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2013 Report to the Board of Governors  
Susan L. Marquis, Dean
In public policy, opportunity can be decisive: It can be career-changing for a researcher to get the chance to delve into a subject, develop an informed, distinctive perspective, and be at the right place at the right time with the right people when a substantive issue rises to the top of the policymaking agenda.

At the Pardee RAND Graduate School, we’re grateful that as a preeminent institution in our field we play a unique role in providing the public policy leaders of tomorrow with special opportunities today. We could not do this without the backing of RAND and our many generous supporters—who also value that opportunity flows in many different and surprising directions.

When we launched our Be the Answer fundraising campaign, we hoped our message would resonate. We’re thankful it has been so warmly received by our many contributors. And we were honored in 2013 with a magnanimous $3.6 million gift from our longtime benefactor Frederick S. Pardee. His donation, launching the Pardee Initiative for Global Human Progress, will throw open the planet even more to our students. It will give them the opportunity to dig in, craft, and carry through innovative policies and approaches to solve problems and better lives in the developing world.

We’re critically aware that public policy careers can be professionally and personally rewarding but not always financially so. It can be daunting for practitioners to take on educational debt. Thanks to our donors and RAND, our globally diverse students receive unprecedented financial and other support:

This year, for the first time, we offered full tuition scholarships to every eligible first-year student.

Our students work with RAND researchers on projects, real public policy issues for actual clients. They now strive in these for what Michael Rich, RAND’s president and CEO, insists on: that we leverage our academic excellence to discover innovations in approach or practice that will, in policy terms, provide future policy breakthroughs as well as impact today.

The hands-on support provided by our board of governors may surprise some. They not only help guide our school: They also share with students elite-level knowledge, experience, and contacts. In turn, they tell me how much they relish the opportunity to build relationships with a new generation of policy experts.”

Susan L. Marquis
While our faculty and staff engage deeply with students as they move through on-the-job training (or, as we say, OJT) assignments in areas such as climate change, health care, and national defense, the hands-on support provided by our board of governors may surprise some. They not only help guide our school: They also share with students elite-level knowledge, experience, and contacts. In turn, they tell me how much they relish the opportunity to build relationships with a new generation of policy experts.

At Pardee RAND, our world also encompasses the invigorating intellectual life afforded by speakers, experts, and resources at global RAND locations. Our students get the opportunity to steep themselves in the outstanding collections of the late James Q. Wilson, to share historic moments like the presidential election evening with the RAND family, or to relax with the Dean’s Movie Nights. At the same time, we’re mindful of our key role in expanding opportunities across our field: We’re proud that this summer, scholar-colleagues from institutions nationwide that serve a large proportion of underrepresented minorities joined us to discuss how we can introduce at their schools policy analysis the RAND way—with nonpartisan, objective research.

In summary, we at Pardee RAND were fortunate this year to hear opportunity’s call, and we answered well. As a new year and beyond beckons, we look forward to the opportunity for our paths to cross yours in exciting, productive ways.

—Susan L. Marquis

I have long believed that RAND’s collection of activities—commissioned client research projects, public outreach and engagement, and graduate education—has colossal power that we can leverage much more effectively. We have competitors in each area of activity, but no other organization does all three things at the level we do.”

Michael Rich, President and CEO, RAND Corporation
By the Numbers

21 entering students

9 countries of origin: Azerbaijan, Chile, China, Ethiopia, India, Mexico, Nigeria, Trinidad and Tobago, and the United States

3 first-time countries of origin: Azerbaijan, Chile, and Trinidad and Tobago

52 percent female

81 percent hold advanced degrees, including the MA, MPA, MPH, MPP, and MS

1 Teach for America corps member

1 former U.S. Embassy employee (Montenegro)
The entering cohort of 2013 is made up of 21 students. Like other classes before them, they are experienced both professionally and academically and diverse in their backgrounds and interest areas. They have demonstrated leadership in their work in governmental and educational organizations, in the military, and in finance. They have master’s degrees in such fields as economics, environmental policy, astrophysics, public health, international development, and public policy. Their interests include innovation and business, health insurance, international health financing, transferring technology, energy, national security, economic development, the environment, defense, children and families, and health care.

Our Alumni Ambassadors were especially helpful to graduate school candidates during our admissions cycle, speaking to them by phone, in person, and via Skype. We had more than 50 alumni respond to our call for volunteers and are tremendously appreciative of alumni involvement. As one candidate wrote, “It says something important about the School when its alumni are willing to interact with candidates.”

Experience

This year’s cohort brings a high degree of prior professional experience to the Pardee RAND Graduate School, and to RAND at large. Here are some of their previous employers:

- Berkeley Policy Associates
- Caucasus Research Resource Center
- Chapin Hall Center for Children
- Chilean Ministry of Finance
- Fundación IDEA
- Harvard School of Public Health
- Indian Institute of Management
- Innovations for Poverty Action
- Inter-American Development Bank
- International Food Policy Research Institute
- The Lewin Group
- National Science Foundation
- New York City Office of Citywide Health Insurance Access
- PricewaterhouseCoopers
- UNICEF
- United Nations Women’s Liaison Office
- University of Chicago School of Medicine
- U.S. European Command
- Westat
- World Bank
The James Q. Wilson Collection

In January 2013, the Pardee RAND Graduate School dedicated the James Q. Wilson Collection, which includes the James Q. Wilson Papers and the James Q. Wilson Public Policy Collection. The papers—a mixture of professional and scholarly items that include correspondence with other scholars and public officials; books, articles, and commentaries written by Wilson and his doctoral students; and some of his awards—will be available for the use of scholars and researchers. The Public Policy Collection is derived from Wilson’s private library and includes major works that influenced his scholarship and the field. The James Q. Wilson Collection along with the James Q. Wilson dissertation fellowship were created by donors and supporters to recognize the life and legacy of Wilson, a longtime board member at the School and at RAND.

The dedication event began with a reception and unveiling of the collection. A panel discussion followed; the panelists were two of Wilson’s former students—Pietro Nivola, senior fellow, Brookings Institution; and R. Shep Melnick, Thomas P. O’Neill, Jr. Professor of American Politics, Boston College—plus Pardee alumna Angela Hawken, an associate professor at Pepperdine University. All shared their thoughts on Wilson’s legacy and his enduring impact on public policy.
Summer Faculty Workshop in Policy Research and Analysis

As part of a greater vision to ensure that a diversity of perspectives is represented at all levels of public policymaking, the Pardee RAND Graduate School hosted its inaugural Summer Faculty Workshop in Policy Research and Analysis. Twelve guest faculty from institutions serving a large proportion of underrepresented minorities—Tuskegee University, Tulane University, Florida International University, Morehouse College, Charles R. Drew University of Medicine and Science, Xavier University of Louisiana, and the University of Alabama in Huntsville—visited Santa Monica for a week in July. The goal of the workshop was to enable the participants to introduce policy analysis into the curricula of their institutions, to inspire their own students to consider careers in public service, and to help RAND strengthen ties in the U.S. Gulf States region.

The workshop included a professional education program taught by Pardee RAND faculty, covering the basics of policy analysis and research design, defining the policy problems, and introducing the analytic tools. Participants brought in their ideas for policy research that they would pursue after the workshop. Building on what they learned in the classroom and working with RAND researchers, participants turned their ideas into more fully fleshed out project outlines, which they presented at the conclusion of the workshop.

Events included a conversation about leadership in the public sector with Lydia Kennard, a former member of the graduate school’s board of governors and former RAND trustee; and a special discussion with author and radio and television talk show host Tavis Smiley.

Selection was competitive and all participants attended on a full fellowship that covered travel expenses and tuition.

2014 Commencement Weekend

The commencement ceremony is Saturday, June 21, 2014; on Friday evening, June 20, the School will host a dinner for graduating students and alumni. We will once again be presenting a distinguished alumni award and look forward to the opportunity to bring current and new alumni together in what has become a memorable tradition at the School.
During the past academic year, seventeen new Ph.D. graduates joined the ranks of Pardee RAND Graduate School alumni. They continue to be much sought-after in a variety of employment sectors.

The Pardee RAND Graduate School awarded its 300th Ph.D. in policy analysis to James Burgdorf in September 2013. James is now working as a staff researcher in family and preventive medicine at the University of California, San Diego. His dissertation, “Labor Market Outcomes of Health Shocks and Dependent Coverage Expansion,” disentangles the effects of employer-provided health insurance on labor market outcomes. His dissertation committee was chaired by Rosalie Pacula (RAND); the other committee members were Mireille Jacobson (RAND) and Todd Gilmer (University of California, San Diego).

Ruopeng An  
**PH.D. DATE** June 2013  
**POSITION** Tenure-Track Assistant Professor, College of Applied Health Sciences, University of Illinois at Urbana-Champaign  
**DISSERTATION TOPIC** Eating Better for Less: Effectiveness of Financial Incentives in Modifying Dietary and Grocery Shopping Behavior

Benjamin Bryant  
**PH.D. DATE** September 2013  
**POSITION** Staff Economist, Millennium Challenge Corporation, Washington, DC  
**DISSERTATION TOPIC** Monopoly and Micro-Irrigation in Smallholder Water Markets: Using Exploratory Modeling to Consider Interactions Between Market Structure and Agricultural Technology Subsidies

Stephanie Chan  
**PH.D. DATE** September 2013  
**POSITION** Prevention Effectiveness Fellow, Centers for Disease Control and Prevention, Atlanta, GA  
**DISSERTATION TOPIC** Fighting Obesity in the United States with State Legislation

Jeremy Didier  
**PH.D. DATE** September 2012  
**POSITION** Intelligence Officer, United States Air Force, Sacramento, CA  
**DISSERTATION TOPIC** Evaluating Cadet Leadership Positions at the U.S. Air Force Academy

Kay Sullivan Faith  
**PH.D. DATE** September 2013  
**POSITION** Operations Research Analyst, Office of the Secretary of Defense, Cost Assessment and Program Evaluation, Pentagon, Arlington, VA  
**DISSERTATION TOPIC** Patterns of Creation and Discovery: An Analysis of Defense Laboratory Patenting and Innovation

Kimberly Hale  
**PH.D. DATE** September 2012  
**POSITION** Operations Researcher, Air Education and Training Command, United States Air Force, Pensacola, FL  
**DISSERTATION TOPIC** Expanding the Use of T/FDOA Geolocation in the Department of Defense
Scott Hiromoto
PH.D. DATE December 2012
POSITION TBD
DISSERTATION TOPIC Fundamental Capability Portfolio Management: A Study of Developing Systems and Implications for Army R&D Strategy

Eileen Hlavka
PH.D. DATE September 2013
POSITION Air Pollution Specialist, State of California Air Resources Board, Sacramento, CA
DISSERTATION TOPIC Policy Impacts on Wind and Solar Innovation: New Results Based on Article Counts

Seo Yeon Hong
PH.D. DATE September 2013
POSITION Economist Consultant, The World Bank Group, Washington, DC
DISSERTATION TOPIC Three Essays on Child Labor and Education in Developing Countries

David Johnson
PH.D. DATE September 2013
POSITION Mathematician, RAND Corporation, Santa Monica, CA
DISSERTATION TOPIC Improving Flood Risk Estimates and Mitigation Policies in Coastal Louisiana Under Deep Uncertainty

Lisa Klautzer
PH.D. DATE March 2013
POSITION Quantitative Consultant, Corporate Executive Board Company, Arlington, VA
DISSERTATION TOPIC Can Economic Openness Inspire Better Corporate Governance? An Exploration of the Link Between Openness and Corporate Governance Based on the Asian Experience

Russell Lundberg
PH.D. DATE September 2013
POSITION TBD
DISSERTATION TOPIC Comparing Homeland Security Risks Using a Deliberative Risk Ranking Methodology

Todi Mengistu
PH.D. DATE September 2013
POSITION Teutsch Fellow, Centers for Disease Control and Prevention, Atlanta, GA
DISSERTATION TOPIC Emerging Infrastructure Financing Mechanisms in Sub-Saharan Africa

Amber Smith
PH.D. DATE September 2013
POSITION Fiscal and Policy Analyst, California Legislative Analyst’s Office, Sacramento, CA
DISSERTATION TOPIC The Influence of Contact with Children, Contact with Health Care Professionals, and Age on Influenza Vaccine Uptake

Haralambos Theologis
PH.D. DATE September 2013
POSITION Combat Rescue Officer Trainee, United States Air Force, Las Vegas, NV
DISSERTATION TOPIC Capacity Management and Changing Requirements: Cost-Effective Decisionmaking in an Uncertain World

Xiao Wang
PH.D. DATE September 2013
POSITION Senior Economic Analyst, Port Authority of New York and New Jersey, New York, NY
DISSERTATION TOPIC The Role of Economic Development Zones in National Development Strategies: The Case of China
Bruce Bennett (cohort ’75) (below) has been in the news for his expertise on North Korea and his recent publication on preparing for a North Korea collapse. Not only was he cited in The Economist, Korea Today, and Voice of America and interviewed on CCTV; he also participated in a popular Reddit “Ask Me Anything” feature. Bruce is a senior defense analyst at RAND.

Margaret “Meg” Blume-Kohout (cohort ’04) (right) is now senior research economist at the New Mexico Consortium, a nonprofit organization focused on the collaborative research initiatives between the public research universities and the National Labs of New Mexico. She is also founder of her own consulting company, MBK Analytics LLC.

Richard Bowman (cohort ’06) became the chief accountability and strategy officer for Santa Fe Public Schools. Prior to this, Richard worked with the Albuquerque Public Schools as a data project fellow to improve their use of data and accountability through the Strategic Data Project at the Harvard Center for Education Policy Research. While there, Richard was asked to serve on the New Mexico state teacher evaluation advisory council.

Meena Fernandes (cohort ’05) is a consultant for the School Feeding Unit at the UN World Food Programme in Rome, where she supports a research agenda they have developed with the World Bank in Washington, DC, and the Partnership for Child Development in London to improve school feeding programs in low-income countries.

Julius Gatune (cohort ’00) is a researcher and policy advisor at the African Center for Economic Transformation, where he contributes research and advice to governments across Africa.

Angela Hawken (cohort ’98) and her longtime academic collaborators Mark Kleiman, Jonathan Caulkins, and Pardee RAND’s Beau Kilmer literally “wrote the book” on marijuana legalization. Marijuana Legalization: What Everyone Needs to Know (Oxford University Press) received broad media exposure and played an important role during—and after—the November 2012 elections that saw marijuana legalized in the states of Colorado and Washington.

Maren Leed (cohort ’95) is now senior advisor to the Harold Brown Chair in Defense Policy Studies at the Center for Strategic and International Studies, where she works on a variety of defense-related issues.

Sergej Mahnovski (cohort ’98), former director of energy policy for New York City’s mayor Michael R. Bloomberg, is now director of the New York City Mayor’s Office of Long-Term Planning and Sustainability. After only one week on the job, Superstorm Sandy hit the East Coast, necessitating a quick, strategic response by Sergej and the city. He helped craft the long-term post-Sandy plan, which consists of a range of major initiatives, from strengthening coastal defenses, including seawalls and swamps, to ensuring food supplies in hospitals.

Brooke Stearns Lawson (cohort ’05), who works as a conflict management and mitigation specialist for the United States Agency for International Development (USAID), was accepted into the Council on Foreign Relations’ Term Member Program.
The 312 Ph.D. graduates who constitute our alumni continue to prove the value of their education and experience at the Pardee RAND Graduate School across a range of sectors. As of 2013, 32 percent of our alumni are working in government; 23 percent in research institutions; 20 percent in academia; 22 percent in private industry; and 3 percent in nonprofit and international organizations.

Mark Schuster (cohort ’91) has been elected to the Institute of Medicine. This is one of the highest honors in the fields of health and medicine, recognizing individuals who have demonstrated an outstanding commitment to service and have made major contributions to the advancement of the medical sciences, health care, and public health.

Jeffrey Wasserman (cohort ’85) (right) was appointed vice president and director of RAND Health. Jeffrey, a widely recognized expert on health policy issues, currently leads the National Health Security Strategy, commissioned by the U.S. Department of Health and Human Services.

Alumni Events

**November 2012—Washington, DC**
Alumni gathered to hear counterterrorism expert Brian Michael Jenkins at the National Press Club

**January 2013—Santa Monica, CA**
Celebration at RAND of James Q. Wilson’s legacy

**April 2013—Washington, DC**
Dinner hosted by Dean Susan Marquis

**June 2013—Berkeley, CA**
Bay Area dinner hosted by Dean Susan Marquis

**June 2013—Washington, DC**
Alumni visited RAND to hear president and CEO Michael Rich speak on his vision for RAND

**July 2013—Santa Monica, CA**
Donor Appreciation Event for alumni and other RAND and Pardee RAND supporters

**September 2013—Washington, DC**
Alumni gathered to hear Harold Brown speak on “21st Century Challenges”

**November 2013—Washington, DC**
Reception for Pardee RAND alumni, faculty, and students at the Association for Public Policy Analysis & Management conference, hosted by Associate Dean Rachel Swanger
During a time of unprecedented polarization and contentious debate, it is refreshing to hear objective, nonpartisan discussions focused on solutions. I support Pardee RAND because I know I am investing in people and ideas that can address today’s greatest challenges and have a positive impact on my family, my community, my world.”

Michael Lynton
"We all benefit when the hard questions are being weighed, dissected, and ultimately decided by minds grounded in the kind of analytic depth, reason, and commitment that is an essential part of the Pardee RAND Graduate School experience."

Pedro José Greer

As of November 2013
systems, and the integration of qualitative and quantitative methodologies. Gery’s diverse research portfolio covers areas that are central to the types of policy problems that many students will address while at RAND and in their subsequent careers, including HIV/AIDS, mental health, obesity/nutrition, end-of-life care, patient safety, homelessness, domestic violence, health care cost and efficiency, medical manpower, and social networks. In addition to a large body of work in the United States, he has worked extensively in Africa, Latin America, and the Middle East.

Our Newest Members

With Jeffrey Wasserman’s appointment as vice president and director of RAND Health, our associate dean, Rachel Swanger, headed a search committee to seek out candidates to fill his position as assistant dean for academic affairs from among our highly impressive faculty. In April 2013, Gery Ryan was selected as our new assistant dean. Gery had been involved with the graduate school for more than a decade in a variety of roles—including professor, interim assistant dean for academic affairs in 2010, faculty lead for reaccreditation, member of the Faculty Committee on Curriculum and Appointments, dissertation workshop leader, and faculty and section lead for first-year qualifying exams. Among the first-year core courses, Gery teaches Introduction to Policy Analysis, Case Studies in Policy Analysis, and the anthropology segment of Social and Behavioral Science I. He has taught elective courses on qualitative methods, ethnographic methods, and text analysis; has provided a range of tutorials and independent study courses; and has served on numerous dissertation committees. Trained as a medical anthropologist, Gery has conducted research on decisionmaking processes, ethnographies of health care and education

Meagan Ramirez joined our staff in November 2012 as an administrative assistant. Meagan received a BS in graphic communication from Cal Poly in San Luis Obispo and has been putting her strong design, computer, and database management skills to use at Pardee RAND. Meagan is also supporting Dean Marquis in the latter’s role as vice president for emerging policy research and methods at RAND. Meagan coordinated the 2013 Idea Showcase, the RAND-Initiated Research webinars, and the Business Innovation Speaker Series. Two years ago, Meagan traded in her suburban life in Lincoln, California, for the beautiful beaches of Santa Monica. She is raising her five-year-old daughter to appreciate the finer things in city living, such as parking spots!
Evelyn Fees joined the graduate school in March 2013 as our associate director of development. She works on fundraising efforts, focusing on several new alumni initiatives, including the Alumni Association Advisory Committee and the Alumni Scholarship. Previously, Evelyn worked as the development coordinator for The Painted Turtle, a year-round, nonprofit camp for children with serious medical conditions, and as program coordinator for Wyoming Women’s Wellness and Migrant Health. She also worked part-time as a survey researcher with the RAND Survey Research Group. She received her MA in political science from the University of North Carolina at Chapel Hill and her BA in English and Spanish from Scripps College. Evelyn is originally from Wyoming, where she grew up with a healthy appreciation for rodeos and zero traffic.

Derek McPhatter joined the development team in March 2013 as an administrative assistant. Derek provides administrative support to the development officers in all donor relations, special event, strategic planning, and solicitation activities. He has more than five years of experience as a fundraising professional, working primarily in the arts, education, community development, and mental health. He brings expertise in nonprofit administration, grants and sponsorships, and donor relations to his role at the graduate school. Derek earned his BA in English from Morehouse College and his MA in humanities from New York University. Born in Pickerington, Ohio, Derek has lived in Atlanta, Osaka, Harlem, and West Hollywood.
The mission of the OJT Brokers is to facilitate positive on-the-job training (OJT) experiences for students and researchers. This year’s OJT Brokers were Shmuel Abramzon (for RAND Justice, Infrastructure, and Environment); John Caloyeras, succeeded by Jodi Liu (for RAND Health); Shira Efron and Jennifer Walters (for defense-related programs and international projects); Susan Burkhauser, followed by Mollie Rudnick (for RAND Education); and Caroline Tassot, followed by Marlon Graf (for RAND Labor and Population).

Activities of the OJT Brokers in 2013 included
- deploying the annual OJT survey to determine the nature and quality of work students are given
- encouraging students to maintain their online profiles, which helps maximize opportunities for project work
- disseminating postings for project work
- conducting a panel event on options for dissertation funding
- hosting an event about RAND Europe
- organizing pre-term policy seminars with RAND researchers.

• alumnus Aaron Martin, director of strategic planning at Northrop Grumman
• alumnus Conrad Schmidt, global research officer at Corporate Executive Board
• alumnus Casey Wardynski, superintendent of Huntsville City Schools in Alabama
• Ambassador Richard Solomon, a senior fellow at RAND and former president of the United States Institute of Peace

Students who served in 2013 were John Caloyeras, Amber Jaycocks, Alessandro Malchiodi, Julia Pollak, and Eric Warner.
**CoCom**

The student leadership Coordinating Committee (CoCom) members are elected annually to represent each cohort. Students serving on the committee in 2013 were Christina Huang, Sung-Bou Kim, Jennifer Walters, Katie Wilson, and Mikhail Zaydman.

CoCom serves as the liaison between the student body and the school administration and also initiates a number of community-building activities throughout the year. This past year, CoCom

- held a “Movember” mustache contest. Movember is an organization devoted to increasing awareness of issues in men’s health for which the chief fundraising activity is the growing of facial hair during the month of November. Students voted for the best mustache in three categories: Marlon Graf for Styling, Eric Apaydin for Thickness, and Caroline Tassot for Best Fake Mustache. A donation to the organization was made in the name of each winner.

- implemented a Student Brownbag Series to provide a forum for students to “dry-run” research presentations—especially prior to presenting at conferences—and to receive feedback from their peers. Eight students have already presented as part of this series: Evan Bloom, John Caloyeras, Chaoling Feng, Matthew Hoover, Steven Isley, Russell Lundberg, Clinton Saloga, and Sinduja V. Srinivasan.

- organized a number of social events during Preview Weekend and Orientation Week to help current students get acquainted with the incoming cohort. Activities included a happy hour, walking tour, local hike, and a beach barbecue.

- designed and produced Pardee RAND sweatshirts and t-shirts through an online vendor. Students, alumni, and family members throughout the world are now proudly wearing them.

- held quarterly lunches for students, staff, and faculty.
The U.S. Presidential Election

The 2012 election season provided a great opportunity to watch our political system in action. The Pardee RAND community gathered for two events to observe the process.

First, more than 50 students and faculty gathered to watch the first Obama–Romney debate on October 3, broadcast from the University of Denver and moderated by Jim Lehrer. The evening began with Dean Marquis leading a panel discussion about the presidential race with faculty members Charles Wolf and Rob Lempert. Everyone then watched the debate, and the panel discussion resumed thereafter, with an engaging Q&A session.

Students, faculty, and staff gathered again on election night, November 6, to watch the election returns as they came in from across the country. Attendees from across the philosophical spectrum debated throughout the evening as polls closed in each time zone and results were announced.

Dean’s Movie Nights

The Dean’s Movie Nights are held roughly once per academic quarter. These informal events are a great way to bring the Pardee RAND community together: students, faculty, staff, and local alumni enjoy the chance to mingle over a casual dinner and enjoy films that touch on public policy issues.

In February 2013, Dean Marquis hosted a viewing of the award-winning 2010 documentary Gasland, which examines hydraulic fracturing, the controversial method of natural gas extraction that involved horizontal drilling into shale formations. She followed that event in March with a screening of FrackNation, a 2013 documentary that addresses what the filmmakers claim is misinformation about the process of hydraulic fracturing as described in Gasland. The RAND project team studying the impact of Marcellus Shale natural gas extraction in Pennsylvania then led a discussion of the two movies. The student discussion leads were Aviva Litovitz (cohort ’08) and Shmuel Abramzon (cohort ’10); professors Aimee Curtright, Costa Samaras, and Nick Burger also participated.

In May, Movie Night featured a presentation of the award-winning documentary The Gatekeepers, about the activities of the Israeli internal security agency Shin Bet and its role in that country from the Six Day War to the present.

Visiting Lecturers

Paul Light, Paulette Goddard Professor of Public Service at New York University, visited the graduate school in December 2012. He presented a talk on “The Proverbs of Social Entrepreneurship: What Really Counts in Successful Social Change,” over lunch with students, faculty, and staff.

Scott Pace (cohort ’85) also visited in December 2012 to share his latest space policy research. He is director of the Space Policy Institute and Professor of the Practice of International Affairs at The George Washington University. His talk, “Integrating National Interests in Space,” focused on the benefits that developing a peaceful and transparent space program potentially offers the international community.

Board member, renowned political scientist, and RAND trustee Francis Fukuyama (above, left) gave a talk to students and faculty on “Bureaucratic Autonomy and the Decay of American Institutions”—a topic covered in his recent book, Political Order and Political Decay: From the French Revolution to the Present.
**Participation in Conferences**

The School funded 11 students (at nearly $9,000) to attend professional conferences throughout the year. Their participation included presenting research and/or serving on a panel.

**Poster Presentations**

Ruopeng An (right) “Evaluation of a National Discount Program for Healthy Food Purchases” at the American Academy of Health Behavior Annual Conference, March 2013, Santa Fe, NM

Yasho Rana “Understanding Condom Use Decision Making Among Homeless Youth Using Qualitative Event-Level Data” at the National Conference on Social Work and HIV/AIDS, May 2013, Chicago, IL

**Paper Presentations**

Ben Batorsky “Bikeshare in Santa Monica: Considerations for Implementation and Evaluation” at the Bicycle Urbanism Symposium, June 2013, Seattle, WA

Megan Clifford “Evaluating the Feasibility of a Proposed International Branch Campus” at the Federation of Indian Chambers of Commerce & Industry (FICCI) Higher Education Summit, November 2012, New Delhi, India

Christina Huang “The State of Childhood Obesity: Looking at Our Nation, Our State, and Our Region” at the No Time to Weight conference, September 2013, Pittsburgh, PA

Alessandro Malchiodi “The Effect of Military Enlistment on Education” at the Association for Education Finance and Policy Annual Conference, March 2013, New Orleans, LA

Todi Mengistu “An Empirical Assessment of the Determinants of Private Participation in Infrastructure” at the Association for Public Policy Analysis & Management (APPAM) International Conference, May 2013, Shanghai, China

Edmundo Molina Perez “Dynamics of the Transition Toward Alternative Fuel Vehicles” at the International Conference of the System Dynamics Society, July 2013, Cambridge, MA

**Other Professional Activities**

Clinton Saloga “Local Implementation of Medical Marijuana” at the International Society for the Study of Drug Policy (ISSDP) Conference, May 2013, Bogota, Colombia

Sinduja Srinivasan “Male Earnings Inequality and Age of Marriage of Women in India” at the Pacific Conference for Development Economics, March 2013, San Francisco, CA

John Caloyeras gave a podium presentation on “Long-Term Impact of PepsiCo’s Healthy Living Program on Medical Costs, Health, and Absenteeism: A Seven-Year Evaluation” at AcademyHealth’s Annual Research Meeting, June 2013, Baltimore, MD.


Todi Mengistu was selected for the IISS-SAIS Merrill Center Young Strategists Programme in Security & Geo-economics, which was held at the Rockefeller Foundation Bellagio Center in Bellagio, Italy, July 29–August 2, 2013. She participated in the geo-economics sessions and presented her paper on “Economic Inequality and Conflict: Exploring the Regional Spillover Dimensions.”

Clinton Saloga was the invited guest speaker at the U.S. Agency for International Development (USAID) Headquarters, July 2013, Washington, DC. He presented “What Can Governance Indicators Tell Us About the Sustainability of Civil Society Organizations in Africa?”
Members of our faculty drive the improvement of our curriculum. Drawing on their own substantive interests and technical expertise, they regularly propose new courses to ensure our students become acquainted with cutting-edge methods and policy perspectives.

This year, we offered four new electives:

**New Courses**

- **Food Policy.** Taught by Jeanne Ringel (economics), Eric Larson (policy analysis), Sydne Newberry (biochemistry), Craig Bond (agricultural economics), Tamara Dubowitz (social epidemiology), Susan L. Marquis (public and international affairs), and Karen Florez (public health), this course addressed how governments design and implement policies and programs to foster social goals, such as ensuring a sufficient, safe, affordable, and sustainable food supply.

- **Survey Sampling I & II.** Bing Han (statistics) led these two courses on sampling design and survey data analysis that covered basic and complex designs as well as issues related to nonresponse.

- **Behavioral Economics.** Manel Baucells (economics) examined how the robust anomalies in the behavior of individuals and consumers can affect policy and policy analysis.

- **Mentoring**

  RAND project work is an important component of the academic program, but it can be difficult for new students to find their first project. This is in part because new students have no track record at RAND, and in part because RAND researchers often have to spend additional time explaining the basics of project work to them. In recognition of this work environment and as an indication that we value the time needed for mentorship of first-year students, the School has created a mentoring program wherein we provide a three-day subsidy to the student and up to three days’ coverage to RAND researchers who work with a new student. The mentoring coverage available for researchers is based on how much coverage they provide to students on their project beyond the three days we subsidize.

  In addition to offering performance feedback, mentors provide students with professional guidance on such issues as how to advance to the next level with a specific skill and introductions to other colleagues working in the field. The results of our first-year pilot program have been encouraging, with 29 researchers serving as faculty mentors. We will continue to offer the program in the 2013–14 academic year.
Faculty Awards

Natalie Crawford was awarded the Thomas D. White National Defense Award in February 2013, for her long-term support of the U.S. Air Force Academy and her instrumental role in establishing an important and enduring relationship between RAND and the Academy.

Steven Popper was voted chair-elect of the Industrial Science and Technology section of the American Association for the Advancement of Science, which publishes the journal Science.

See AWARDS on pages 24–25 for more faculty and students who were recognized this past year.

The Faculty Committee on Curriculum and Appointments (FCCA) has responsibility for approving curriculum and teaching faculty. The FCCA consists of four faculty members (three elected and one appointed), one student, and the deans.
All through the halls, students, faculty, and leaders have been responding to the call from RAND’s president and CEO Michael Rich for the Pardee RAND Graduate School to become an “engine of innovation” for the whole of RAND.

Consider that in 2013

- Mustafa Oguz, a Pardee RAND student, made critical contributions to RAND work for the U.S. Army, helping to develop a valuable tool to assist the process in which soldiers move from service to Veterans Administration programs.
- Mike Scarpati, another student, helped RAND colleagues figure out how better to mine and analyze enormous sets of data stored in a variety of formats, techniques of potential importance to the military.
- Jeanne Ringel, an economist, educator, and public health expert, launched with a team of seven faculty a novel graduate seminar on food policy, including its legislative implications and issues such as agricultural labor, obesity, food insecurity, and the tension between industrial interests and regulation.

They were joined by many others as the Pardee RAND community sought to apply innovative ideas in the classroom, help develop creative solutions as part of RAND research teams, discover new methods and insights in dissertation research, and provide faculty fellowships to enable RAND researchers to dig more deeply and look more broadly than is permitted in client-commissioned research.

In 2013, the School awarded to Krishna Kumar—a distinguished educator, economist, researcher, and expert on international development—the Eugene and Maxine Rosenfeld Fellowship for Asian Economic Development. We also awarded to Nicholas Burger—an economist and expert on environmental economics and international development—the Harold S. Brown Faculty Fellowship.

Nick will examine the implications of abundant, inexpensive shale gas resources on greenhouse gas and whether shale gas, as a new energy source, is crowding out investment in green technologies and renewable energy. Krishna and Pardee RAND students are working to determine if cell phones can help guide Chinese farmers in effective and sustainable use of fertilizers.

Even as Pardee RAND faculty in 2013 planned new courses on pathbreaking topics like Big Data and Policy Analysis or Health Care Reform, Hank Green, a core faculty member and RAND researcher, advanced his innovative teaching on social network analysis. It’s a methodology moving from academia into business strategy, organizational behavior, public health and health systems, international affairs and international security, and counterterrorism and homeland security.

In their dissertation research, students developed new methodologies and insights, such as in work by

- Jesse Sussell, on changing constituencies and rising polarization in the U.S. Congress
- Idress Rahmani, on the cultural consensus on characteristics of good leadership in Afghanistan and implications for developing future leaders
- Eileen Hlavka, on groundbreaking ways to search massive publications data to measure and determine the effectiveness of government policies aiming to encourage research on innovation in scientific and engineering fields
- Steven Isley, on using robust decisionmaking in new applications to help determine the political sustainability of carbon price mechanisms.
Global Human Progress

Launched with a generous multimillion-dollar gift from Frederick S. Pardee (see page 28), the Pardee Initiative for Global Human Progress establishes at Pardee RAND a multiyear program of creative and innovative approaches to improving the future human condition on a trans-regional and even global scale.

The Initiative builds on the solid foundation of RAND’s international development work in Africa and Asia and draws on the collective experience, knowledge, and perspective of Pardee RAND students and faculty and RAND researchers. It will link them together with outside experts, scholars, and practitioners, including Pardee RAND graduates, working on the toughest issues that impede the growth and development of individuals and societies throughout the world.

The Initiative’s emphasis will be on

- solving, not simply studying, critical problems
- understanding impediments to implementation
- learning from others and sharing what we know
- using technology and the web to build lasting links.

We invited students to participate in a Call for Ideas to help shape the initial focus of this initiative. The finalists were

- **Food Security in Africa and Asia**
  (Tyler Lippert, Youngbok Ryu, Kun Gu)

- **Reimagining Cities: Shaping Cities as an Engine of Innovation, Growth, and Development in Africa and Asia**
  (Zhimin Mao, Edmundo Molina-Perez, Tobi Oluwatola, Abdul Tariq, and Caroline Tassot)

- **Improvement of Higher Education Systems in the Developing Countries in Africa and Asia**
  (Cameron Wright, Aziza Arifkhanova, and Jose Castillo).

As a result, the decision was made that in its first phase the Initiative will address two broad issue areas: (1) food security and sustainable agriculture and (2) urbanization and the urban/rural divide.

The Pardee Initiative for Global Human Progress will include support for

- an interactive website linking users to RAND and Pardee RAND student work on international development
- visiting scholars and practitioners
- conferences and workshops
- web-based meetings and other technology-enabled collaboration
- field research
- policy analysis training.
Inaugural Harold Brown Fellowship Award
Nick Burger (faculty) (bottom), for his work on the relationship between shale gas resources and greenhouse gas emissions

Third Annual Gene Gritton Award for Innovation in Defense and National Security
Dave Baiocchi (faculty), with RAND researcher Krista Langeland, for their project to help the U.S. Intelligence Community build a more-effective information collection infrastructure

Edwin E. and Mary T. Huddleson Outstanding Teacher Award
Jeanne Ringel (faculty), for outstanding achievement in helping to build a new generation of policy leaders and to foster a highly stimulating, analytically deep, and intellectually rich learning environment

Outstanding Teaching Assistant Award
Anne Boustead (student)

Impact Awards reward RAND staff promptly in recognition of special, one-time contributions in support of RAND projects and operations. The following students were recognized in 2013:

Evan Bloom, for his work on a project for the U.S. Bureau of Reclamation, managing data and running the basin simulation model, implementing the technical analysis, and creating visualizations critical to both project communications and the subsequent report

Abigail Haddad, for her major contribution to the study “Obtaining Life-Cycle Cost-Effective Facilities in the Department of Defense” for the Office of the Secretary of Defense

Matt Hoover, for his indispensable contributions to the CARBIN study in dealing with data cleaning and data management; and for creating an outstanding four-day training course in the basics of data management and manipulation in R

Jodi Liu, for her creative and detailed contributions to the Small Ideas for Saving Big Health Care Dollars project, to estimate the cost savings potential of various health care interventions

Mike Scarpati, for his contributions to RAND’s work on the Lead Materiel Integrator Cost Savings study for the Secretary of the Army, and to RAND’s project for the U.S. Bureau of Reclamation
MEDAL AWARDS

Medal Awards highlight important institutional priorities; motivate, recognize, and reward significant contributors; and convey illustrative examples of outstanding contributions.

Gold

Michael Hurd (faculty), for his research on the monetary costs associated with dementia in the United States, which was published in the New England Journal of Medicine and featured prominently in the New York Times

Beau Kilmer (faculty) and Rosalie Pacula (faculty), for their outreach efforts to provide state-level development and implementation of marijuana legalization policies with the best available evidence, as ballot initiatives were passed in two states struggling with this issue

Rajeev Ramchand (faculty), for his research on suicide prevention and reduction among members of the armed services. Extending the work established with the RAND report The War Within, this research led directly to a provision in the 2013 National Defense Authorization Act for comprehensive DoD-wide program changes.

Tom Szayna (faculty) and Bill Welser (faculty), for leading a large effort in support of the commander of the U.S. Special Operations Command (USSOCOM) that has led to wide-reaching policy and force structure changes

Xiao Wang (student), Howard Shatz (faculty), and Shanthi Nataraj (faculty), for their work on the Knowledge City project in China’s Guangdong Province

Silver

Peter Glick (faculty), Nicholas Burger (faculty), and Francisco Perez-Arce (faculty), for their work with the World Bank on alleviating poverty in developing countries

Maura Krah (development officer), for her critical role in the School’s successful “Be the Answer” fundraising campaign

Jennifer McCombs (faculty), with RAND researcher Catherine Augustine, for their study of K–12 summer learning programs and ways to minimize student learning loss

Melinda Moore (faculty), for her work on reforming the national health care system in the Kurdistan region of Iraq. Her work is having a far-reaching impact on the health and well-being of people throughout the region.

Bronze

Hank Green (faculty), for methodological advances and innovation in social network analysis

Elvira Loredo (faculty), Shawn McKay (faculty), and Amber Jaycocks (student), for their work helping the Army to reduce costs by developing an innovative, nationally recognized tool to detect and prioritize quality problems in repair parts

Laurel Miller (faculty), for her work on democratization in the Arab world in the wake of the so-called Arab Spring, influencing policymakers in the departments of Defense and State, the White House, and the U.S. Agency for International Development; legislators on the House Foreign Affairs and Senate Foreign Relations committees; and government officials in Libya
2012–2013 Dissertation Awards

Through the generosity of board members and additional friends, the Pardee RAND Graduate School was able to confer 14 dissertation awards totaling $209,645.

**John Cazier Award in Sustainability**

$21,250 to Steven Isley for his work on “Political Sustainability of Carbon Price Mechanisms” (Committee: Steven Popper, Robert Lempert, Edward Parsons)

**JL Foundation Awards (via Jim Lovelace)**

$47,500 to Nono Ayivi-Guedehoussou for her work on “Maternal Deaths: Understanding the Beninese Paradox” (Committee: Gery Ryan, Damien de Walque, Emma Pitchforth)

**The Eugene and Maxine Rosenfeld Dissertation Awards**

$17,500 to Idrees Rahmani for his work on “Cultural Consensus on Characteristics of Good Leadership in Afghanistan: Policy Implications for the Development of Future Generations of Leaders” (Committee: Terrence Kelly, chair; Thomas Szayna, Gery Ryan)

$17,500 to Sinduja Srinivasan for her work on “Evaluating the Impact of the National Rural Employment Guarantee Scheme on Entrepreneurship and Migration” (Committee: Krishna Kumar, chair; Peter Glick, Shanthi Nataraj)

**The Anne and James Rothenberg Dissertation Awards**

$20,000 to Christina Huang for her work on “Food Desert or Policy Mirage? Examining the Role of Store Characteristics and Shopping Patterns in Relation to Diet and Obesity” (Committee: Tamara Dubowitz, Jeanne Ringel)

$20,000 to Chris Lau for his work on “Innovation in the U.S. Healthcare Industry and the Role of Government” (Committee: Krishna Kumar, chair; David Auerbach, Susan Gates)

$6,750 to Amber Smith for her work on “What Motivates Young and Middle-Aged Adults to Be Vaccinated for Influenza?” (Committee: Jeanne Ringel, chair; Rebecca Kilburn, Katherine Harris)

$6,750 to Xiao Wang for her work on “The Role of Economic Development Zones on National Development Strategies: The China Case” (Committee: Keith Crane, chair; Shanthi Nataraj, Qin Xiangdong)

$5,750 to Mike McGee for his work on “Effects of Current Legislation on Future Air Transport Pilot Supply and Demand” (Committee: Albert Robbert, chair; Ray Conley, Suzanne Buono)
Thanks to ongoing support from former and current members of the board of governors and additional donors and stakeholders, the School was able, for the first time, to offer full scholarships to every student in the entering cohort of 2013, valued at more than $550,000. We thank the following for their generosity.

The Azrael Family
Kakha Bendukidze
Ambassador Frank and Kathy Baxter
Frank and Marcia Carlucci
The Estate of Doris Dong
Thomas Epley and Linnae Anderson
Peter Griffith
Heather and Paul G. Haaga, Jr.
Ambassador Thomas Korologos and The Honorable Ann M. Korologos
Darcy and Richard Kopcho
James Lovelace

Michael M. Lynton
William E. Mayer
Nancy and Dana G. Mead
Eloisa and Santiago Morales
Frederick S. Pardee
Donald B. and Susan F. Rice
Anne and James Rothenberg
Joyce and Donald Rumsfeld
The Sahand Daywi Foundation
Sharon Stevenson
David I.J. Wang

The Arthur S. Wasserman Prize for Reducing Social and Economic Disparities
$5,000 to Jessica Yeats for her work on “Homeless Families in Los Angeles: Identifying Cost-Effective, Evidence-Based Interventions” (Committee: Shanthi Nataraj)

The James Q. Wilson Dissertation Fellowship
$23,750 to Andy Hackbarth for his work on “Reducing Waste in U.S. Health Care: New Methods for Program Selection, Planning, and Implementation” (Committee: Bob Brook, chair; Gery Ryan; Donald Berwick)

The Susan Way-Smith Dissertation Grant in Education
$8,645 to Susan Burkhauser for her work on “How Can Principals Improve Student Outcomes Through Their Role as Human Capital Managers?” (Committee: Susan Gates, chair; Laura Hamilton; Heather Schwartz)
Pardee worked as an economic analyst at RAND from 1957 to 1971. After leaving RAND, he founded a privately held investment firm that owns and operates apartment complexes in and around Los Angeles. In 2001, he donated $5 million to RAND to create the RAND Frederick S. Pardee Center for Longer Range Global Policy and the Human Condition. Later, in 2003, he donated $10 million to support the RAND Graduate School’s endowment for core student support. The gift allowed the graduate school to expand, and today more than 100 students are pursuing their Ph.D.’s in policy analysis. The school was renamed in Fred Pardee’s honor in 2003.

Pardee Initiative for Global Human Progress

Frederick S. Pardee contributed $3.6 million to create the Pardee Initiative for Global Human Progress and to support the graduate school’s endowment. The initiative draws on the talent and innovation of Ph.D. candidates and RAND research staff while advancing RAND’s work in international development.

“I care about future generations—making sure that individuals live, with dignity, in a safe, sustainable, and secure world,” said Pardee. “I’m particularly interested in what’s in store for humankind over the next 35 to 200 years. We must create innovative, multiregional solutions for a range of social and economic challenges. The Pardee RAND Graduate School encourages the best and brightest students from throughout the world to think outside the box and to confront the big issues.”

“Fred Pardee’s generous gift will seed projects that help those in developing countries—many from which our students originate—and also help researchers develop new, innovative approaches to problem-solving,” said Dean Marquis. “Our students are interested in doing fieldwork in Africa and Asia, on topics such as food security; higher education; and how to shape cities as engines of innovation, growth, and development.”

2013 Dean’s Dinners

Dean’s Dinners continue to be an effective vehicle for bringing new donors, supporters, and board members into the School’s community. These dinners are hosted for small groups by members of our board of governors. Each dinner is oriented around a critical policy topic that showcases the expertise of our faculty and students.

In October 2013, Kip and Mary Ann Hagopian hosted a dinner discussion on School Leadership and Its Effect on Student and Teacher Performance. Presenters included Professor Susan M. Gates, a senior economist at RAND and director of the Kauffman-RAND Institute for Entrepreneurship Public Policy. Susan specializes in the economics of organizations, political economy, and applications of economic management principles to public-sector organizations. Ph.D. candidate Mollie Rudnick helped to lead the discussion.

Also in October, Jim Lovelace and his wife hosted a dinner at which guests took a comprehensive and nuanced look at Mental Health Care for Low Income Patients and Communities. Professor Kenneth B. Wells, a psychiatrist and health services researcher, is an elected member of the Institute of Medicine (IOM) of the National Academy of Sciences and currently chairs the IOM’s Neuroscience and Behavioral Health Board. Ph.D. candidates Jesse Sussell and Nicole Schmidt participated in the discussion.
For the Pardee RAND Graduate School to continue to offer students a world-class education—and to extend the impact of its graduates on communities throughout the world—we rely on philanthropic support. Don Rice, former president of RAND and a current trustee and member of the school’s board of governors, is leading our Be the Answer fundraising campaign.

The campaign was kick-started in May 2011 with a generous gift from former RAND trustee and school board member Jim Rothenberg and his wife, Anne. By the end of 2013, a group of dedicated donors, board members, RAND trustees, and friends and alumni had contributed more than $15 million, and their efforts continue.

**Leadership Contributors**

* $3.6M
  Frederick S. Pardee

* $1M–$2.5M
  The Estate of Doris Dong
  Jim Lovelace
  Donald B. and Susan F. Rice
  Anne and James F. Rothenberg

* $500K–$999K
  Colene and Harold Brown
  Marcia and Frank C. Carlucci
  The Speyer Family Foundation
  David I.J. Wang

* $100K–$499K
  Hagopian Family Foundation, Mary Ann & Kip Hagopian
  Ann McLaughlin Korologos
  Nancy and Dana G. Mead
  Paul H. and Nancy J. O’Neill
  John S. and Cynthia Reed Foundation
  Maxine and Eugene S. Rosenfeld
  The SahanDaywi Foundation

“

When Susan and I see how successful the School has been at attracting top talent from around the world, and what a significant part scholarships play in that effort, we feel genuinely enthused about making these gifts. We know we’re making a difference, in the lives of these students, in strengthening the School, and over time in the world at large.”

Don Rice

Donald B. and Susan F. Rice have established three endowed scholarships at Pardee RAND.
**FY13 Funds: Sources**

In FY13, tuition remained the single largest source of funding for the Pardee RAND Graduate School, covering 47 percent of the School's activities. The School's endowment continued to grow and in FY13 provided more than 20 percent of the funding necessary to operate.

![Pie chart showing sources of funding]

**FY13 Funds: Uses**

The School continued to spend more than 50 percent of its funding on three main components of the program: the academic program (including course development and teaching and dissertation supervision); student support (including health care, OJT support, career services, and conference travel); and scholarships and dissertation awards.

![Pie chart showing uses of funding]
FY13 Student Work on RAND Projects

In FY13, RAND Health continued to provide the single largest source of funding for student project work. Work for RAND Justice, Infrastructure, and Environment and RAND Education saw percentage gains over the previous year.

FY13 Endowment

Growth in the endowment continued to be significant in all areas of focus, including scholarships and core student support.
Student Authored or Coauthored Publications, 2013

David L. An
*Critical Materials: Present Danger to U.S. Manufacturing*, RAND Corporation

Ruopeng An
“Neighborhood Food Outlets, Diet, and Obesity Among California Adults, 2007 and 2009,” *Preventing Chronic Disease*
“A Cash-Back Rebate Program for Healthy Food Purchases in South Africa: Results from Scanner Data,” *American Journal of Preventive Medicine*
“Provincial Screening Rates for Chronic Diseases of Lifestyle, Cancers and HIV in a Health-Insured Population,” *South African Medical Journal*

Evan Bloom
Robust Water-Management Strategies for the California Water Plan Update 2013: Proof-of-Concept Analysis, RAND Corporation

Benjamin P. Bryant and Andrew Hackbarth
Making Good Decisions Without Predictions: Robust Decision Making for Planning Under Deep Uncertainty, RAND Corporation

Susan Burkhauser and Ashley Pierson
Addressing Challenges in Evaluating School Principal Improvement Efforts, RAND Corporation
Evaluating Efforts to Improve School Leadership: Challenges and Recommendations, RAND Corporation

Susan Burkhauser and Deborah Lai

John Caloyeras, Christina Y. Huang, and Victoria Shier
The Skinny on Workplace Wellness Programs, RAND Corporation
Workplace Wellness Programs Study: Final Report, RAND Corporation

Megan Clifford
Building the Links Between Funding and Quality in Higher Education: India’s Challenge, RAND Corporation
Enhancing Critical Thinking Skills for Army Leaders Using Blended-Learning Methods, RAND Corporation
How Effective Are Different Approaches to Higher Education Provision in Increasing Access, Quality and Completion for Students in Developing Countries? Does This Differ by Gender of Students? A Systematic Review, EPPI-Centre, University of London

Lopamudra Das
“Nonmedical Interventions for Children with ASD: Recommended Guidelines and Further Research Needs,” *Pediatrics*

D. Steven Fox
Surprise! From CEOs to Navy SEALs: How a Select Group of Professionals Prepare for and Respond to the Unexpected, RAND Corporation
“Five Reasons That Many Comparative Effectiveness Studies Fail to Change Patient Care and Clinical Practice,” *Health Affairs*
D. Steven Fox and Daniel Waxman

Abigail Haddad
Obtaining Life-Cycle Cost-Effective Facilities in the Department of Defense, RAND Corporation
Increasing Organizational Diversity in 21st-Century Policing: Lessons from the U.S. Military, RAND Corporation

Scott Hiromoto
Choosing Defense Project Portfolios: A New Tool for Making Optimal Choices in a World of Constraint and Uncertainty, RAND Corporation

Matthew Hoover
An Assessment of the Civilian Acquisition Workforce Personnel Demonstration Project, RAND Corporation

Christina Y. Huang
Evaluation of the Council to Improve Foodborne Outbreak Response (CIFOR) Guidelines for Foodborne Disease Outbreak Response and Associated Toolkit, RAND Corporation

Steven C. Isley
Modernizing the Mobility Air Force for Tomorrow’s Air Traffic Management System, RAND Corporation
An Evolutionary Model of Industry Transformation and the Political Sustainability of Emission Control Policies, RAND Corporation

Amber Jaycocks
Predicting Suicide Attacks: Integrating Spatial, Temporal, and Social Features of Terrorist Attack Targets, RAND Corporation

Amber Jaycocks and Andrew Hackbarth
“Improving Scenario Discovery Using Orthogonal Rotations,” Environmental Modelling and Software

David R. Johnson
“Estimating Surge-Based Flood Risk with the Coastal Louisiana Risk Assessment Model,” Journal of Coastal Research

Lisa Klautzer
“Can We Legally Pay People for Being Good? A Review of Current Federal and State Law on Wellness Program Incentives,” Inquiry

Deborah Lai
NATO and the Challenges of Austerity, RAND Corporation

Aviva Litovitz and Shmuel Abramzon
“Estimation of Regional Air-Quality Damages from Marcellus Shale Natural Gas Extraction in Pennsylvania,” Environmental Research Letters

Alessandro Malchiodi
“Medicare Payment Reform and Provider Entry and Exit in the Post-Acute Care Market,” Health Services Research
Zhimin Mao  
Ensuring Robust Flood Risk Management in Ho Chi Minh City, World Bank

Choosing a New Organization for Management and Disposition of Commercial and Defense High-Level Radioactive Materials, RAND Corporation

Fiscal Performance and U.S. International Influence, RAND Corporation

Nelly Mejia  
Pobreza y Vulnerabilidad en México: El caso de los Jóvenes que no Estudian ni Trabajan, RAND Corporation

Gregory Midgette  
“Efficacy of Frequent Monitoring with Swift, Certain, and Modest Sanctions for Violations: Insights from South Dakota’s 24/7 Sobriety Project,” American Journal of Public Health

Edmundo Molina-Perez  
The Industrial Base for Carbon Dioxide Storage: Status and Prospects, RAND Corporation

Kevin O’Neill and Abigail Haddad  
The Mix of Military and Civilian Faculty at the United States Air Force Academy: Finding a Sustainable Balance for Enduring Success, RAND Corporation

Yashodhara Rana  
Outcome Evaluation of U.S. Department of State Support for the Global Methane Initiative, RAND Corporation

Christopher Sharon, David R. Johnson, Benjamin P. Bryant, and Matthew Hoover  
Taking a Comprehensive Planning Approach to Address Coastal Vulnerabilities, RAND Corporation

Nicole Schmidt  
Exploring the Addition of Physician Identifiers to the California Hospital Discharge Data Set, RAND Corporation

Victoria Shier  

“A Qualitative Analysis of the Impact of Healthcare Personnel Influenza Vaccination Requirements in California,” Vaccine

Sinduja Srinivasan  
Analyses of the Department of Defense Acquisition Workforce: Update to Methods and Results Through FY 2011, RAND Corporation

Jesse Sussell  
“Understanding Pregnancy-Related Attitudes and Behaviors: A Mixed-Methods Study of Homeless Youth,” Perspectives on Sexual and Reproductive Health

Xiao Wang and Eric Warner  
China’s Foreign Aid and Government-Sponsored Investment Activities: Scale, Content, Destinations, and Implications, RAND Corporation

Elizabeth Wilke  
Charting the Course for a New Air Force Inspection System, RAND Corporation

Mollie Rudnick  
New Assessments, Better Instruction? Designing Assessment Systems to Promote Instructional Improvement, RAND Corporation