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EULOGY FOR GUS SHUBERT

Michael Rich

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Gus came to RAND in 1959. His early research was on strategic airpower, counterinsurgencies, and military R&D policy. For the longest time, I thought that Gus was an economist. After all, he was once the head of RAND's economics department. But, actually, his degrees from Yale and NYU were in sociology and English literature. After just five years, he left RAND to represent the United States on the NATO defense planning working group in Paris, but of course that was just a temporary detour.

In 1968, two years after he came back to RAND, he was elected a vice president and trustee and charged with developing new programs of research on social and economic policy that had begun a few years earlier. Over the next quarter-century, he played a central role in many hugely important initiatives. They changed the very character of RAND and, more importantly, helped improve the lives of millions of people. Here are just a few:

- First, he built RAND's domestic research division, which in less than a decade grew to the size of our core business—national security research. This showed that RAND-style analysis could strengthen the nation's health and safety, improve its schools and infrastructure, and make its courts fairer and its environment cleaner.
- Second, he oversaw the demonstration of the value of large-scale social experiments for making sound policy, which showed that the record of innovation that made RAND the world's most famous national security research institution would also be the hallmark of its domestic research.
- Third, he helped establish the New York City–RAND Institute, an urban think tank for Mayor John Lindsay. By transforming the way that NYC solved crimes, fought fires, and took care of its poor, the institute showed that RAND could operate effectively on a local as well as a national level.
- Fourth, he founded the RAND Institute for Civil Justice, or ICJ, the nation's first research center devoted to unbiased, empirical analysis of the civil justice system. RAND was already a brand name at the White House and the Congress; Gus's ICJ made RAND a brand name at the Supreme Court, too.

In short, Gus's personal efforts helped RAND broaden the scope and reach of its research, expand its client and donor base, and widen the expertise and diversity of its staff, all developments that serve us well today. It took more than effort, though, so it was really the kind of person Gus was that explains how he accomplished so much.

Gus was first and foremost a man of great integrity. He had a strong sense of right and wrong and deep appreciation for RAND's core values of quality and objectivity. He never backed down when they were threatened, a frequent occurrence—and it inspired those of us around him to do our best work and take chances. We knew he'd back us up.

Upholding principles for some people can be a game of defense, a job of preserving the status quo or, worse, a history passed. But, that wasn't Gus's game. He was always restless, more interested in growth and change than the status quo. He was a man of great vision, of soaring aspirations even. For Gus, upholding principles was a game of offense and advance, which is why he was at the center of so many innovations.

Of course, launching projects is one thing; seeing them through is another. Here I think Gus had two qualities that served him well. First, he was absolutely indomitable. Nothing held him back. As many of us know, this was a man who once went to a meeting in Chicago after getting hit by a bus. Literally. The second quality was a true love of people in all their different forms. He gathered around him a diverse collection of brilliant thinkers, creative problem-solvers, and, frankly, many times, distinctive characters. When he was asked if he ever worked at home, he said, "What, and miss all the fun around here?" Actually, *he* was the usually the one who made it fun.

No one could work with Gus and not be charmed by his mischievous sense of humor, betrayed first by the twinkle in his eye and his impossibly broad grin. Then, you saw the giant gorilla on the back of his office door, the plastic snake in his tree. But you knew you arrived when he unleashed his puns. They were usually in strings and always without apology. He might ask what you thought about a paper. If you said, "It's average," in a split second, he'd grin and say, "How mean." No one was quicker than Gus.

Gus was truly a larger-than-life character, a man who led an important life. For me, he was a counselor, a role model, and a good friend. He was taken away from us much too soon. But, along with his wife, Rhea, Gus will always be a cherished member of the RAND family.