractors as well as interviews with Air Force personnel; and recommends actions, based on lessons from private-sector firms, that the Air Force could take to improve its implementation of SRM.

TR-905-AF
Improving Air Force Depot Programming by Linking Resources to Capabilities. Don Snyder, Julie Kim, Manuel Carrillo, Gregory G. Hildebrandt. 2012

One of the more challenging goals in programming is to link Air Force budget program element investments to operationally relevant capability metrics and to use these metrics to assess any risk incurred by a proposed program objective memorandum. The authors apply and extend a capability-based approach to the depot maintenance business areas, specifically focusing on depot purchased equipment maintenance (DPEM) as a first step. DPEM funds the bulk of the work done at Air Force depots that does not involve the repair of spares or work on modification programs.
This report presents an analysis of how to better program for DPEM. It emphasizes the importance of defining metrics that relate directly to objectives in operational plans and that are defined broadly enough to embrace a range of funding areas. Programming trades can be prioritized according to weighting factors that express the ratio of the resource levels needed to meet the objectives in operational plans to those that are in the combat-coded inventory. The authors also note a few areas—software maintenance, sustaining engineering, and technical orders—that require a different approach.

**TR-924-DHHS**


Insufficient evidence regarding the effectiveness of medical treatments has been identified as a key source of inefficiency in the U.S. healthcare system. Variation in the use of diagnostic tests and treatments for patients with similar symptoms or conditions has been attributed to clinical uncertainty, since the published scientific evidence base does not provide adequate information to determine which treatments are most effective for patients with specific clinical needs. The federal government has made a dramatic investment in comparative effectiveness research (CER), with the expectation that CER will influence clinical practice and improve the efficiency of healthcare delivery. To do this, CER must provide information that supports fundamental changes in healthcare delivery and informs the choice of diagnostic and treatment strategies. This report summarizes findings from a qualitative analysis of the factors that impede the translation of CER into clinical practice and those that facilitate it. A case-study methodology is used to explore the extent to which these factors led to changes in clinical practice following five recent key CER studies. The enabling factors and barriers to translation for each study are discussed, the root causes for the failure of translation common to the studies are synthesized, and policy options that may optimize the impact of future CER—particularly CER funded through the American Recovery and Reinvestment Act of 2009—are proposed.

**TR-927-2-OSD**


In 2003, the U.S. Army began implementing a set of ambitious changes to its force structure to address the challenges of waging war and conducting extended stabilization operations. A key change involved transitioning the Army from a traditional, division-based force into a brigade-based force, a concept that has come to be known as “modularity.” Some important capabilities that were formerly part of the host division were made organic to the brigade combat team organization. The Army also reduced the range of combat brigade types from 17 to three: infantry, Stryker, and heavy. Congress has taken an interest in the Army's transition to a modular force and requested a study of the process and outcomes of the initiative. The U.S. Department of Defense asked RAND to prepare a study addressing the questions posed by Congress as part of the National Defense Authorization Act for Fiscal Year 2010, including the Army's capability to provide ground support to joint operations; its flexibility and versatility across a range of operations; the tactical, operational, and strategic risks it faces under the new force structure; and the sufficiency of the modular force structure's end strength. Analyses, interviews, and lessons learned from current operations indicate that the Army's modular force structure is superior to the division-based structure in terms of deployability, employability, and sustainability.

**TR-949-BTS**

Application System for Sydney Strategic Travel Model. James Fox, Bhanu Patruni, Andrew Daly. 2012
The Sydney Strategic Model (STM) was originally developed between 1999 and 2002, and informs long term transport planning, policy development and infrastructure assessment in Greater Sydney. During 2009 and 2010, the individual models that comprise the STM were re-estimated to use more recent survey data, the geographic scope of the model was extended, and additional model components were incorporated to predict demand for toll roads and park-and-ride schemes. During 2010 and 2011, three parallel projects were undertaken to implement the new models in the STM. This report describes the work to update the Application System component of the STM. The Application System comprises nine travel demand (TravDem) models, one for each of the seven home-based and two non-home-based purposes modelled in the STM. The TravDem for each journey purpose implements the frequency, mode and destination choice models together in a combined structure that predicts demand for travel as a function of forecasts of the Sydney population by spatial area and socio-economic segment. The report describes work to update the TravDems to use the updated model parameters, and to extend the TravDems so that they predict demand for the new toll road and park-and-ride alternatives.

**TR-952-OSD**

The Use of Standardized Scores in Officer Career Management and Selection. Anny Wong, Kirsten M. Keller, Carra S. Sims, Brian McNinnis, Abigail Haddad, Kate Giglio, Nelson Lim. 2012

The U.S. armed forces have long recognized the importance of selecting and promoting the most-qualified individuals to serve as officers. Standardized test scores have helped military leaders assess, with a fair degree of reliability, the leadership potential and future performance of a large number of individuals at once. The authors of this report find that the U.S. armed forces use a combination of 19 standardized tests for the purpose of selection into officer commissioning programs, assignment to career fields, and commissioning. The tests generally fall into two broad categories: those that gauge level of knowledge or aptitude and those that gauge level of physical fitness. As for promotion, the authors do not find evidence indicating required use of standardized test scores. This report provides an overview of how these tests are used as part of a broader selection system for each of the services at different points in an officer’s career. The report also provides a discussion of key issues that should be considered when using standardized tests, including the relationship between a particular type of standardized test, aptitude tests, and racial and ethnic group differences, which could affect minority representation within the officer corps.

**TR-955-AF**


The Air Force has a continuing interest in reducing high attrition and training-block failure (washback) rates. High attrition requires a significantly greater input into the schoolhouses, increasing training and recruiting costs. High washback rates reduce schoolhouse capacity by requiring that seats be set aside for students who need to retake training blocks, and they incur greater costs by increasing training time. This report describes research into these issues for nine career fields: air traffic control, combat control, pararescue, aerospace ground equipment, explosive ordnance disposal, operations intelligence, network intelligence analysis, Far East linguist, and Middle East linguist. The authors find that significant savings can be realized through reductions in training attrition and washbacks. Interviews and focus groups provided a wealth of information that was not apparent from an analysis of the personnel and training databases. In addition, although there were concerns common across career fields, every career field studied had unique issues. This underscores the need for caution in applying findings in one career field to the circumstances in other career fields, even if they are ostensibly similar.
In 2000, the California State Legislature passed what is now known as the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source to counties for juvenile programs that have been proven effective in curbing crime among juvenile probationers and young at-risk offenders. The Corrections Standards Authority (CSA), which administers the program's funding, is required to submit annual reports to the legislature measuring JJCPA’s success. The legislation identified six specific outcome measures to be included in annual reports from each of the JJCPA programs: (1) successful completion of probation, (2) arrests, (3) probation violations, (4) incarcerations, (5) successful completion of restitution, and (6) successful completion of community service. Each county can also supply supplemental outcomes to measure locally identified service needs. JJCPA programs are now in their tenth year of funding. This report summarizes the fiscal year 2009–2010 findings reported to CSA, as well as additional program information gathered by the Los Angeles County Probation Department, based on its oversight and monitoring of program implementation and outcomes.

The consolidated afloat networks and enterprise services (CANES) system is the U.S. Navy's next generation of networks and computing infrastructure, primarily for use on ships. It is intended to give the Navy a common set of key command, control, communications, computers, and intelligence (C4I) networks across the fleet. This report discusses contracting strategies for the main hardware component and integration capabilities that will be used with the CANES system. Contractors will design the CANES, identifying specific hardware and developing the integration software necessary to consolidate existing command, control, communications, computers and intelligence functions. The authors examined a number of other government procurement programs and propose five potential contracting alternatives—a single prime contractor, three multiple contract models, and an all-government option. They recommend a multiple-contract model that assigns the technical, production, and installation functions to the organizations that can provide the best value, requires active and continuous government involvement, obtains frequent competitive prices for information technology hardware, and uses proven Navy processes to install the system on warships.

The shift toward defined contribution retirement plans has increased the responsibility that individuals bear for their own retirement security. It is not clear, however, whether Americans are able to gauge the savings needed to fund the monthly income they desire in retirement. This study uses a large-scale field experiment to measure how a low-cost, direct-mail intervention designed to inform subjects about this relationship affects saving behavior. Using administrative data before and after the interventions, the study measures the effect of the interventions on rates of participation in retirement plans and the level of contributions to tax-deferred retirement saving accounts. The results suggest that people have difficulty understanding the relationship between the amount they contribute to the plan and their eventual income in retirement. When participants...
were provided with more detailed projections of retirement income, they tended to increase both their participation and their contributions. Those who were sent income projections along with enrollment information were 29 percent more likely to change participation status. And participants who received the additional information about future income also increased their annual contributions by approximately $150 (an increase of 8 percent) relative to a group that was given partial information.

WORKING PAPERS

WR-240/20-LAFANS

The Los Angeles Family and Neighborhood Survey (L.A.FANS) is a longitudinal study of families in Los Angeles County and of the neighborhoods in which they live. This codebook covers the second wave of L.A.FANS. Fieldwork for Wave 1 was begun in April 2000 and was completed in January 2002. Fieldwork for the second wave took place between August 2006 and December 2008. L.A.FANS was designed to answer key research and policy questions in three areas: the effects of neighborhoods and families on children's development; the effects of welfare reform at the neighborhood level; and the process of residential mobility and neighborhood change. L.A.FANS also provides a data set for studying other important social, economic, and policy issues, including: adult health and health disparities, immigrant well-being, social ties and neighborhood interaction, marriage patterns, ethnic identity, family survival strategies, family dynamics, health insurance coverage, and self-reported vs. measured health status.

WR-240/24-LAFANS

The Los Angeles Family and Neighborhood Survey (L.A.FANS) is a longitudinal study of families in Los Angeles County and of the neighborhoods in which they live. This document describes the telephone questionnaires that were used in Wave 2 of L.A.FANS. Fieldwork for the second wave took place between August 2006 and December 2008. L.A.FANS was designed to answer key research and policy questions in three areas: the effects of neighborhoods and families on children's development; the effects of welfare reform at the neighborhood level; and the process of residential mobility and neighborhood change. L.A.FANS also provides a data set for studying other important social, economic, and policy issues, including: adult health and health disparities, immigrant well-being, social ties and neighborhood interaction, marriage patterns, ethnic identity, family survival strategies, family dynamics, health insurance coverage, and self-reported vs. measured health status.

WR-710-2
Unconditional Quantile Regression for Panel Data with Exogenous or Endogenous Regressors. David Powell. 2012

Quantile regression allows the impact of the explanatory variables to vary based on a non-separable disturbance term. Panel data are frequently used in applied research because fixed effects control for unobserved heterogeneity and aid identification. The inclusion of fixed effects or use of a location-shift model in a quantile framework changes the interpretation of the estimates by separating the disturbance and including an additive fixed effect term. This paper introduces a quantile estimator for panel data which uses within-group variation for identification but allows the parameters of interest to be interpreted in the same manner as cross-sectional quantile esti-
mates. The estimator maintains the nonseparable disturbance term. The fixed effects are never estimated or even specified and the estimator is consistent for small T. An IV version is also introduced. The estimation technique is straightforward to implement in standard statistical software. As an application of the estimator, the impact of anticipated income shocks on the distribution of consumption is estimated.

WR-775

Bringing the electric vehicle to the mass market: a review of barriers, facilitators and policy interventions. Flavia Tsang, Janice S. Pedersen, Steven Wooding, Dimitris Potoglou. 2012

This report provides an overview of the barriers and facilitators to the wider adoption of electric vehicles (EVs), and describes a variety of EV initiatives currently underway in a pragmatic selection of countries namely the UK, France, Denmark, and Canada. Findings suggest that subsidising EV purchase costs means spending hundreds of millions of pounds of government funds, but that this would overcome a number of consumer barriers to wider EV uptake. It concludes that the development of recharging infrastructure, which is essential for EVs' transition beyond the niche market, would rely on the success of public-private collaboration. Additionally, better information and more outreach programmes are needed to help consumers understand and take full advantage of existing EV technology. Finally, dependence on government support involves some uncertainties, especially in the current economic climate. While this review has been undertaken with the primary purpose of informing the design of a survey about the potential uptake of electric vehicles, it could also be used as a stand-alone resource for readers, researchers or policy makers with an interest in EV uptake and related policies.

WR-817-WF


Cities, sometimes with the help of private funders, have made investments to improve the quality of the after-school programs that they fund. However, the prolonged financial crisis faced by cities has greatly reduced city agency budgets, forcing agency leaders to make difficult choices between cutting student slots or reducing the quality of programming through cuts to professional development and technical assistance given to after-school providers. Drawing on interview data with agency leaders in three major cities, this paper explores how leaders make these decisions, the extent to which they protect quality investments, and the factors that influence their decisions. Authors identified a number of factors
influencing these agencies’ ability to maintain investments in quality, including agency authority over budget decisions, how city leaders weigh quantity and quality, strategic consideration of political and public interests, and the size of the budget shortfall. Lessons from interviews suggest that 1) private funds and associated public-private partnerships can shift the preference of city agencies 2) agency heads can make strategic budgetary decisions to help protect quality investments and 3) improving public understanding about the supports needed to achieve quality can help protect investments in quality.

WR-822-EMKF

The "Great Recession" resulted in many business closings and foreclosures, but what effect did it have on business formation? On the one hand, recessions decrease potential business income and wealth, but on the other hand they restrict opportunities in the wage/salary sector leaving the net effect on entrepreneurship ambiguous. The most up-to-date microdata available – the 1996 to 2009 Current Population Survey (CPS) – are used to conduct a detailed analysis of the determinants of entrepreneurship at the individual level to shed light on this question. Regression estimates indicate that local labor market conditions are a major determinant of entrepreneurship. Higher local unemployment rates are found to increase the probability that individuals start businesses. Home ownership and local home values for home owners are also found to have positive effects on business creation, but these effects are noticeably smaller. Additional regression estimates indicate that individuals who are initially not employed respond more to high local unemployment rates by starting businesses than wage/salary workers. The results point to a consistent picture – the positive influences of slack labor markets outweigh the negative influences resulting in higher levels of business creation. Using the regression estimates for the local unemployment rate effects, this paper finds that the predicted trend in entrepreneurship rates tracks the actual upward trend in entrepreneurship extremely well for the Great Recession.

WR-853-3

The authors present the first causal estimates of the effect of Social Security Disability Insurance benefit receipt on labor supply using all program applicants. They use new administrative data to match applications to disability examiners, and exploit variation in examiners' allowance rates as an instrument for benefit receipt. They find that among the estimated 23% of applicants on the margin of program entry, employment would have been 28 percentage points higher had they not received benefits. The effect is heterogeneous, ranging from no effect for those with more severe impairments to 50 percentage points for entrants with relatively less severe impairments.

WR-861/1

This paper summarizes and compares measures of chronic diseases and medical conditions in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), the Chinese Health and Retirement Longitudinal Study (CHARLS), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent, to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of
similar papers, each comparing different domains (e.g., cognition, employment and retirement, expectations, transfers, income, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.

WR-861/2

This paper summarizes and compares measures of financial transfers in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, cognition, employment and retirement, transfers, income, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.

WR-861/4

This paper summarizes and compares measures of employment and retirement status in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), the Chinese Health and Retirement Longitudinal Study (CHARLS), the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent, to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, cognition, expectations, transfers, income, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.

WR-861/3

This paper summarizes and compares measures of subjective economic and health expectations in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Aging, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent, to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, cognition, expectations, transfers, income, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.

This paper summarizes and compares measures of household and individual income in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), the Indonesian Family Life Survey (IFLS), The Irish Longitudinal Study on Aging (TILDA), the Chinese Health and Retirement Longitudinal Study (CHARLS), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, cognition, expectations, transfers, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.


This paper summarizes and compares measures of household and individual wealth in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), the Indonesian Family Life Survey (IFLS), The Irish Longitudinal Study on Aging (TILDA), the Chinese Health and Retirement Longitudinal Study (CHARLS), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, cognition, expectations, transfers, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.


This paper summarizes and compares measures of cognitive health and decline in the Health and Retirement Study (HRS) and its sister surveys from other countries: the English Longitudinal Study of Ageing (ELSA), the Survey of Health, Ageing, and Retirement in Europe (SHARE), the Korean Longitudinal Study of Aging (KLoSA), the Japanese Study on Aging and Retirement (JSTAR), the Chinese Health and Retirement Longitudinal Study (CHARLS), the Mexican Health and Aging Study (MHAS), the Indonesian Family Life Survey (IFLS), The Irish Longitudinal Study on Aging (TILDA), Study on Global Aging (SAGE), and the Longitudinal Aging Study in India (LASI). The authors analyze and discuss the extent to which these measures are comparable, the methodological differences in the way information was collected for these measures, and the implications for secondary data analysis. This paper is one in a series of similar papers, each comparing different domains (e.g., chronic medical conditions, employment and retirement, expectations, transfers, income, and wealth) across these surveys with an aim to encourage rigorous, cross-national and international comparison research on aging populations.
WR-873-2

Recent findings on limited financial literacy and exponential growth bias suggest saving decisions may not be optimal because such decisions require an accurate understanding of how current contributions can translate into income in retirement. This study uses a large-scale field experiment to measure how a low-cost, direct-mail intervention designed to inform subjects about this relationship affects their saving behavior. Using administrative data prior to and following the intervention, the authors measure its effect on participation and the level of contributions in retirement saving accounts. Those sent income projections along with enrollment information were more likely to change contribution levels and increase annual contributions relative to the control group. Among those who made a change in contribution, the increase in annual contributions was approximately $1,150. Results from a follow-up survey corroborate these findings and show heterogeneous effects of the intervention by rational and behavioral factors known to affect saving. Finally, they find evidence of behavioral influences on decision-making in that the assumptions used to generate the projections influence the saving response.

WR-883-DH
Use of outcome metrics to measure quality in education and training of healthcare professionals: A scoping review of international experiences. Ellen Nolte, Caroline Viola Fry, Eleanor Winpenny, Laura Brereton. 2012

This document presents a rapid review of the published evidence on initiatives undertaken at international and national levels that may inform the further development of the proposed NHS outcomes framework for workforce planning, education and training in England. The working paper is in two parts. Part 1 is designed as an exploratory review, with a focus on the use of quality indicators to assess and monitor the delivery of healthcare education and training in international settings. Part 2 examines the use of two specific quality indicators to measure the quality of medical education in three countries. Together, they suggest that efforts to systematically assess the quality of the delivery of education and training of the healthcare workforce appear to be rarely addressed explicitly. It identifies areas where further work may provide useful additional insights into quality measurement in healthcare education and training.

WR-907-AHRQ
Review of the Evidence on Falls Prevention in Hospitals: Task 4 Final Report. Susanne Hempel, Sydne Newberry, Zhen Wang, Paul G. Shekelle,
To facilitate the development of a hospital falls prevention resource guide, the authors systematically reviewed and documented the existing evidence base for interventions to prevent falls in hospitals, provided an overview of the performance of existing tools with known measurement properties, and compiled available online resources. The search identified a large number of published fall prevention intervention evaluations. Almost all interventions were multi-component in nature and included fall risk assessments and education for staff and patients and/or families. Intervention complexity and organizational implications varied widely. The review also identified a wide variety of tools for the prevention of falls in hospitals; the majority of the documented tools were fall risk assessment scales. Very few tools, such as the Morse Fall Scale and the STRATIFY scale, have been applied in a number of studies and have generalizable reliability and validity estimates. The documented evidence-based interventions and tools may assist in the development of programs to prevent falls in hospitals. Which tools and interventions are suitable for use in individual hospitals must be evaluated in the context of existing approaches, resources, and individual needs. The identified material will be integrated into the AHRQ toolkit as resources to guide fall prevention approaches for hospitals.

WR-910

In 1960, the labor force participation of males 60 to 64 years old in Mexico was 94.6 percent; by 2010, it had declined to 65.2 percent. Other Latin American countries are seeing similar trends, as did developed countries before the 1990s. These trends are important because workers’ early retirement affects the financial sustainability of social security systems. This study finds that the Mexican social security system is not actuarially fair and provides incentives to retire “early”—before age 65. The system’s retirement incentives affect retirement behavior and are potentially one of the main factors explaining the decline in male labor force participation.

WR-913-SOCOM
The Strategic Logic of Militia. Seth G. Jones. 2012

The use of militia in insurgencies has been highly controversial and politically-charged. Most accounts consider militia harbingers of instability that weaken state authority and commit brazen human rights violations. This paper reviews 130 insurgencies since World War II and finds that most governments have utilized militia during insurgencies. Why do governments use militia? The paper finds that governments turn to militia when state security forces are weak and policymakers believe militia can help pacify key areas of the country, especially rural areas where state control is minimal or non-existent. The historical evidence suggests that government perceptions are fairly accurate. A militia has often been effective in helping defeat insurgent groups, though the outcome of insurgencies is determined by a range of factors, not just the performance of militia. But the use of militia has sometimes come at a heavy price since some have perpetrated abuses and weakened state power. To be effective over the long run, governments need to establish tight control mechanisms that prevent militia from challenging the state and committing human rights
abuses that can undermine local support. In short, a well-regulated militia appears to be an important – and perhaps an essential – part of a counterinsurgency campaign. Consequently, the emphasis of policymakers should be on the quality of regulation, not on whether a militia is inherently desirable or undesirable.

WR-914-CHSWC

Are There Unusually Effective Occupational Safety and Health Inspectors and Inspection Practices?. Amelia M. Haviland, Regan Main, Wayne B. Gray, Jing Xia, John Mendeloff. 2012

This study examines the role of inspector "style" in influencing the effectiveness of inspections in reducing injury rates. It addresses four main research questions: 1) How much do inspectors vary in the way that they carry out inspections in terms of practices that might have an impact on inspection effectiveness? 2) How much of the variation in inspection outcomes (change in injury rates) can be explained by which inspector carried out the inspection? 3) How much of the variation in inspection outcomes can be explained by which Cal-OSHA district the inspector was associated with? 4) Are certain inspection practices associated with better inspection outcomes? The data used to help answer these questions are inspections by the California OSHA program from 2002 to 2007 with a subset linked to injury reports from the Workers' Compensation Information System and employment data from the Employment Development Department. The short answers to the questions are as follows:1) The amount of variation among inspectors in their practices appears to be quite large. 2) About 3% of the variation in inspection outcomes (change in injury rates) can be explained by the identity of the inspector. More inspectors have unusually good or poor outcomes than would have occurred due to chance. 3) Although 1 or 2 districts appeared to have smaller reductions in injuries than the others, the statistical significance of the differences was marginal. 4) We were not able to identify inspection practices that were associated with better inspection outcomes. However, we did find that more experienced inspectors had better outcomes.

WR-917

The Effects of World War II on Economic and Health Outcomes across Europe. Iris Kesternich, Bettina Siflinger, James P. Smith, Joachim K. Winter. 2012

This paper investigates the long-run effects of World War II on socio-economic status (SES) and health of older individuals in Europe. Physical and psychological childhood events are important predictors for labor market and health outcomes in adult life, but studies that quantify these effects in large samples that cover entire diverse populations are still rare. It analyzes data from SHARELIFE, a retrospective survey conducted as part of the Survey on Health, Aging, and Retirement in Europe (SHARE) in 2009. This survey provides detailed data on events in childhood including those during the war as well as several measures of exposure to war shocks such as experience of dispossession, persecution, combat in local areas, and hunger periods for over 20,000 individuals in 13 European countries. It finds that exposure to the war itself, and even more importantly to individual-level shocks caused by the war such as hunger periods, significantly predict economic and health outcomes at older ages.

WR-918

Effects of Social Activities on Cognitive Functions: Evidence from CHARLS. Yuqing Hu, Xiaoyan Lei, James P. Smith, Yaohui Zhao. 2012

Using the China Health and Retirement Longitudinal Study (CHARLS) 2008 pilot, the authors investigate the relationship between cognitive abilities and social activities for people aged 45 or older. They group cognition measures into two dimensions: intact mental status and episodic memory. Social activities are defined as participating in certain common specified activities in China such as playing chess, card games, or Mahjong, interacting with friends, and other social activities. OLS association results show that playing Mahjong, chess or card games and interacting with friends are significantly related with episodic memory, both individually and taken as a whole.
(any of the 3 activities), but individually they are not related to mental intactness while taken as a whole they are. Because social activities may be endogenous, they further investigate using OLS reduced form models whether having facilities that enables social activities in the community level is related to cognition. They find that having an activity center in the community is significantly related to higher episodic memory but no relation to mental intactness. These results point to a possible causal relationship between social activities and cognitive function, especially in strengthening short-term memory.

WR-919-NSF
Climate Scenarios that Illuminate Vulnerabilities and Robust Responses. Robert J. Lempert. 2012

For those aiming to supply information about future climate conditions to decisionmakers, the term scenarios can take on many different meanings. This diversity proves valuable because different users have different requirements, but also reflects a current lack of clarity as to what scenarios are and how they ought to be used to support climate-related decisions. This paper first summarizes the small evaluative scenario literature that examines how scenarios contribute to effective decision-making. Scenarios can support two distinct tasks: a choice task that involved choosing among a menu of available options and a decision structuring task that involves defining the scope of the problem, goals, and the options under consideration. These two tasks require different attributes so that scenarios optimized for one task may perform poorly for the other. Scenarios can prove particularly useful for decision structuring, but are often less effective with the large, contentious groups commonly associated with climate-related decisions. This paper next proposes a conceptualization of scenarios that addresses some of these challenges, specifically, by defining scenarios as vulnerabilities of proposed policies, that is, as sets of future states of the world in which a proposed policy would fail to meet its goals. When employed in an appropriate decision framework, such scenarios can successfully support both decision structuring and choice under the stressing conditions characteristic of many climate-related decisions. Examples from the water management sector are used to demonstrate this approach and suggest its general implications for the provision of climate information to decision makers.

WR-921
Impacts of Conditional Cash Transfer Programs on Educational Outcomes in Developing Countries: A Meta-analysis. Juan Esteban Saavedra, Sandra Garcia. 2012

This paper meta-analyzes enrollment, attendance and dropout effect estimates from forty two references of conditional cash transfer program evaluations in fifteen developing countries. Average effect sizes for all outcomes in primary and secondary schooling are statistically different from zero. Average effect sizes for secondary enrollment, attendance and dropout are larger than those for primary. For all outcomes and schooling levels, there is considerable heterogeneity in effect sizes. Programs with more generous transfers have larger primary and secondary enrollment effects. Programs that condition benefit receipt on achievement and pay transfers less frequently than monthly, exhibit larger enrollment and attendance effects. Effect sizes are no different in programs with random assignment. It finds evidence in support of publication bias and selective reporting.

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WR-922

Radio Frequency Identification (RFID) technology is linked to waste management and recycling in two complementary ways: as objects, tags contain a variety of materials whose management and recycling is desirable on environmental grounds. These materials vary with the type of tag and their significance will increase as tags become more pervasive. On the other hand, tags can themselves contribute to the efficiency and effectiveness of recycling at various stages in the lifecycles of a wide range of products ranging from simple materials to complex objects containing a variety of materials. The study, funded by the European Commission, aims to inform policy making by assessing the environmental impact of the RFID tags themselves as well as the environmental advantages that the use of RFID can provide to product lifecycle management. An integral goal is to identify the associated obstacles and needs for policy action and/or research activity. This Interim Report represents an important deliverable of the project. It presents preliminary findings of our research conducted in the initial phase of the study (February 2011- February 2012). The study, led by RAND Europe and conducted in partnership with the Department of Processing and Recycling at RWTH Aachen University and P3 Ingenieurgesellschaft, applies a number of different quantitative and qualitative methodologies, including systematic literature reviews, key informant interviews, use cases and case study analysis, and scenario development.

WR-923-SSA

Immigrants constitute a rapidly growing share of the U.S. population. However, when compared to natives, foreign-born residents are more likely to be unbanked, less likely to participate in formal retirement savings programs and have lower levels of financial literacy. This project (1) investigated barriers to the use of financial services faced by immigrants and (2) designed and evaluated new financial education materials targeted at immigrants. The authors focused on three potential barriers: limited English proficiency, lack of U.S. experience and return migration expectations. They designed new financial education materials to help immigrants overcome financial participation barriers. Using the RAND American Life Panel they administered two different versions of the educational material to randomly selected test groups – one general version and one including immigrant-specific information -- as well as having a control group that received no information. They find that the groups that received the educational intervention were more likely to correctly answer questions on investment and savings strategies, IRA and 401(k) rules and to perform simple interest rates calculations. When questions involved specific immigrant information, the effect was mostly present for the treatment group that received immigrant-specific content. They find little effect of the treatments on financial behavior measures such as probability expectations and choice tasks. Overall, the knowledge outcomes point to the efficacy of this type of educational material in informing respondents with respect to important financial information that they are not familiar with, including information related to their immigrant status. However, they find limited effect on intended behavior change.
WR-924-SSA

This paper suggests that many people find the annuitization decision complex, and that this complexity, rather than a taste for lump sums, may explain observed low levels of annuity purchases. Specifically, the authors find that consumers tend to value annuities less when given the opportunity to buy more, but value them more highly when given the opportunity to sell annuities in exchange for a lump sum. They further show that more financially literate consumers are better able to offer responses that are consistent across alternative ways of eliciting preferences for annuitization. These results raise doubts about whether consumers can make utility-maximizing choices when confronted with the decision about whether to buy an annuity in real-world situations. In addition, they suggest that observers should be very careful in drawing conclusions about individual welfare based on observed behavior when it comes to annuities and, possibly, other complex financial products such as long-term care insurance.

WR-925-SSA

Doorways to Dreams Fund (D2D) has worked on tax-time savings initiatives since 2003 and on offering US Savings Bonds at tax-time since 2006. D2D’s work contributed to the introduction of IRS Form 8888—an addition to the tax code that allows for directing tax refunds to multiple destinations and was critical infrastructure to enable tax time savings. This work culminated in President Obama’s announcement in the fall of 2009 that an option to buy US Savings Bonds would return to the tax form in 2010 and expand in 2011. With the introduction of this trusted, high-value, universally available savings option directly in the tax filing process, D2D is fully focused on helping financially vulnerable Americans understand how and why to save part of their tax refunds. In 2010, D2D launched a national social marketing campaign, Bonds Make it Easy. The campaign targeted consumers directly and consumer “gatekeepers,” such as volunteer and commercial tax preparers, tax software providers, and community-based organizations. Online (web, social media) and offline (printed collateral) marketing plans were developed in tandem with media and promotional events. Creative new media tools are core part of this campaign, as younger Americans in particular are hard to reach through traditional media and messaging. Because of our prior work, D2D was uniquely positioned to create an effective financial literacy casual video game that raises awareness of and subtly promotes tax time savings opportunities, especially the Saver’s Credit and the offer of US Savings Bonds. Continuing its work from Year 1 of the Financial Literacy Center, D2D tapped its development network and testing partners to rapidly develop a game (“Refund Rush”) and deploy it for the first time during Tax Season 2011 (January – April 2011). The game will continue to be used in future years.

WR-926-SSA

Prior research has demonstrated that defaults have a powerful effect on economic outcomes in a wide range of settings because individuals often passively accept default options. There is limited evidence, however, on which types of individuals are most influenced by defaults. This paper examines the characteristics of employees who accept defaults within the context of the defined contribution retirement savings plans of two firms. In both cases, it finds that employees who remain at the default contribution rate after twelve months of tenure have lower incomes than would be predicted by the incomes of employees who actively choose neighboring contribution rates. This evidence suggests that defaults are more influential
for low-income employees than for high-income employees because low-income individuals generally face higher barriers to active decision-making.

WR-928


The authors estimate a health investment equation, derived from a health capital model that is an extension of the well-known Grossman model. Of particular interest is whether the health production function has constant returns to scale, as in the standard Grossman model, or decreasing returns to scale, as in the Ehrlich-Chuma model and extensions thereof. The model with decreasing returns to scale has a number of theoretically and empirically desirable characteristics that the constant returns model does not have. Although their empirical equation does not point-identify the decreasing returns to scale curvature parameter, it does allow them to test for constant versus decreasing returns to scale. The results are suggestive of decreasing returns and in line with prior estimates from the literature. But when they attempt to control for the endogeneity of health by using instrumental variables, the results become inconclusive. This brings into question the robustness of prior estimates in this literature.

WR-936


This paper aspires to describe the Village Stability Operations/Afghan Local Police (VSO/ALP) program within the Afghan context. The first section provides a brief history of post 9/11 local defense initiatives in Afghanistan and identifies how VSO/ALP differs from past programs. The second section highlights some of the challenges facing the initiative and discusses some recent successes that suggest that the program has the potential to emerge as a viable and enduring solution to security and stability in Afghanistan.

WR-937


As a result of sustained housing market fragility, a growing number of borrowers are walking away from their underwater homes even though they have the ability to pay. Despite recent advances, questions remain about what influences this decision. In this paper, the authors use survey data to examine the role of social expectations, financial literacy and knowledge of default consequences. They find that homeowners who believe that others are likely to strategically default in the future are more willing to walk away as they anticipate reduced social stigma. Financially literate borrowers appear better able to calculate the benefits of strategically defaulting and are more willing to walk away at high levels of shortfall. They also find evidence that those who better understand the consequences of default, particularly that a default's impact on one's credit score weakens over time, have a higher willingness to walk away. Their results suggest that policies that help shape expectations about future strategic defaults may influence present foreclosures.

WR-938


The fact that many individuals inexplicably fail to buy stocks, despite the historical evidence for a good return on investment has been referred to as the stock market puzzle. However, measurements of the subjective probability of a gain show that people are more pessimistic than historical outcomes would suggest. Further, expectations of future stock price increases apparently depend on old information, which would seem to be at odds with rational expectations in the context of efficient markets. To shed light on these apparent paradoxes, the authors analyzed the relationships between actual stock market price changes and the subjective probability of price changes, and between the subjective probability of price changes and the likelihood of engaging in stock trading.
WR-939


Beginning in May 2009 the authors fielded a monthly Internet survey designed to measure total household spending as the aggregate of about 40 spending components. This paper reports on a number of outcomes from 30 waves of data collection. These outcomes include sample attrition, indicators of data quality such as item nonresponse and the variance in total spending, and substantive results such as the trajectory of total spending and the trajectories of some components of spending. They conclude that high-frequency surveying for total spending is feasible and that the resulting data show expected patterns of levels and change.

WR-940

The Impact of Insecurity on Democracy and Trust in Institutions in Mexico. Luisa Blanco. 2012

Using survey data from the Latin American Public Opinion Project (LAPOP) and Encuesta Nacional Sobre la Inseguridad (ENSI) from Mexico during the period 2004-2010, this paper analyses the impact of insecurity and crime victimization on support and satisfaction with democracy and trust in institutions. With the LAPOP data, perceptions about higher insecurity decrease support and satisfaction with democracy. Perceptions of insecurity and crime victimization have a negative significant effect on trust in institutions, and this finding is robust when using LAPOP and ENSI data. Perceptions of insecurity and crime victimization have a larger negative effect on trust in institutions that directly deal with crime, such as the police and judicial system. Data also shows that those states with higher drug trafficking activity show lower trust in institutions, and that trust in institutions has deteriorated over time at a faster pace in the northeast and northwest regions.

WR-941

Point and Set Identification in Linear Panel Data Models with Measurement Error. Erik Meijer, Laura Spierdijk, Tom Wansbeek. 2012

The rich dependency structure of panel data can be exploited to generate moment conditions that can be used to identify linear regression models in the presence of measurement error. This paper adds to a small body of literature on this topic by showing how heteroskedasticity and nonlinear relationships between the error-ridden regressors and error-free regressors lead to identifying moment conditions in a static panel data setting, how suitably chosen linear combinations of lagged and lead values of the dependent variable can be used as instrumental linear combinations of lagged and lead values of the dependent variable can be used as instrumental and how reverse regression can be generalized to the panel data setting, thereby giving bounds on regression coefficients in the absence of point identification.

WR-948

The Impact of Reform on the Criminal Justice System in Mexico. Luisa Blanco. 2012

This paper studies the impact of judicial reform in Mexico. It does so using a survey about crime victimization and perceptions of insecurity (Encuesta Nacional Sobre la Inseguridad, ENSI) from 2005, 2008, and 2009 in eleven Mexican cities, three of which implemented the reform in 2007 and 2008. It shows judicial reform reduces victimization but also lowers perceptions of security. These results are robust when considering other subsamples that include only northern cities. In the northern cities, judicial reform is associated with lower trust and lower grades given to the local and preventive federal police. Judicial reform is associated with better grades for the agents of the Public Prosecution Office, although not in Juarez. Judicial reform is also associated with a decrease in bribery of the transit police in northern cities. Using crime level data, it finds a significant increase in crime reporting following judicial reform in Chihuahua but a decrease in Juarez. When considering the full sample, it also finds that judicial reform is associated with an increase
in the probability that the Public Prosecution Office will investigate reported crimes. Nonetheless, this result holds when only Juarez is considered as the treatment city for the different subsamples evaluated.

WR-950
Targeting Cash Transfer Programs for an Older Population. Emma Aguila, Arie Kapteyn, Caroline Tassot. 2012

Targeting based on individuals or households needs instead of applying universal programs helps distribute scarce resources to those who need it most, avoiding “leakage” of the poverty budget to non-poor households. In this paper, the authors explore the use of different household and individual characteristics for targeting needy households. They estimate a Heckman selection model to explain household income and use the estimated model to simulate the effects of different means testing schemes. Their analysis focuses on the evaluation of cash transfer programs for older populations. Using data from the Survey of Household Socioeconomic Characteristics in the State of Yucatan, Mexico, they evaluate the feasibility and target efficiency of different possible means-tested programs. Their analysis shows that a means-tested “flat rate” option would be more effective in alleviating poverty than the less costly option of a sliding scale. The tradeoff between raising welfare for the poor, thereby prioritizing low under coverage rates; and allocating limited resources, thus prioritizing low overall costs of a program, remains however a political challenge for all administrations designing poverty alleviation programs.

WR-952
Personality, Affects, and Forgiving Behavior in Games. Jui-Chung Allen Li, Yeh-Chen Chen. 2012

This study asks two research questions: who forgives, and how? Prior studies have shown that more agreeable and less neurotic people have a higher tendency to forgive others, but this study argues that these associations may be spurious because these studies measure forgiveness as a disposition using self-reported questionnaires. This study shows how to combine two economic games to construct a behavioral measure of forgiveness. In the first game, the participants are unfairly mistreated; in the second game, it gives the participants an opportunity to either reciprocate the injustice, or to forgive. Based on a sample of 468 students in Grades 5, 7, and 11, the results show that agreeableness, but not neuroticism (nor extraversion, conscientiousness, openness), predicts forgiving behavior in games. While it is widely believed that forgiveness has an emotional component, affects only mediate the justice evaluation of an offer in the first game. Thus, it concludes that whether a participant forgives or not in the second game involves a cognitive decision.

WR-953

This study examines the educational effects of sibship sex composition using data from the 2002 and 2007 Taiwan Social Change Survey. The results show that men with older siblings, especially older sisters, have higher educational attainment, while women with both younger sisters and younger brothers have lower educational attainment. Moreover, the positive effect of having an additional older sibling on men’s educational attainment only exists in large families but not small families. It interprets the findings as consistent with an indirect parental effect of intra-family transfer of resources, reflecting parents’ son preference in educational investment in their offspring; and that such a son preference is only present when the family is under budget constraints. Implications of these findings for trends in declining fertility and diminishing gender gap in educational attainment are discussed.
WR-954-AHRQ


This report describes the efforts of one dialysis center to improve customer service and access for its patients with end-stage renal disease. The practice is affiliated with a national, multi-center corporation that specializes in dialysis services, and it functions under policies and standards established by the parent company. It also works closely with the company's regional liaison. All but a small percentage of the center's patients are on in-center hemodialysis, in which they receive four-hour dialysis sessions three days a week.

WR-957

What is the impact of labour market regulation on employment in LICs? How does it vary by gender?. Shanthi Nataraj, Francisco Perez-Arce, Sinduja Srinivasan, Krishna B. Kumar. 2012

There is an extensive empirical literature examining the impacts of various labour market regulations on employment outcomes. However, much of this evidence focuses on developed or middle-income countries, resulting in a comparative dearth of literature that analyzes the impact of such policies in low-income countries (LICs). In addition, there are few studies that examine the impacts of such regulations by gender. This systematic review aims to synthesize the literature by focusing on the impact of labour market regulation on employment in LICs and how it varies by gender.

WR-959-NIDDK

The Prevalence and Overlap of Interstitial Cystitis/Bladder Pain Syndrome and Chronic Prostatitis/Chronic Pelvic Pain Syndrome in Men: Results of the RAND Interstitial Cystitis Epidemiology Male Study: Supplementary Table. Anne M. Suskind, Sandra H. Berry, Brett Ewing, Marc N. Elliott, Marika Suttorp, J. Quentin Clemens. 2012


WR-960-ESRC/DFID

How effective are CCTs in low income settings? A review exploring factors impacting on programme outcomes in Honduras and Nicaragua. Stephanie Diepeveen, Christian van Stolk. 2012

Through ESRC/DFID Award RES-167-25-0563, a two-year grant from the UK Economic Social Research Council (ESRC) and Department for International Development (DFID), RAND Europe and the Institute for Fiscal Studies (IFS) are assessing the effectiveness of CCTs in use in low- and middle-income countries. By analysing the impact of external conditions at the institutional and household level on CCT programme effectiveness, this paper aims to start addressing some of the gaps in understanding of the effectiveness of CCTs, and to contribute to more effective and efficient government programmes to alleviate short- and long-term poverty. This paper contributes to this wider body of work being conducted with this grant by examining existing evidence on CCTs in low-income settings. Since the initial flagship CCTs in Brazil and Mexico, programmes are being implemented in a wide range of political and socioeconomic contexts, including areas with high levels of extreme poverty, poor education and health indicators, and limited public administration infrastructure and capacity. The aim of the paper is to comment on the evidence on what affects programme outcomes in settings where infrastructure and capacity for delivery might be low, and that have high levels of poverty at baseline. This will help to guide questioning and hypotheses for further research into effect variability in such settings.

The RAND Continuous 2012 Presidential Election Poll (CPEP) is conducted within the American Life Panel, which is an internet panel recruited through traditional probability sampling to ensure representativeness. The CPEP differs from other polls in that it asks the same respondents repeatedly about their voting preferences. Thus, it leads to more stable outcomes and changes are due to individuals' changing their minds and not due to random sampling fluctuations. The CPEP is also different because it asks respondents to state their preferences for a candidate and the likelihood that they will vote in probabilistic terms (percent chance), which has been shown to improve forecasts several months before the election. This document gives a detailed account of the methodology underlying the CPEP.


Most retirees in the United States receive Medicare benefits, and most obtain supplemental insurance to help fill the coverage gaps that Medicare leaves, such as for prescription drug expenses. But even with both these types of coverage, they face out-of-pocket expenses for premiums, cost-sharing obligations, and items or services not covered by Medicare or supplemental plans. This study examines whether retirees and near-retirees understand what their likely out-of-pocket health care expenditures might be in retirement. Using the RAND American Life Panel, a representative Internet survey of about 4,000 U.S. households, researchers surveyed Americans age 40–80 on these issues. They found many retirees and near-retirees do not understand the magnitude and variability of their future out-of-pocket health care costs and may be unprepared to finance higher-than-typical expenditures. Women and younger respondents (age 40–60), in particular, were most likely to underestimate their future out-of-pocket health care expenses.


Can video games increase the financial capability of millions of financially vulnerable Americans? Doorways to Dreams Fund seeks to address this question with its Financial Entertainment (FE) innovation, which leverages the power and popularity of casual video games to engage consumers in a financial education experience that links increases in financial knowledge and confidence to financial actions and real-world behavior change. Following the presentation of a 5-step theory of change explicating how casual financial literacy video games can lead to improvements in financial capability, this paper presents and discusses data from FE projects conducted 2009-2012. While more rigorous research is needed, initial analysis suggest that the FE games can be successful at engaging consumers, cultivating financial self-efficacy and financial literacy, and enabling initial real-world financial action. The paper concludes with a discussion of next steps in Financial Entertainment, with a focus on how games can create sustained behavior change and ultimately allow consumers to realize positive outcomes.


This memo provides a thumbnail review of the empirical literature on the potential costs and benefits of several types of medical malpractice reform policies, specifically in connection with several potential and proposed aspects of federal tort interventions.
Estimating the Percentage of Students Who Were Tested on Cognitively Demanding Items Through the State Achievement Tests. Kun Yuan, Vi-Nhuan Le. 2012

The William and Flora Hewlett Foundation's Education Program initiated a new strategic initiative in 2010 that focuses on students' mastery of core academic content and their development of deeper learning skills (i.e., critical-thinking, problem-solving, collaboration, communication, and learn-how-to-learn skills). The Foundation would like to track the extent to which U.S. students are assessed in a way that emphasizes deeper learning skills during its 2010–2017 Deeper Learning Initiative. This report presents the results of a project to estimate the percentage of U.S. elementary and secondary students being assessed on deeper learning skills through statewide mathematics and English language arts achievement tests at the beginning of the Deeper Learning Initiative.