Message from the Dean

Charles Wolf, Andy Marshall, Elizabeth Dole, Charlie Beck, Lloyd Shapley, and 37 new graduates of the Pardee RAND Graduate School—it must be a commencement year! The summer’s grand celebration was, as always, the highlight of our year. It is at commencement that we have the opportunity to step back and appreciate what a remarkable institution we have. Our 2014 commencement weekend allowed us to recognize the graduate school’s history and the legacy of our founders through our tribute to founding dean Charles Wolf, our pride in being part of the RAND Corporation as we recognized Lloyd Shapley with an honorary degree, and our place in a wider world with commencement speaker Elizabeth Dole. On a more personal level, we welcomed back our alumni and recognized their many accomplishments, particularly with the Alumni Leadership Award presented to David Maxwell-Jolly. Most importantly, we celebrated the commencement of new careers and achievements of 30 new Ph.D. graduates. As they go on to new opportunities as researchers, educators, policymakers, and military officers around the world—from North and South America to Europe, Africa, and the Middle East—each has made a commitment to do all they can to make the world a better place. They left inspired by those who have gone before, but are not limited by their predecessors’ accomplishments. Each is taking the tools, experience, and education gained at the Pardee RAND Graduate School and combining them with individual talents, intelligence, and heart to make a difference and make the world a better place: to be the answer.

We’ve built on our legacy and the promise of our new graduates throughout 2014. Alumni play a key role in the Pardee RAND community and we collect their insight and advice through gatherings across the country, through our new Alumni Association Advisory Committee, and through our alumni representative on the Pardee RAND Board of Governors. With Samantha Ravich completing her term, Hui Wang has joined the board, building on Samantha’s enthusiasm and experience. In addition, as you’ll read in the pages of

“Each graduate is taking the tools, experience, and education gained at the Pardee RAND Graduate School and combining them with individual talents, intelligence, and heart to make a difference and make the world a better place: to be the answer.”

Susan L. Marquis
this report, we have welcomed numerous alumni back to the graduate school to meet with students and provide both advice and models of careers that make a difference.

Michael Rich, RAND’s president, has been clear that the school not only brings the talent of our students to RAND but also acts as an engine of innovation for the organization. The school offers students, faculty, and RAND researchers the opportunity to think and engage outside of RAND’s traditional client-sponsored work. This vision about the unique role of the school within RAND is coming to life through the Pardee Initiative for Global Human Progress, the Harold and Colene Brown Faculty Fellowships, and the John and Carol Cazier Initiative for Environmental and Energy Sustainability. These programs provide not only support to student research but to RAND researchers who can take advantage of the academic freedom of the graduate school. Additionally, these initiatives are making it possible for the school to bring visiting scholars and practitioners to RAND to teach, to learn, and to collaborate with the Pardee RAND community.

As you can see, there is a lot going on at the graduate school. I invite you to spend some time with this 2014 Dean’s Report. Get to know our students, learn about the research of our faculty, and take pride in the accomplishments of our alumni. Most of all, I hope you’ll discover something you didn’t know and something that excites you about the school and where we’re headed.

—Susan L. Marquis

“Pardee RAND is unique in that our program transforms students into scholar-practitioners who learn to produce positive social change for individuals, families, and entire populations around the world. . . . Taking a broad international view to policy analysis opens our fellows to new paradigms of thinking which in turn positions them to make important contributions to global change.”

Emma Aguila, Pardee RAND Faculty
The 2014 Cohort

By the Numbers

21 entering students
33 percent of the new cohort hails from outside the United States
6 countries of origin: China, Czech Republic, India, Mexico, Ukraine, and the United States
1 first-time country of origin: Czech Republic
38 percent female
71 percent hold advanced degrees, including JD, MA, MD, MS, MPA, MPH, and MPP
70 days alone on a bicycle for one student to arrive at Pardee RAND from Chicago (via Vancouver!)
1 new member of the Santa Monica Symphony Orchestra (violin)
1 combat pilot
Support for Incoming Cohorts: Full-Tuition Scholarships and Mentoring

The first-year students from cohort ’14, as well as the second-year students from cohort ’13, are the first two cohorts in which all eligible students received full-tuition scholarships in year one and partial tuition in year two. These scholarships help students achieve three major goals: (1) Earn more money from their fellowship that is not lost to taxes, (2) incur less debt as they move through their Ph.D. studies, and (3) potentially meet requirements quicker and graduate sooner.

In addition to our faculty advisors and peer mentors, the past two incoming cohorts have also benefited from our continued on-the-job training mentoring program that subsidizes time for researchers to mentor new students on RAND project work and provides three days to students to work with these researchers.

Experience

- Abt Associates, Inc.
- Boeing
- Bryan Cave LLP
- Catholic Relief Services
- Delhi Policy Group
- Fundación IDEA
- Georgetown University
- Hope and Homes for Children (Ukraine)
- Indian Institute of Public Health
- Institute for Defense Analyses
- Institute for Health Metrics and Evaluation
- Johns Hopkins Primary Care Policy Center
- National Health and Family Planning Commission of the People’s Republic of China
- PricewaterhouseCoopers
- RAND Europe
- University of North Carolina
- USAID
- U.S. Air Force Academy
- U.S. Department of Health and Human Services
- World Health Organization

Non-English Languages Spoken (16):

- Arabic
- Chinese
- Czech
- French
- German
- Hindi
- Kannada
- Konkani
- Marathi
- Portuguese
- Russian
- Slovak
- Spanish
- Ukrainian
- Urdu
- Vietnamese
Facts and objective analysis are important, but for policy analysts to make a difference in the real world, they also have to be able to tell a story, related former U.S. Senator Elizabeth Dole, the featured speaker at the Pardee RAND Graduate School commencement. A total of 30 doctoral degrees in public policy analysis and 39 master’s degrees were awarded during the ceremony, which was attended by more than 350 people.

“I believe with every fiber of my being that sound policy must be grounded in and guided by compelling research and keen analysis,” Dole said. “But I want you to discard any affection you may have for the notion that having done the analysis, the facts ‘speak for themselves.’ Instead, you will find that many people will either use or amend the facts as necessary to pursue a particular course of action.”

“And that sobering thought leads me to say that your ability to tell a story based on the facts is as essential as your ability to assemble the facts. The point of research and analysis is not simply to collect data, but to provide a basis for solutions.”

Honorary degrees were awarded to Dole, as well as Charles “Charlie” Beck, chief of the Los Angeles Police Department; RAND alumnus Joan Petersilia, the Adelbert H. Sweet Professor of Law at Stanford Law School; and Lloyd Shapley, Nobel laureate, longtime RAND researcher, and professor emeritus at the University of California, Los Angeles.

Commencement weekend included a series of events celebrating the school’s history and the legacy of its founders, culminating in a ceremony recognizing the future of Pardee RAND as another group of graduates were charged to be the answer by Dean Susan L. Marquis, who remarked, “These exemplars, and many others in this audience and among your RAND colleagues and our alumni, have made remarkable contributions to our ability to provide health care to millions of people, enabled space exploration, brought analysis to national security decisionmaking, improved our support of prisoners reentering society, and developed the ‘core theory’ in game theory. These are people who have given their lives to bringing new understanding to the persistent and complex problems facing our nation and the world and to leading institutions essential to the fabric of our lives.”

Michael Rich, president and CEO of RAND, described the graduate school as a “distinctive and valuable asset to RAND,” helping energize RAND analysts with the fresh perspectives provided by the graduate students, who work on RAND projects while completing their degrees. He cited a passage from French author, poet, and novelist Victor Hugo: “Where the telescope ends, the microscope begins. Which of the two has the grander view?”
Jack William Clift, who presented the student address, said the graduate school’s “be the answer” slogan “captures what many believe to be the quintessence of the school, evoking, as it does, the timeless gentle wisdom of Mahatma Gandhi . . . combined with the unrelenting ass-kicking attitude of a Nike running commercial.”

**Weekend Events**

Commencement weekend began on Thursday evening with an *inaugural alumni mixer* at a local restaurant, and continued on Friday with a *policy dialogue* featuring honorary degree recipients Beck and Petersilia, along with Pardee RAND alumna (cohort ’98) Angela Hawken, an associate professor of public policy at Pepperdine University. Dean Marquis moderated the discussion, which focused on criminal justice issues in California and the nation.

The evening continued with a *celebratory dinner*, honoring the following:

**Charles Wolf, Jr.,** Pardee RAND founding dean, a longtime professor at the Graduate School, noted RAND economist and researcher, public servant, and top advisor to business and government, for whom the school established a tribute fund.

**Andrew W. Marshall,** who started as a RAND economist at age 28 and has since gone on to provide national security research for four decades as Director of the U.S. Department of Defense’s Office of Net Assessment, serving as a top strategist to Defense Secretaries, for whom the school established a scholarship endowment.

**David Maxwell-Jolly,** cohort ’77, recipient of the Alumni Leadership Award. Maxwell-Jolly’s work on the Golden State’s implementation of the Affordable Care Act resulted in one of the nation’s most successful portals for a health care insurance exchange. His significant contributions to this and other aspects of California governance demonstrate a deep knowledge and passion for public policy, exemplary of Pardee RAND and its mission to “be the answer.”
During the past academic year, twenty new Ph.D. grads have joined the ranks of Pardee RAND Graduate School alumni. They continue to gain employment in a variety of sectors.

Shmuel Abramzon  
**PH.D. DATE** October 2014  
**POSITION** Senior Researcher, Kohelet Policy Reform, Jerusalem, Israel  
**DISSERTATION TOPIC** Strategies for Managing Sovereign Debt: A Robust Decision Making Approach

David An  
**PH.D. DATE** October 2014  
**POSITION** Strategic Planner, Northrop Grumman, Falls Church, VA  
**DISSERTATION TOPIC** Critical Rare Earths, National Security, and U.S.-China Interactions: A Portfolio Approach to Dysprosium Policy Design

Matthew Hoover  
**PH.D. DATE** March 2014  
**POSITION** Manager, Analytics and Strategy, One Acre Fund, Nairobi, Kenya  
**DISSERTATION TOPIC** It Takes a Village: Network Effects on Rural Education in Afghanistan

Steven Isley  
**PH.D. DATE** June 2014  
**POSITION** Postdoctoral Fellow, National Renewable Energy Laboratory, Golden, CO  
**DISSERTATION TOPIC** The Political Sustainability of Emission Control Policies in an Evolutionary Economics Setting

Sarah Kups  
**PH.D. DATE** March 2014  
**POSITION** Junior Economist—Migration, Organisation for Economic Co-operation and Development (OECD), Paris, France  
**DISSERTATION TOPIC** Topics in Migration Research

Christopher Lau  
**PH.D. DATE** March 2014  
**POSITION** Manager, Genentech, South San Francisco, CA  
**DISSERTATION TOPIC** New Medical Technology Development and Diffusion: Policy Challenges and Considerations

Alessandro Malchiodi  
**PH.D. DATE** December 2013  
**POSITION** Policy Officer, European Commission, Directorate-General for Internal Market and Services, Brussels, Belgium  
**DISSERTATION TOPIC** Three Essays on Education Policy: Empirical Analyses of the Challenges and Opportunities with For-Profit Colleges, Military Enlistment, and Immigration

Shannon Maloney  
**PH.D. DATE** October 2014  
**POSITION** Research Manager/Evaluation Specialist, IFMR Lead, Chennai, India  
**DISSERTATION TOPIC** Positive Youth Development in a School-Based Setting: A Study of the Los Angeles Police Academy Magnet Program

Christopher McLaren  
**PH.D. DATE** June 2014  
**POSITION** Policy Researcher, Abu Dhabi Police, Abu Dhabi, United Arab Emirates  
**DISSERTATION TOPIC** Reducing the Economic Burden of Work-Related Injuries

Gregory Midgette  
**PH.D. DATE** October 2014  
**POSITION** Associate Policy Researcher, RAND Corporation, Santa Monica, CA  
**DISSERTATION TOPIC** Monitoring with Swift, Certain, and Moderate Sanctions to Reduce Alcohol-Related Crime: The South Dakota 24/7 Sobriety Program
Mustafa Oguz  
**PH.D. DATE** October 2014  
**POSITION** Research Associate III, Evidera Ltd, Lexington, MA  
**DISSERTATION TOPIC** Improving Turkish-Iraqi Border Security: An Agent-Based Modeling and Simulation Approach

Ashley Pierson  
**PH.D. DATE** October 2014  
**POSITION** Researcher, Education Northwest/Harvard Strategic Data Project, Portland, OR  
**DISSERTATION TOPIC** What Makes a Successful School Principal? Incorporating School Principal Background in State and District Policy

Michael Scarpati  
**PH.D. DATE** October 2014  
**POSITION** Algorithm and R&D Scientist Engineer, American International Group, New York, NY  
**DISSERTATION TOPIC** Designing Efficient Systematic Reviews Using Economical Allocation, Creation, and Synthesis of Medical Evidence

Ethan Scherer  
**PH.D. DATE** October 2014  
**POSITION** Associate Economist, Precision Health Economics, Boston, MA  
**DISSERTATION TOPIC** Three Essays on Education Reform in the United States

Sinduja Srinivasan  
**PH.D. DATE** October 2014  
**POSITION** Economic Affairs Officer, Economic Commission for Latin America and the Caribbean, Santiago, Chile  
**DISSERTATION TOPIC** Essays on Family Welfare and Indian Development Policy

Jesse Sussell  
**PH.D. DATE** March 2014  
**POSITION** Senior Quantitative Associate, Social Policy Research Associates, Oakland, CA  
**DISSERTATION TOPIC** Changing Constituencies and Rising Polarization in the Congress: Three Essays

Nolan Sweeney  
**PH.D. DATE** October 2014  
**POSITION** Officer, United States Air Force, Sheppard, Texas  
**DISSERTATION TOPIC** Predicting Active-Duty Air Force Pilot Attrition Given an Anticipated Increase in Major Airline Pilot Hiring

Caroline Tassot  
**PH.D. DATE** June 2014  
**POSITION** Associate Economist, University of Southern California, Playa Vista, CA  
**DISSERTATION TOPIC** Three Essays on Subjective Well-Being

Jennifer Walters  
**PH.D. DATE** October 2014  
**POSITION** Pilot Trainee, United States Air Force, Columbus, MS  
**DISSERTATION TOPIC** The Relationship Between Post-Traumatic Stress Disorder (PTSD) Symptoms and Career Outcomes of Army Enlisted Servicemembers

Dan Waxman  
**PH.D. DATE** December 2013  
**POSITION** Visiting Associate Professor, University of California, Los Angeles, Los Angeles, CA  
**DISSERTATION TOPIC** The Impact of Tort Reform, Medicare Plan Choice, and Geography on Health Care Processes, Outcomes, and Expenditures
**Alumni Highlights**

**David Maxwell-Jolly** (cohort ’77) was presented with the prestigious 2014 Pardee RAND Alumni Leadership Award during the celebratory dinner over commencement weekend. David has led an exceptional career in government service, working on a variety of health care issues, and implementing and directing significant improvements to a number of California’s health care and child support systems. Most recently, David was the chief deputy executive director of the California Health Exchange, California’s successful response to the implementation of the Affordable Care Act. David’s work on this front resulted in one of the nation’s most successful health care exchange portals, and an example for other states. His significant contributions to the betterment of California demonstrate a deep knowledge and passion for policy, and we are thrilled that he received this award. He is a truly exemplary ambassador for Pardee RAND and its mission to “be the answer.”

**David Groves** (cohort ’01) and **Jordan Fischbach** (cohort ’04) have done extensive work with climate change and its impact on water agencies throughout the United States, including two major projects on the Colorado River and the Louisiana Coastal Protection Restoration Authority. They recently developed a planning framework and decision support tool for the Louisiana Coastal Protection and Restoration Authority’s Coastal Master Plan, and evaluated future risks of climate change and adaptation options for the Colorado River Water Supply and Demand Study, which was supported by the U.S. Bureau of Reclamation. David is a senior policy researcher and Jordan is a policy researcher at RAND, and both are faculty at Pardee RAND.

**Silvia Montoya** (cohort ’06) has been director of educational quality evaluations at Buenos Aires’ Ministry of Education and a researcher and professor at the University Pontificia Universidad Católica Argentina. At the Ministry of Education, she led the team responsible for the creation of the first comprehensive index of educational quality in the country. Silvia was recently appointed director of the UNESCO Institute for Statistics, based in Montreal, Canada.

**Tatiana Andreyeva** (cohort ’01) recently authored an article titled “Dollars to Pounds: Boosting Purchasing Power to Lower Obesity Rates,” published on today.uconn.edu. Tatiana is director of economic initiatives at the Rudd Center for Food Policy & Obesity at Yale University. Her food policy research has been cited in several important articles in the *New York Times*, *Bloomberg Businessweek*, *Reuters*, and others.

**Arthur Brooks** (cohort ’96) is the president of the American Enterprise Institute (AEI). He has authored numerous books and articles on government, free enterprise, and other policy issues. As a contributing op-ed writer on the opinion pages of the *New York Times*, he has written several articles, including “Start Helping the Helpers,” “The Father’s Example,” and “Smelling Liberal, Thinking Conservative.”
Alumni Association Advisory Committee

We are pleased to announce the creation of the Pardee RAND Alumni Association Advisory Committee (AAAC). This committee comprises nine exceptional alumni who represent a variety of backgrounds and cohorts, and who provide a voice for Pardee RAND alumni on critical issues facing the school.

AAAC members will advise on important school decisions and provide a sounding board to the deans on important matters such as profile-raising, recruitment, career services, student mentorship, and fundraising. We hope that this committee will help us to deepen and expand relationships with all alumni, and we look forward to seeing the impact that this initiative will have on Pardee RAND and our extraordinary alumni community.

Inaugural AAAC Members

Yilmaz Argüden ’80: Chairman, ARGE Consulting
Diana Epstein, ’06: Senior Research Analyst, Corporation for National and Community Service
Sam Loeb, ’01: Senior Program Manager, Google
Mark Perry, ’92: Chief, Manpower Division, U.S. Army Medical Command
Larry Picus, ’84: Vice Dean for Faculty Affairs and Professor, University of Southern California Rossier School of Education
Samantha Ravich, ’92: Senior Advisor, The Chertoff Group
Alex Rohozynsky, ’00: Senior Evaluations Lead, DAI (Development Alternatives, Inc.)
Anna-Marie Vilamovska, ’05: Secretary for Science and Healthcare, Administration of the President of the Republic of Bulgaria
Josh Weed, ’01: Vice President, Director of Budgets, Stewart and Stevenson LLC

Pardee RAND Alumni Events in FY14

**November 2013 – Washington, DC**
Association for Public Policy Analysis and Management (APPAM) reception with students and alumni, hosted by Associate Dean Rachel Swanger

**December 2013 – Santa Monica, California**
Holiday Party at Pardee RAND

**Washington, DC**
Holiday lunch with alumni, hosted by Dean Susan L. Marquis

**March 2014 – Santa Monica, California**
Pardee RAND and RAND Alumni Event – A Conversation with Karen Elliott House

**April 2014 – New York, New York**
Alumni lunch hosted by Dean Susan L. Marquis

**June 2014 – Santa Monica, California**
Career Services Alumni-Student Mixer
Commencement Weekend Alumni Dinner
Commencement Ceremony

**September 2014 – Washington, DC**
Alumni lunch hosted by Dean Susan L. Marquis

**October 2014 – Boston, Massachusetts**
Alumni Lunch hosted by Dean Susan L. Marquis

**Santa Monica, California**
10-year anniversary of the new RAND Building
The role of the Pardee RAND Graduate School Board of Governors cannot be overstated. Board members serve as strategic advisors, offering not only their ideas and expertise but also, through their generous gifts, a solid financial foundation from which we can operate. They help us not just with fundraising but also with “friend-raising”—introducing others into the Pardee RAND community so that we can achieve our overarching objective to create the next generation of policy leaders. With delegated governance authority, the board reviews and oversees our budget, offers counsel to help ensure the quality of our curriculum, supports our approach to attracting and retaining the best and brightest from around the world, and helps us become an engine of innovation at RAND.

Members of the Board of Governors are also primary providers of scholarships, dissertations, and unrestricted funds: They understand our need for student support and flexibility to use money where it is needed most and when opportunities arise. This report contains specific examples of how the Board of Governors helps optimize the graduate school experience for our students and supports our efforts to become an increasingly influential institution of higher learning.

Kakha Bendukidze

Kakha Bendukidze, a businessman, political reformer, and statesman in the nation of Georgia and a member of the Pardee RAND Board of Governors, passed away on November 13, 2014. He was 58.

“We are deeply saddened and send our condolences to the family of this esteemed member of the Pardee RAND community,” said Dean Susan Marquis. “Kakha was a generous, brilliant, forward-thinker whose excellent counsel, good humor, and wide-ranging insights about our world and how it can be made better will be sorely missed.”

Bendukidze was trained as a biologist but became a businessman, amassing his fortune in Russia in the 1990s and serving at one point as general director of OMZ Gruppa Uralmash-Izhora, Russia’s biggest producer of heavy machinery. “He first became connected to RAND through his role as a founding member of the Russian-America Business Leaders Forum (what we now call the RAND Business Leaders Forum) organized by [the late Pardee RAND professor] Jeremy Azrael,” notes Professor Richard Neu. The first meeting of the Forum, which Kakha attended, was in Moscow in October 1997. “He was a favorite at Forum meetings, offering extended interventions couched in humorous terms but always with a serious underlying message,” Neu added. “As he warmed to his subject, his enthusiasm would take hold and his words came in a torrent. This, coupled with his heavily Georgian-accented Russian and his love of metaphors, posed a severe challenge for even the most accomplished simultaneous interpreters. Jeremy Azrael would regularly beg Kakha to slow down so that the interpreters could catch up.”

Bendukidze returned to his beloved native land in 2003 after Georgia’s popular “Rose Revolution” swept the government of Mikheil Saakashvili to power. Bendukidze was named economics minister, held various government posts, and earned a reputation as liberal reformer and opponent of governmental graft and corruption.

After leaving government service in 2009, he turned to education, founding and investing in the Free University of Tbilisi and the Agricultural University of Georgia and building them into respected institutions. In May, he was appointed adviser on reform efforts to Ukrainian president Petro Poroshenko.

A man of many notable accomplishments, Bendukidze helped to connect aspiring public policy candidates from the former Soviet republics with Pardee RAND, the largest public policy Ph.D. program in the United States and the only program based at an independent public policy research organization—the RAND Corporation. The graduate school, with doctoral candidates from more than two dozen nations, has a steady stream of quality applicants from Georgia, Ukraine, Azerbaijan, Uzbekistan, and Russia.

Bendukidze also was a generous supporter of a scholarship in memory of Azrael, a top expert on the Russian economy and a longtime political scientist at RAND. That scholarship supports study at Pardee RAND by Ph.D. aspirants from former Soviet republics.
Being part of the Pardee RAND community is an honor and a shared sense of responsibility because we all have a direct, personal interest in ensuring that policy decisions are made wisely. Nothing is more important for determining the kind of world we are building for ourselves and leaving for future generations.”

Pedro José Greer

As of November 2014
Pardee RAND has also begun posting compelling videos on its website. These videos provide an overview of the school and give students, faculty, and other academics a new platform for telling Pardee RAND's story, including how Ph.D. candidates get real-life research experience in their public policy studies. The videos have proved popular on the "Pardee RAND Playlist," which is part of RAND's channel on YouTube—itself one of the top ways those scouring the Internet find information on topics of interest.

In one year, the overview video has been viewed more than 3,000 times, helping to spread the school's message to audiences throughout the world.

Pardee RAND harnesses technology for greater global outreach

As audiences globally have flocked online, Pardee RAND teams have stepped up their outreach activities across an array of contemporary communication channels to share the school's messages, 24/7, with policy communities. In 2014, for example, the graduate school redesigned its web presence, www.prgs.edu, in keeping with the recent changes to the RAND corporate site, www.rand.org. Our new site is more visually appealing and simpler to navigate and search. It engages visitors with useful, snappy content—news of the day, upcoming events, easy navigation to admissions or other information of interest, multimedia, and overall strong content about the school. Recently added was a special page for international students, detailed information about our career development program for Ph.D. students, and smart, timely blog posts.

Meanwhile, #pardeerand has become a recognized part of Twitter and Facebook parlance, as the school builds its social media presence. With daily Facebook posts and a steady stream of intriguing Tweets, Pardee RAND has seen substantial growth in its worldwide audience with social media “likes” and “follows.”
**Social Media**

Our LinkedIn and Facebook presences are robust and stronger than ever.

- Our private LinkedIn alumni group provides an active and current digital network of over 270 top professionals on public policy connected to Pardee RAND.

- The Pardee RAND Facebook page has grown to more than 1,000 fans (a 40 percent increase).

- We have daily posts on Facebook and an engaged international audience of students, alumni, faculty, staff, and prospective students.

Dean Marquis and other faculty, students, and alumni have very active Twitter feeds that discuss policy issues and share highlights and photos of ongoing daily life at the School; including live Tweeting from Commencement!
OJT Brokers

The OJT Brokers work with RAND’s research divisions to facilitate positive on-the-job training (OJT) experiences for students and researchers. The Brokers for the past year were Shmuel Abramzon (for RAND Justice, Infrastructure, and Environment); John Caloyeras and Jodi Liu (RAND Health); Shira Efron and Jennifer Walters (for defense-related programs and international projects); Susan Burkhauser and Mollie Rudnick (RAND Education); and Caroline Tassot and Marlon Graf (RAND Labor and Population).

The Brokerage pursued a number of objectives during the 2013–2014 academic year. Among their accomplishments, they

- deployed the annual OJT survey to determine the nature and quality of work students are given.
- encouraged students to maintain their online profiles, which helps maximize opportunities for project work.
- disseminated postings for project work.
- conducted a panel event on options for dissertation funding.
- hosted an event about RAND Europe.
- organized preterm policy seminars with RAND researchers.

Career Services Advisory Committee (CSAC)

The student-run CSAC identifies opportunities to facilitate an exploration of a variety of career paths through seminars and other activities in collaboration with the Career Development staff. Events such as alumni career talks, employer information and recruiting sessions, and career interest groups were held throughout the academic year.

Highlights included visits by the World Bank Group, the Public Policy Institute of California, the California Legislative Analyst's Office, Education Development Center, and the Harvard Strategic Data Project; alumnus Joe Nation (cohort ’85) also visited the School for a discussion about his sector-spanning career.

Students who served on the committee for academic year 2013–2014 were Eric Warner, John Caloyeras, Julia Pollak, Mollie Rudnick, and Melissa Felician.

CoCom

The Coordinating Committee (CoCom) bridges the gap between the student body and the School’s administration and serves as a mechanism for communication and community-building. Representatives are elected from each cohort in the fall and serve through the entire academic year. Members from academic year 2013–2014 were Ben Batorsky, Carlos Gutierrez, Yasho Rana, Nolan Sweeney, and Jon Wong. Among this year’s many accomplishments, CoCom

- updated the mechanism for electing new members to ensure a comprehensive transition by staggering the at-large representative’s term.
• revised the committee’s guiding document, the “CoComstitution,” to better reflect CoCom’s responsibilities and budgeting process.
• hosted small-group lunches for first-year students at the beginning of winter quarter to provide them a venue for discussing their progress through the academic year.
• hosted a chili cook-off/bake-off in November.
• held quarterly CoCom lunches to bring students and faculty together.
• implemented an ArcGIS workshop in response to requests from the student body.
• held regular meetings with the deans.
• led elections for Outstanding Teaching Assistant and Huddleston Teaching Award.
• assisted with qualifying exams: delivered lunches to first-year students during exams and organized a happy hour to celebrate the completion of quals week.
• represented student body (with CSAC and the OJT Brokers) during meetings with external program reviewers Jim Steinberg and Alan Krueger.
• hosted happy hour and other activities during orientation week and admitted students’ weekend.

Student Mentors

As in prior years, continuing students volunteered to serve as peer mentors for incoming students; these mentors were available to offer advice on navigating the first year, balancing the workload, getting through qualifying exams, finding OJT, living in Los Angeles, and more. Mentors were helpful resources to the incoming cohort in making a smooth transition to student life at Pardee RAND.

Continuing the tradition, CoCom organized a beachside barbecue to welcome students of the 2014 cohort to Pardee RAND and Southern California.
Summer Faculty Workshop

The Summer Faculty Workshop is part of the Pardee RAND effort to bring diverse experiences and perspectives to the study and practice of public policy analysis.

During the third week of July, Pardee RAND welcomed its second cohort of 12 guest faculty to Santa Monica for this rigorous week of exposure to the methods of policy analysis. Each was asked to arrive with a policy issue in mind that they could then apply these techniques to throughout the week. Participants tackled a range of policy issues, including underrepresented minorities in higher education, unemployment of African-American males, school reform in the urban south, chronic disease related to obesity, technology in health policy, and others. Several of our guest faculty are already working to further develop their workshop projects and to incorporate the tools of policy analysis into their teaching and mentoring of students.

International Development Speaker Series (IDSS)

The IDSS had another successful year, bringing a number of high-profile speakers to Pardee RAND to discuss current issues in the field:

June 24, 2014: University of Washington professor Stephen Turnovsky discussed income inequality in developing countries and why it is important to develop economic models that incorporate both the possibility of earnings and the mobility of wealth.

May 27, 2014: Jim Hake discussed a new model of providing private development assistance in direct support of U.S. national security objectives based on decentralization, private-public collaboration, and not-neutral assistance.

May 13, 2014: Stanford University’s Kristi Ebi discussed how to manage the human health risks of climate change.

April 15, 2014: William Easterly (above), author of the recent book The Tyranny of Experts, argued that development has long suppressed the vital debate on the individual rights of people in developing countries.

March 7, 2014: Harvard’s Calestous Juma discussed strategies for enabling Africa to harness the power of platform technologies for the technological catch-up and leapfrogging needed to spur economic development and prosperity.

November 22, 2013: Dilip Mookherjee of Boston University looked at the effects of land reform policies in West Bengal and what the future may hold.
Moorsteen Lecture Series: Eric Schlosser

Schlosser, the author of *Fast Food Nation*, *Reefer Madness*, and the recent *Command and Control: Nuclear Weapons, the Damascus Accident, and the Illusion of Safety*, visited in February. Lynn Davis, then-director of RAND’s Washington, D.C., office, discussed *Command and Control* with Schlosser in front of a packed house.

Support for Student Travel Participation in Conferences

A record number of students received funding over the past year to present their research at professional and academic conferences. During fiscal year 2014, 30 students were granted a total of nearly $15,000 to serve on panels, present papers, or share posters at a variety of conferences throughout the United States and overseas.

On-the-Job Training/Dissertation Travel

For the first time, Pardee RAND students also had the opportunity to apply for funding to support travel to other RAND offices for the purpose of strengthening relationships with researchers at those sites. Twenty-three students were able to take advantage of this funding, receiving more than $28,000 in total. Students and researchers alike benefited from this funding, as the students were able to participate in a range of activities, including client meetings and in-depth discussions of dissertation plans.

Other Accomplishments


Student and Ukrainian citizen Olena Bogdan led a discussion in January on the upheaval in Ukraine in an event at RAND titled “Unrest in Ukraine: Causes and a Path Forward.” The discussion was moderated by Pardee RAND alumnus Ted Harshberger (cohort ’86), vice president and director of RAND Project AIR FORCE.

Southwestern Law School student Rebecca Ann Simon was presented this past summer with a Certificate in Public Policy from Pardee RAND. She is the first Southwestern student to complete the certificate program, a collaboration between the two schools.

The Dean’s Leadership Circle includes select RAND trustees, former Pardee RAND board members, and key alumni, stakeholders, and business leaders who provide support and counsel and serve as models of leadership to our graduate students.

Frank Baxter
Keith B. Bickel, Ph.D.
Harold Brown
Marcia and Frank C. Carlucci
Don R. Conlan
Peter H. Griffith
Paul G. Haaga Jr.
Darcy Kopcho
Ann McLaughlin Korologos
Lynda and Stewart Resnick
James F. Rothenberg
Douglas J. Smith
Jerry I. Speyer
Doachi Tong (alum)
David I. J. Wang
Jeffrey Wasserman (alum)
Roberta Weintraub
New Courses

To ensure that our students have access to the latest policy analysis tools and exposure to the most pressing public policy needs, we are continually adding new elective courses and bringing new teaching faculty into our classrooms. During academic year 2013–2014, we offered a number of new elective courses taught by 12 faculty members, seven of whom had not taught at Pardee RAND before.

Predictive Analytics for Public Policy. Led by John Hollywood (operations research), this class covered major families of predictive analytics models (often known as data mining), as well as end-to-end business processes for building models, history of data mining, and policy implications (privacy, civil rights, etc.) of predictive analytics in the policy arena.

Quantitative Methods with Applications in Intelligence, Surveillance, and Reconnaissance (ISR) Policy. Taught by Brien Alkire (engineering), this course taught quantitative methods for assessing the right mix and quantity of ISR systems to meet emerging demands of a continually changing national security environment.

Technology Foresight and Public Policy. Taught by Rich Silberglitt (physics) and Steven Popper (economics), this course used foresight methods to explore the role that changing technology has on democratic government and policy institutions and their ability to operate effectively.

Understanding Macroeconomic Policy II. Building off his core course, C. Richard Neu (economics) offered an elective course designed to challenge students to rethink their view of macroeconomic policy.

We have also changed our process for generating new courses going forward. Instead of waiting for faculty to offer to teach new courses, we are now actively soliciting course proposals from researchers across RAND. Last spring, we received more than 20 proposals from researchers in Santa Monica, Washington, and Pittsburgh and, after surveying students, we have selected nine new courses to be offered in 2014–2015.

Mentors

Again this year, a number of members of the faculty volunteered to become mentors to incoming fellows. These professors were assigned based on common research interests and served as the go-to resource for the new fellows to help familiarize them with the program and help them start off on the right foot.

Faculty mentors for the 2013 cohort were Dave Baiocchi, Bart Bennett, Sandy Berry, Chloe Bird, Louay Constant, Natalie Crawford, Katie Derose, Rafiq Dossani, Charles Goldman, Emmett Keeler, Krishna Kumar, Eric Larson, Sebastian Linnemayr, Lisa Meredith, Shanthi Nataraj, Chris Nelson, C. Richard Neu, Jeanne Ringel, Alan Vick, Jeffrey Wasserman, and Bill Welser.

The Admissions Committee

The Admissions Committee is the key decisionmaking body on admissions. A group of about 12 Pardee RAND faculty members plus the deans and director of admissions, the committee reviews all completed applications for admissions and meets as a group in February to make all admissions and wait-list decisions about the incoming cohort for the following September.

What are we looking for? The mission of Pardee RAND is to educate high-level problem solvers and future policy leaders who will tackle some of the world’s toughest problems with rigor, a broad interdisciplinary perspective, and a creative flair. Therefore, we seek individuals who aspire to work on important problems in academia, think tanks, government, or the private sector, and who have the capability to evaluate, lead, and determine policy that will guide the actions of nations and organizations around the world.
The committee looks for certain key traits, including strong academic ability, self-initiative, passion to “make a difference,” perseverance, and social and leadership skills. We also strive for diversity in the broadest sense of the term. An important part of the graduate experience is the learning that occurs among the students, bringing different life experiences, training, cultures, and mind-sets to the experience. Our best candidates will have the potential to provide leadership to the profession.

**How do we evaluate applicants?** It is not simple to measure intellectual ability, initiative, passion, leadership ability, and discipline among a variety of applicants. The committee carefully reviews each candidate’s application, essays, letters of recommendation, test scores, and transcripts. We then take into account diverse backgrounds, policy interests, work experiences, cultures, educational experiences, and other unique factors that might signal an applicant’s potential to become a policy leader.

**How do we select Admissions Committee members?** Because the decision to admit students to the graduate school is also a decision to hire them as RAND research staff, we look for RAND staff members who have an understanding of what it takes to succeed in the classroom and on project work at RAND. The Admissions Committee this past year included Bart Bennett, Natalie Crawford, Rafiq Dossani, Paul Dreyer, Susan Gates, Sarah Hunter, David R. Johnson, Eric Larson, Sarah Meadows, and Brian Stecher, joining our Pardee RAND staff of Dean Susan Marquis, Associate Dean Rachel Swanger, Assistant Dean Gery Ryan, and Director of Admissions Stefanie Howard. Mary Parker tracked, distributed, and managed applicant files.

**Faculty Awards and Accomplishments**

Rafiq Dossani published *Modes of Engagement: Muslim Minorities in Asia* (Stanford University).

Dmitry Khodyakov won the Lawrence W. Green Paper of the Year Award in *Health Education & Behavior*.

Lou Mariano was recognized as Outstanding Reviewer for the *Journal of Educational and Behavioral Statistics*.
Innovation in Our Curriculum

In the past academic year, we were able to implement exciting new ways of delivering course content with the support of RAND and the Emerging Policy Research and Methods initiative. Courses covering critical policy areas were taught by faculty from multiple sites, leveraging various means of technology:

- **Health Care and Health Care Reform.** Taught by Susan Ridgely (law), Christine Eibner (economics), Peter Hussey (economics), Mark Friedberg (medicine), Chapin White (health policy), Laurie Martin (public health), and Anita Chandra (public health), the course examined issues in health care as the Affordable Care Act was being implemented at the national, state, and local levels. The course quickly became the largest and most geographically diverse course ever offered at Pardee RAND. It attracted an impressive mix of students, faculty, and researchers, with some sessions including more than 50 people participating in person or online. Instructors presented not only from the Santa Monica office, but also from Washington, Boston, and even (due to a snowstorm!) Detroit.

- **Big Data Applications.** Taught by John Davis (engineering) and Zev Winkelman (public policy), this new course addressed the challenge of how to collect, manage, and analyze data that often require manipulating terabytes of information and using computing solutions involving out-of-memory or parallel processing. To help make the course possible, RAND also invested significant resources in upgrading its computing infrastructure.

- **Understanding Strategic Nuclear Forces.** Taught by Bruce Bennett and Jim Quinlivan, this one-week course looked at the effects of nuclear weapons and how they can be assessed. It also examined the different means of delivery for nuclear weapons and their implications for achieving damage to opposing targets.

RAND Innovation Speaker Series

Alum David Apgar (cohort ’80) returned on May 2 to speak in the RAND Innovation Speaker Series, part of the Emerging Policy Research and Methods initiative. He presented a talk entitled “Planning to Evolve: How Impact Scorecards Accelerate Learning.” Apgar is currently the manager of a small-business fund for Haiti as senior program officer at the Inter-American Investment Corporation. A longtime member of the Council on Foreign Relations, David has extensive international experience throughout Southeast Asia, China, India, the Middle East, and North Africa, and is the author of numerous publications, including two books: Risk Intelligence: Learning to Manage What We Don’t Know and Relevance: Hitting Your Goals by Knowing What Matters.

Global Human Progress Initiative

The Pardee Initiative for Global Human Progress offers a new approach to the chronic problems faced by the developing world. We don’t think the answer lies in more basic research. Instead, our goal is to focus on topics where evidence is available and where there are motivated and active groups working to use that evidence to improve conditions on the ground. We aim to work in areas where what is needed is experimentation, collaboration, and implementation.

In 2013–2014, the Global Human Progress Initiative was active in a number of areas.
We launched the Pardee Initiative Blog Posts on Policy Innovation in Africa and Asia.

Four student bloggers defined their own beats, giving them each an opportunity to examine a policy issue in some depth and to develop links to policy researchers and practitioners on the ground in Asia and Africa:

- **Adeyemi Okunogbe** (cohort ’13) wrote about bold and innovative approaches being developed in Africa to reduce maternal mortality. In his inaugural blog, he described the Abiye Safe Motherhood program in Ondo State, Nigeria.

- **Julia Pollak** (cohort ’12) wrote on housing policies in South Africa, arguing that the government’s plan to replace cardboard shacks with cement houses may not be the only route to easing South Africa’s housing woes.

- **Mahlet Atakilt Woldetsadik** (cohort ’13) wrote on issues related to women’s health, especially those facing women in vulnerable situations like refugee camps and war zones, tackling issues such as menstrual hygiene and justice for rape victims.

- **Oluwatobi A. Oluwatola** (cohort ’12) wrote on innovation and environmental policy, suggesting in one post that Malawi—with the highest per-capita maize consumption in Africa—may need to consider introducing alternatives given changing weather, climate, and water needs.

We Developed a Food Energy Water Index

According to former UK Foreign Secretary William Hague, food, energy, and water (FEW) are “pillars on which global security, prosperity, and equity stand.” Numerous studies and commentaries have identified important links among these resources, but the vast majority of studies in this area focus on linkages between two of the three dimensions—i.e., water and energy, water and food, or food and energy. Only limited attention has been devoted thus far to developing an integrated approach to all three domains. Given the interdependencies associated with FEW resources, governments, foundations, and nongovernmental organizations working on improving human development need an integrated measure of FEW security. Moreover, they also need a way to project how development efforts or future trends will affect each of these resources.

Pardee RAND faculty members Henry Willis, Jeanne Ringel, and Dave Groves, working with students Zhimin Mao and Shira Efron, developed a web-based tool that will enable users to explore country measures of FEW security. Once up and running, the tool will enable users to view the spatial patterns of FEW data and indices across the globe; drill down to country-level data underlying FEW index values; and explore what-if experiments on future changes to key drivers of FEW security. The online tool will consist of interactive visualizations that will include static descriptions of the goals of the project, sources of data, and methods used to aggregate and synthesize the data. This transparent and standardized index will characterize the interconnection between food, energy, and water in a simple manner that can easily be used by policymakers, the development community, scientists, and the public.

We Partnered with the World Bank in The Global Coalition for Youth Employment

Pardee RAND faculty members Peter Glick and Krishna Kumar, together with students Nelly Mejia (cohort ’11) and Crystal Huang (cohort ’13), joined with alum David Robalino, director of the Labor Markets and Youth team of the World Bank, to collaborate on issues of youth unemployment in developing nations. In the first phase of the initiative, RAND took the lead role in designing approaches to develop the knowledge base, creating the “blueprint” for transferable and scalable interventions, developing strategies for dissemination and policy impact, and setting out the evaluation criteria for funding interventions.
Air Force Commander Public Service Award
Natalie Crawford (faculty)

Outstanding Reviewer, Journal of Educational and Behavioral Statistics
Lou Mariano (faculty)

Lawrence W. Green Paper of the Year Award, Health Education & Behavior
Team Science Award, Association for Clinical and Translational Science
Dmitry Khodyakov (faculty)

Christine Mirzayan Science and Technology Policy Fellowship, The National Academics
Youngbok Ryu (student)

Edwin E. and Mary T. Huddleson Outstanding Teacher Award
Roland Sturm (faculty)

Outstanding Teaching Assistant Award
Cameron Wright (student)

SPOTLIGHT AWARDS

Spotlight Awards reward RAND staff promptly in recognition of special, one-time contributions in support of RAND projects and operations. The following staff and students were recognized in 2014:

Olena Bogdan (student), for sharing her experiences and perspective regarding the situation in Ukraine with students, RAND staff, and the Pardee RAND Board of Governors.

Carlos Gutierrez (student), for voluntarily organizing and presenting a Prospective Student Information Session for Pardee RAND in Colombia.

Beth Katz (student), for her work on a RAND National Defense Research Institute project on cost and quality of K–12 schools.

Ujwal Kharel (student), for his work on the Britain’s Healthiest Company project.

Mustafa Oguz (student), for his work on the Individual Disability Evaluation System study.

Jennifer Prim (staff), for her important contributions to RAND and Pardee RAND operations.

Mollie Rudnick (student), Melissa Felician (student), and Julia Pollak (student), for their outstanding work as members of the Career Services Advisory Council for the 2013–2014 Academic Year.

Jonathan Wong (student), for voluntarily serving as an escort and liaison for former RAND president Henry Rowen during commencement weekend.

Jessica Yeats (student), for her thought leadership on a project to assess Department of Defense efforts to inform, influence, and persuade.

Mikhail Zaydman (student), for his outstanding work supporting RAND’s Law Enforcement Futuring Workshop.
Medal Awards highlight important institutional priorities; motivate, recognize, and reward significant contributors; and convey illustrative examples of outstanding contributions.

**President’s Choice**

**Win Boerckel** (faculty), for his leadership, creativity, and determination in connecting RAND insights and expertise to the policy challenges being addressed by Congress.

**Gold**

**Cheryl Damberg** (faculty), for working closely with Congress in its effort to begin transforming Medicare from a pure fee-for-service system to one that better promotes quality and value.

**Mark Friedberg** (faculty), for his research establishing RAND as a leading source of expertise on primary health care transformation.

**James Hosek** (faculty) with RAND researchers Beth Asch and Michael Mattock, for their innovative analysis of the effects of changes in military retirement compensation that informed Department of Defense recommendations to Congress.

**Silver**

**Katherine Carman** (faculty), for her foresight and initiative in developing the RAND Health Reform Opinion Study.

**John Gordon** (faculty), for his transformative recommendations to improve the capabilities of airborne forces and for devising innovative ways that such forces could begin experimenting with new capabilities, thus facilitating their adoption.

**Chaitra Hardison** (faculty) with RAND researcher Carl Rhodes, for their rapid-response analysis of behavioral problems within the Air Force’s nuclear workforce, thus helping the Air Force proactively address these problems.

**Bronze**

**Endy Daehner** (faculty) with RAND researcher John Matsumura, for their analysis of the Army’s Ground Combat Vehicle (GCV) program that highlighted serious operational and logistics challenges, which helped inform the Department of Defense in its decision to cancel the program.

**Trey Miller** (faculty), for initiating a partnership with the Texas Higher Education Coordinating Board (THECB) that has elevated RAND Education’s profile in the state.

**Steven Popper** (faculty) and **Jessica Saunders** (faculty), for developing a road map for police modernization in Israel and helping to diversify RAND’s international portfolio.

**Glenn Wagner** (faculty), for diversifying RAND’s international portfolio by leading HIV prevention and treatment research in Africa, Latin America, and the Middle East with a focus on sustainable, country-level impact.

**Henry Willis** (faculty), for his tireless efforts to develop a sustainable base of business with the U.S. Department of Homeland Security.

Through the generosity of board members and additional friends, the Pardee RAND Graduate School was able to confer 23 dissertation awards totaling $365,150.

John M. Cazier Award in Sustainability ($63,750)

$21,250 to Steven Isley for his work on Evaluating the Political Sustainability of Emission Control Policies in an Evolutionary Economics Setting (Committee: Rob Lempert, Chair; Steven Popper, Edward Parsons)

$21,250 to Min Mao for her work on Developing a Support System for Sustainable Energy Development in India and China (Committee: Debra Knopman, Chair; Nicholas Burger, Keith W. Crane)

$21,250 to Edmundo Molina Perez for his work on The International Diffusion of Sustainable Energy Technologies: Policy Challenges for International Cooperation Under Social and Technological Deep Uncertainty (Committee: Steven Popper, Chair; David Groves, Constantine Samaras)

The Doris Dong Award ($6,365)

$6,365 to Mollie Rudnick for her work on Identifying and Hiring Effective Teachers (Committee: Matt Lewis, Chair; Jennifer Steele)

The JL Foundation Awards (via Jim Lovelace) ($71,250)

$42,000 to Katie Wilson for her work on The Impact of Preprimary Center Enrollment on Child Development in Bangladesh (Committee: Shanthi Nataraj, Chair; Krishna Kumar, Jill Luoto)

$29,250 to Sinduja Srinivasan for her work on Economic Development and Poverty Elimination in India (Committee: Krishna Kumar, Chair; Peter Glick, Shanthi Nataraj)

The Dana G. Mead Dissertation Awards ($23,750)

$18,750 to Shmuel Abramzon for his work on Strategies for Managing Sovereign Debt: A Robust Decision Making Approach (Committee: Steven Popper, Chair; Robert Lempert, Zvi Wiener)

$5,000 to Adam Singer for his work on Designing, Implementing, and Evaluating a Mobile Software Application to Facilitate Hospice Education and Choice (Committee: Karl Lorenz, Chair; Joan Teno, Daniella Meeker)

The Pardee Dissertation Awards for Global Human Progress ($30,000)

$20,000 to Kun Gu for her work on Social Network and the Adoption of Environmentally Sound Practice in China (Committee: Krishna Kumar, Chair)

$10,000 to Shira Efron for her work on Improved Food Security for Arid Developing Countries (Committee: Jeanne Ringel, Chair; Brien Alkire)

The Eugene and Maxine Rosenfeld Dissertation Awards ($20,000)

$10,000 to Idrees Rahmani for his work on Cultural Consensus over Characteristics of Good Political Leadership Among Different Segments of Afghan Population (Committee: Terry Kelly, Chair; Tom Szayna, Gery Ryan)

$10,000 to Henu Zhao for her work on China’s Health Insurance Reform and Disparities in Health Care Utilization and Costs: A Longitudinal Analysis (Committee: Hao Yu, Chair; Gema Zamarro, Emmett Keeler)
**The Anne and James Rothenberg Dissertation Awards ($71,500)**

- $11,500 to Jessica Yeats for her work on *Homeless Families in Los Angeles: Identifying Cost-Effective, Evidence-Based Interventions* (Committee: Shanthi Nataraj)
- $15,000 to Caroline Tassot for her work on *Income Inequality and Subjective Well-Being: Evidence from the United States During the Great Recession* (Committee: Arie Kapteyn, Chair; Susann Rohwedder, Richard Easterlin)
- $13,500 to Lopamudra Das for her work on *The Role of Data in Improving Care Within Health Systems* (Committee: Gery Ryan, Chair; Karl Lorenz, Brian Mittman)
- $15,000 to Yashodhara Rana for her work on *The Role of Social Relationships in the Transmission and Prevention of HIV Among Marginalized Populations* (Committee: Glenn Wagner, Chair; Ryan Brown, David Kennedy)
- $10,000 to Saw Htay Wah for his work on *Panel Dynamics of Private Enterprises in Myanmar* (Committee: Arie Kapteyn, Chair; Joanne Yoong, David Powell)
- $6,500 to Sarah Kups for her work on *Topics in Migration Research* (Committee: Silvia Barcellos, Chair; Michael Rendall, Emma Aguila)

**The Arthur S. Wasserman Prize for Reducing Social and Economic Disparities ($5,000)**

- $5,000 to Nelly Mejia for her work on *Determinants of the Demand of Health Care Services of Insured People: Traditional and Non-Traditional Providers* (Committee: Emma Aguila, Chair; Krishna Kumar, Roland Sturm)

**The David I. J. Wang Dissertation Award ($30,000)**

- $30,000 to Ujwal Kharel for his work on *Workers’ Compensation for Low-Skilled Migrant Workers in the GCC (Gulf Cooperation Council) Countries* (Committee: Louay Constant, Chair; Shanthi Nataraj, Seth Seabury)

**The Susan Way-Smith Memorial Dissertation Grant in Education ($9,785)**

- $9,785 to Beth Katz for her work on *District-Union Collaboration in Local Teacher Evaluation Reform Efforts: Case Studies of Three School Districts in California* (Committee: Jennifer McCombs, Chair; Rita Karam, Julia Koppich)

**The James Q. Wilson Dissertation Fellowship ($33,750)**

- $23,750 to Jesse Sussell for his work on *Changing Constituencies and Rising Polarization in the Congress: Three Essays* (Committee: Jim Thomson, Chair; Winfield Boerckel, Jeff Stonecash)
- $10,000 to Clinton Saloga for his work on *Medication or Recreation: What Factors Affect the Decisions of Marijuana Cultivation Businesses in Colorado?* (Committee: Rosalie Liccardo Pacula, Chair; Priscilla Hunt)

Scholarships are an essential part of the support we offer our students, and board members are primary providers of such assistance. Thanks to ongoing support from past and present members of the Board of Governors, and gifts from additional donors and stakeholders, for the second consecutive year, we were able to offer full scholarships to all eligible students in the entering cohort of 2014.

**SCHOLARSHIPS**

- The Azrael Family
- Ambassador Frank and Kathy Baxter
- Marcia and Frank C. Carlucci
- Robert A. Eckert
- Thomas Epley and Linnae Anderson
- Heather and Paul G. Haaga, Jr.
- Ambassador Thomas Korologos and The Honorable Ann M. Korologos
- Darcy and Richard Kopcho
- Jim Lovelace
- Michael M. Lynton
- William E. Mayer
- Nancy and Dana G. Mead
- Eloisa and Santiago Morales
- Frederick S. Pardee
- Lynda and Stewart Resnick
- Donald B. and Susan F. Rice
- Anne and James Rothenberg
- Joyce and Donald Rumsfeld
- The SahanDaywi Foundation
- David I. J. Wang
The Legacy of John M. Cazier

$5 Million Cazier Gift to Pardee RAND Graduate School Launches Environmental and Energy Sustainability Initiative

John M. Cazier, engineer and philanthropist, friend and valued stakeholder of Pardee RAND, died on August 24 after a brief illness. He was 89, and leaves a legacy at the School for initiatives and research in environmental and energy sustainability.

He established the John and Carol Cazier Environmental and Energy Sustainability Initiative at Pardee RAND with a gift of $5 million. The initiative is designed to help generate new concepts, tools, and methods to share findings, ideas, and insights clearly and broadly. The aim is to improve public policy, foster better practices in the field, and apply these to the commercial sector to benefit people throughout the world. A key focus will be in the areas of quantitative policy analysis and robust planning under conditions of deep uncertainty concerning the future of energy and the environment.

Under the initiative—which also honors his wife, Carol Cazier, who predeceased her husband—the graduate school will bring important visiting fellows to campus and provide valuable research and dissemination tools to students and faculty members. The visiting fellows will challenge, inspire, inform, and educate Ph.D. candidates, faculty, RAND researchers, and the RAND community—and it is hoped that being part of the RAND community will broaden the visitors’ horizons, too.

There will be support to allow faculty, with student assistance, to pursue new work and extend RAND and graduate school research, with a particular emphasis on disseminating this work and getting it into the hands of decisionmakers and practitioners. To achieve the most impact with the widest possible audiences, Cazier’s gift will underwrite materials that communicate in nontechnical, direct, visual, and simple ways about advances or key policies on the environment, sustainability, engineering, and technology transfer. Further, the John M. Cazier Endowed Dissertation for Sustainability award will support Ph.D. candidates pursuing dissertations on topics that have potential policy impact in energy and environmental sustainability.

Dean’s Dinners

Dean’s Dinners continue to be an effective vehicle for bringing new donors, supporters, and board members into the Pardee RAND 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.

On July 26, Bill Mayer hosted guests who participated in a discussion on “Iran and Future American Strategic Interests in the Middle East and the World.” Presenters included Alireza Nader, a senior international policy analyst at RAND, and Shira Efron.

“I’m truly impressed with the intellectual capacities of Pardee RAND and RAND. After having success in the engineering and automotive industry, I want to ensure that the right bridges get built between the research powerhouses of RAND and Pardee RAND, the commercial world, and the best practitioners in the field.”

John M. Cazier
Lynda and Stewart Resnick Endowed Scholarship Established

A $1 million gift from philanthropists Lynda and Stewart Resnick will help policy leaders of tomorrow receive exceptional training today to embark on careers in public service.

“The new Lynda and Stewart Resnick Endowed Scholarship, representative of their considerable business acumen and commitment to the greater good, will benefit us all by supporting our deeply committed Ph.D. candidates as they master and then apply the rigorous research and analytic skills that are proven to advance public policy and decisionmaking,” said Dean Susan Marquis. “We’re grateful for this generous gift.”

The Resnicks, in entrepreneurial careers spanning more than 50 years in many varied industries and enterprises, have sought to balance achievement in business with a dedication to giving back. Their generosity has supported advancements in the arts, education, science, medicine, health, and health care at notable institutions across Central and Southern California.

“With the many challenges we face in the world today, we believe in the wisdom and importance of investing in intellectual capacity, especially as it flourishes in places like RAND, to find real-world solutions to real-world problems,” the Resnicks said.
FY14 Funds: Sources

In fiscal year 2014, tuition continued to be the single largest source of funding for the Pardee RAND Graduate School, covering 55 percent of the School’s operations. It was a banner year for philanthropic giving, with unrestricted gifts alone supporting 14 percent of the School’s activities.

FY14 Funds: Uses

The academic program, scholarships and dissertations, and student support (including health care, conference travel, mentoring and career services) continued to account for more than 50 percent of the School’s expenditures.
**FY14 Student Work on RAND Projects**

In FY14, RAND Health continued to provide the single largest source of funding for student project work, with the National Security Research Division a close second. New initiatives combined with dissertation support made Pardee RAND a sizable player as well.

**FY14 Endowment**

Growth in the endowment continued to be strong in all areas of focus—surpassing $30 million. The Cazier Initiative and two new endowed scholarships were the major factors in this growth.
Students authored or coauthored scores of RAND reports, journal articles, and book reviews during the past year. Some garnered considerable media attention, such as the report on childhood vaccine safety coauthored by Lopamudra Das. A sampling of their prolific publishing is below.

Shmuel Abramzon
Capacity Building at the Kurdistan Region Statistics Office Through Data Collection, RAND Corporation

Shmuel Abramzon and David L. An
The Department of Defense Should Avoid a Joint Acquisition Approach to Sixth-Generation Fighter, RAND Corporation

Eric Apaydin
Evaluation of the Population and Poverty Research Initiative (PopPov): Executive Summary, RAND Corporation

Aziza Arifkhanova
The Anesthesiologist Workforce in 2013: A Final Briefing to the American Society of Anesthesiologists, RAND Corporation

Evan Bloom
Adapting to a Changing Colorado River: Making Future Water Deliveries More Reliable Through Robust Management Strategies, RAND Corporation

Anne Boustead
Words Can Be Deceiving: A Review of Variation Among Legally Effective Medical Marijuana Laws in the United States, RAND Corporation

Susan Burkhauser
“The Impact of Public Housing on Social Networks: A Natural Experiment,” American Journal of Public Health

Susan Burkhauser and Ashley Pierson
Principal Preparation Matters: How Leadership Affects Student Achievement, RAND Corporation

John Caloyeras
Factors Affecting Physician Professional Satisfaction and Their Implications for Patient Care, Health Systems, and Health Policy, RAND Corporation

John Caloyeras, Christina Y. Huang, and Victoria Shier
Do Workplace Wellness Programs Save Employers Money? RAND Corporation

Lopamudra Das
U.S. Vaccines Deemed Extremely Safe, with Serious Side Effects Rare Among Children, RAND Corporation

Shira Efron
Effective Policing for 21st-Century Israel: Dual English and Hebrew edition, RAND Corporation

Chaoling Feng and Shira Efron
Evaluating the Impact of the Department of Defense Regional Centers for Security Studies, RAND Corporation

Marlon Graf
Europe’s Societal Challenges: An Analysis of Global Societal Trends to 2030 and Their Impact on the EU, RAND Corporation

Abigail Haddad
Implementation of the DoD Diversity and Inclusion Strategic Plan: A Framework for Change Through Accountability, RAND Corporation
Melody Harvey and Mollie Rudnick
Process Evaluation of the New Mexico Maternal, Infant, and Early Childhood Home Visiting Competitive Development Grant, RAND Corporation

Matthew Hoover
Measuring Agreement Between Egos and Alters: Understanding Informant Accuracy in Personal Network Studies, RAND Corporation

Amber Jaycocks
Predicting Suicide Attacks: Characteristics of Bombings in Israel, RAND Corporation

Christopher Lau
Redirecting Innovation in U.S. Health Care: Options to Decrease Spending and Increase Value, RAND Corporation

Jodi L. Liu
Small Ideas for Saving Big Health Care Dollars, RAND Corporation

Nelly Mejia
Geographic Targeting in Urban Areas: A Social-Welfare Program for Older People in Mexico, RAND Corporation

Gregory Midgette
What America’s Users Spend on Illegal Drugs: 2000–2010, RAND Corporation

Leslie Mullins
“Providing Smoking Cessation Programs to Homeless Youth: The Perspective of Service Providers,” Journal of Substance Abuse Treatment

Mustafa Oguz
Health and Economic Outcomes Among the Alumni of the Wounded Warrior Project: 2013, RAND Corporation

Using Early Childhood Education to Bridge the Digital Divide, RAND Corporation

Julia Pollak
Hackers Wanted: An Examination of the Cybersecurity Labor Market, RAND Corporation

Ahmad Rahmani
Iran’s Influence in Afghanistan: Implications for the U.S. Drawdown, RAND Corporation

Ethan Scherer
Identifying Permanently Disabled Workers with Disproportionate Earnings Losses for Supplemental Payments, RAND Corporation

David Manheim
Flood Insurance in New York City Following Hurricane Sandy, RAND Corporation

Michael McGee
DoD and Commercial Advanced Waveform Developments and Programs with Multiple Nunn-McCurdy Breaches, Volume 5, RAND Corporation
Nicole Schmidt
Caring for Brain and Body: Integrating Care for Adults with Serious Mental Illness in New York State, RAND Corporation

Sinduja V. Srinivasan
Impact of Public Works on Household Occupational Choice: Evidence from NREGS in India, RAND Corporation

Jesse Sussell

Jennifer Walters, Timothy Smith, and Michael H. Powell

Katie Wilson
Do Employers Prefer Workers Who Attend For-Profit Colleges? Evidence from a Field Experiment, RAND Corporation

Jessica Yeats
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