America’s public policy graduate schools were founded in the late 1960s and early ‘70s in response to the turmoil of the times and the changing role of government and public policy. These schools to varying degrees applied the methodologies of economics and political science to the nation’s pressing issues. More than 40 years have since passed, and times have changed, yet many of these excellent schools still offer curricula based on the original models. The Pardee RAND Graduate School has been since 1970 a unique player in this field, emphasizing quantitative tools, methods, and technical analysis far beyond that of our colleague schools. Pardee RAND’s ability to blaze its own trail is largely due to being part of the nonprofit RAND Corporation, with its mission-driven focus on policy and impact. Forty-five years after our founding, our tradition of innovation, informed and inspired by analysis, continues.

But it’s time to revisit the school’s fundamental precepts. Because of real and rapid worldwide changes—driven largely by the challenges and disruptions of new technologies, changes in populations and public health, changes in the environment—policy problems are increasingly complex, and traditional approaches to policy analysis are increasingly inadequate.

As a result, we began in 2015 a Reimagining Pardee RAND initiative (see pages 6–7), engaging more than 100 stakeholders to envision a strong, agile, and sustainable model for the school going forward. Over the next year, you will hear more about this groundbreaking initiative as we move from imagining to defining to planning. We’ll continue to reach out to the Pardee RAND community for your ideas, questions, and inspiration.

Even while we are looking to the future, I am pleased to share in this Report to the Board of Governors a wide range of recent, truly ambitious initiatives. In 2015, we hosted our first Harold and Colene Brown Faculty Fellows; celebrated The Year of the Wolf (in honor of founding dean Charles Wolf, Jr.); and held our third, and most successful, Summer Faculty Workshop. Most importantly, we
welcomed the 2015 cohort of new students, celebrated 20 new graduates (including our 350th!), and cheered on our alumni—including some of the world’s newest policy practitioners—as they took on ambitious challenges: strengthening cities, improving health care, tackling conflict in the Middle East, enhancing agricultural sustainability in Africa, and seeking solutions for youth employment throughout the world.

Nearly all of this is made possible through the generosity of our supporters. We are heading into the last months of our five-year Be the Answer fundraising campaign. Because of you, we have soared well beyond our initial $15 million goal. Because of you, we are providing first-year scholarships to every entering student. Because of you, we are able to support RAND researchers and visiting faculty in residence with the students. Because of you, we are able to begin to reimagine the future of the Pardee RAND Graduate School and what it can bring to our students, RAND, and the fields of public policy and policy analysis. Because of you, these are exciting times. Thank you for your support.

Be the Answer fundraising efforts resulted in 182% of goal to date

$27.3M raised as of February 2016
$23.8M raised as of FY15
$15M goal
THE 2015 COHORT

BY THE NUMBERS

22 entering students

33 percent of the new cohort hails from outside the United States

11 countries of origin: Canada, Finland, Guatemala, Kazakhstan, Lithuania, Mexico, Nigeria, Romania, South Korea, Taiwan, and the United States

3 first-time countries of origin: Finland, Guatemala, and Romania

46% female

86% hold advanced degrees, including the MA, MD, MS, MPA, MPH, and MPP

1 medical doctor

1 Fulbright scholar

1 Ford Foundation fellow

1 certified naval nuclear engineer/submarine officer

1 Model United Nations team member

1 NCAA Division I Track & Field athlete

1 national security space systems strategist

1 perfect score on both the GRE verbal and GRE quantitative sections

1 synchronized swimmer

Proficiencies in 10 Non-English Languages: Finnish, French, Japanese, Korean, Lithuanian, Mandarin, Romanian, Russian, Spanish, Swedish
Experience

The 2015 cohort brings to Pardee RAND an impressive range of professional experiences from renowned organizations.

Botec Analysis Corporation
Caerus Associates
California State University, Los Angeles
Harvard School of Public Health
Institute for Clinical Evaluative Sciences
Inter-American Development Bank
Johns Hopkins Bloomberg School of Public Health
Progressive Policy Institute
RAND Corporation
Seoul National University
Technopolis Group
UCLA Department of Medicine
UNICEF
United Nations Economic Commission for Africa
U.S. Air Force
University of Denver Pardee Center for International Futures
Vanderbilt University Medical Center
World Bank

Support for incoming cohorts: full-tuition scholarships and mentoring

For the third consecutive year, all eligible incoming students received full-tuition scholarships in year one and partial-tuition scholarships in year two. Full-tuition scholarships help students (1) earn more money from their fellowships that is not lost to taxes, (2) incur less debt as they move through their Ph.D. studies, and (3) meet requirements more quickly and graduate sooner.

The orientation events and seminars for incoming students help welcome and get them acquainted with the people and culture of the school and RAND.

ORIENTATION HIGHLIGHTS

- substantive policy seminars in education, health and health care, justice, infrastructure and transportation, energy and environment, population and aging, and national security
- microeconomics boot camp
- a course in math for policy analysis
- fellowships overview and on-the-job training
- beach BBQ and happy hours with current students
- welcome dinner with families at the dean’s home
- International Student Language, Culture, and U.S. Government Week with special dinner at associate dean’s home
- lunch with RAND president and CEO Michael Rich and faculty
When RAND established the RAND Graduate Institute in 1970, the curriculum was developed with the explicit goal of taking RAND’s systems analysis methods and perspective—developed for use in military and nuclear analyses—and further extending it to the costs and benefits of civil issues such as education, health, and urban planning. A distinguishing feature of the school was its On-the-Job Training approach, or OJT. This academic requirement—whereby students worked on RAND research projects, commissioned by RAND’s clients—was unique: No other policy school offered this type of applied, practical training, particularly in conjunction with a rigorous set of classroom courses. OJT to this day remains a central part of the curriculum, and differentiates what is now Pardee RAND from all other graduate schools.

Today, rapid advancements in technology are transforming capabilities, redistributing power, increasing interconnectedness, accelerating actions and consequences, disrupting social systems, and creating policy challenges of a sophistication never before imagined. Old operating frames are insufficient. We need a new way to look at things. We need new tools, methods, mechanisms, capacities, and dispositions.

Just as systems analysis needed to become policy analysis, policy analysis itself must develop as a field, capable of addressing a wider range of policy problems riddled with complexity and uncertainty.

So over a six-month period in 2015, we conducted a series of workshops, design studios, and retreats to imagine the Pardee RAND of 2030. More than 100 participants—students, faculty, alumni, RAND staff, RAND leadership, a handful of leaders not affiliated with RAND, and members who serve on the Board of Governors—gathered ideas, articulated concerns, fleshed out themes, and developed alternatives.

The preliminary result: We’ve come up with a design that features three related yet distinct tracks—all of which provide advanced academic achievement in policy research and analysis.

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**REIMAGINING PARDEE RAND—PHASE I**

**TRACK 1**

**THE RESEARCH, ANALYSIS, AND DESIGN TRACK** will prepare students to tackle the next generation of emerging policy problems—problems where the variables are densely connected, constantly evolving, and often hard to observe.

**TRACK 2**

**THE POLICY IN ACTION TRACK** will develop long-term relationships within communities, where students will learn how to combine rigorous research methods with localized context to design and implement effective policies.

**TRACK 3**

**THE TECHNOLOGIST’S TRACK** will prepare students to use techniques grounded in computer and data science to discover, adapt, and develop new tools, methods, and applications that address complex problems.

Phase I has resulted in a clear and solid direction; Phase II, to be undertaken throughout 2016, will result in a full understanding of our new curriculum and a detailed map to achieving our aspirations. For Phase II, we’ve launched design teams for each track, which will conduct research, explore precedents, debate ideas, and develop these elements and blueprints. Each team will consult broadly with experts and practitioners in the RAND community, academia, government, and technology industries. Their reports and recommendations will provide the foundation for developing our implementation plan.

Our intent is no less than to evolve Pardee RAND into a graduate school that will continue to thrive in a rapidly changing world, to lead the field of policy analysis and public policy graduate education. These are indeed exciting times for Pardee RAND!
Old operating frames are insufficient. We need a new way to look at things. We need new tools, methods, mechanisms, capacities, and dispositions.
The Pardee RAND Graduate School awarded its 350th Ph.D. in policy analysis to Sarah Evans in September 2015. Sarah is now working as an A9A Analyses and Assessments Branch Chief for the United States Air Force in Hurlburt Field, Florida. Her dissertation, “Improving the Cost Efficiency and Readiness of MC-130 Aircrew Training: A Case Study,” informs decisionmakers about the respective effects on costs and readiness of existing and potential MC-130 aircrew continuation training policies. Below are the other new Ph.D. grads that have joined the ranks of Pardee RAND alumni.

**Evan Bloom**

- **Ph.D. Date**: December 2014
- **Position**: Principal Data Scientist, Capital One Labs, San Francisco, CA
- **Dissertation Topic**: Assessing the Feasibility of International Branch Campuses

**Susan Burkhauser**

- **Ph.D. Date**: September 2015
- **Position**: Institutional Research Associate, Loyola Marymount University, Los Angeles, CA
- **Dissertation Topic**: Hello, Goodbye: Three Perspectives on Public School District Staff Turnover

**Megan Clifford**

- **Ph.D. Date**: June 2015
- **Position**: Executive Director of Analytical Leadership, Oklahoma State Department of Education, Oklahoma City, OK
- **Dissertation Topic**: Assessing the Feasibility of International Branch Campuses: Factors Universities Consider When Establishing Campuses Abroad

**Shira Efron**

- **Ph.D. Date**: September 2015
- **Position**: Associate Policy Researcher, RAND Corporation, Santa Monica, CA
- **Dissertation Topic**: The Use of Unmanned Aerial Systems for Agriculture in Africa: Can It Fly?

**Chaoling Feng**

- **Ph.D. Date**: December 2014
- **Position**: Visiting Research Fellow, Cornell University, Ithaca, NY

**Beth Katz**

- **Ph.D. Date**: September 2015
- **Position**: TBD
- **Dissertation Topic**: District–Union Collaboration on Teacher Evaluation Reforms: Case Studies of Three School Districts in California

**Jeremy Kurz**

- **Ph.D. Date**: September 2015
- **Position**: Special Tactics Officer, United States Air Force, Hurlburt Field, FL
- **Dissertation Topic**: Improving Utilization of and Adherence to Treatment for Post-Traumatic Stress Disorder Among U.S. Servicemembers and Veterans

**Aviva Litovitz**

- **Ph.D. Date**: December 2014
- **Position**: Scientific Portfolio Analyst, National Institutes of Health, Washington, DC
- **Dissertation Topic**: Federal Funding and Academic Productivity: Assessing Policy Levers for Sustainable Energy Researchers
<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
<th>Position</th>
<th>Dissertation Topic</th>
</tr>
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<tbody>
<tr>
<td>Michael McGee</td>
<td>March 2015</td>
<td>Adjunct Professor, Embry-Riddle Aeronautical University, Daytona Beach, FL</td>
<td>Air Transport Pilot Supply and Demand: Current State and Effects of Recent Legislation</td>
</tr>
<tr>
<td>McKay McLaren</td>
<td>December 2014</td>
<td>Pilot Trainee, United States Air Force, Sheppard, TX</td>
<td>Enhancing the Assessment of the Costs and Benefits of International Pilot Training (IPT) Within the U.S. Air Force: Is It Worth It?</td>
</tr>
<tr>
<td>Leslie Mullins</td>
<td>September 2015</td>
<td>Social Science Analyst, U.S. Department of Housing and Urban Development, Washington, DC</td>
<td>Change Talk in a Group Motivational Interviewing Setting and Risk Reduction Among Homeless Young Adults</td>
</tr>
<tr>
<td>Yashodhara Rana</td>
<td>March 2015</td>
<td>Program Officer, Results for Development, Washington, DC</td>
<td>The Role of Social Relationships in the Transmission and Prevention of HIV Among Homeless Youth and Male Sex Workers: Three Essays</td>
</tr>
<tr>
<td>David Schill</td>
<td>September 2015</td>
<td>Program Manager, United States Air Force, El Segundo, CA</td>
<td>Improving Energy Security for Air Force installations</td>
</tr>
<tr>
<td>Adam Singer</td>
<td>June 2015</td>
<td>Medical Student, University of California, Los Angeles School of Medicine, Los Angeles, CA</td>
<td>Go Gentle into That Good Night: The Past, Present, and Future of End-of-Life Care</td>
</tr>
<tr>
<td>Eric Warner</td>
<td>December 2014</td>
<td>Associate Economist, Visa, San Carlos, CA</td>
<td>Patenting and Innovation in China: Incentives, Policy, and Outcomes</td>
</tr>
<tr>
<td>Elizabeth Wilke</td>
<td>March 2015</td>
<td>Economist, Millennium Challenge Corporation, Washington, DC</td>
<td>Three Studies in Conflict</td>
</tr>
<tr>
<td>Henu Zhao</td>
<td>December 2014</td>
<td>Research Programmer, USC Sol Price School of Public Policy, Los Angeles, CA</td>
<td>China’s Health Insurance Reform and Disparities in Health Care Utilization and Costs: A Longitudinal Analysis</td>
</tr>
</tbody>
</table>
ALUMNI HIGHLIGHTS

Pardee RAND alumni work across every sector, position, organization, and policy area imaginable. But among our graduates, there is a common thread: They are using their exceptional skills, passion, and deep knowledge of policy analysis to work to truly be the answer to myriad challenges throughout the world. We are delighted to highlight two alumni working to make a difference, albeit in very different fields. Diana Epstein ('05) is a senior research analyst at the Corporation for National and Community Service. Nick Ramphal ('02) is an associate at Simpson Thacher & Bartlett LLP.

**DIANA EPSTEIN**

**Q** How did your experience at Pardee RAND help you in your career? What role does your education play in your current position?

**DE** Pardee RAND prepared me incredibly well for my first job. Because of my OJT experiences, from day one I was able to lead projects and prepare analysis that was timely, useful, and relevant. In terms of my current position, the faculty at Pardee RAND supported me in picking a dissertation topic—national service—that wasn’t a traditional area of RAND research. Now I’ve come full circle and am back working on national service policy, and I draw on elements of my dissertation research on a regular basis.

**NICK RAMPHAL**

**Q** What do you think is the most critical issue facing the world—and policymakers—today?

**DE** Climate change. It is absolutely critical that we start to rapidly decrease emissions and figure out how communities will adapt to the changing environment. It’s a critical issue because the well-being of our planet and our species is at stake, but it is also a tough problem to tackle because it requires immense global coordination and raises challenging issues of equity and fairness.

**NR** I’m a corporate lawyer and actual policy analysis plays only a small part in my daily life. But RAND, on the whole, made me much smarter, “tightened” my thinking and gave me the confidence to be intellectually fearless when tackling new or complicated issues. Those attributes are tremendously useful in my daily job. RAND, along with a few of the U.S. institutions I’ve been a part of since I graduated, also provided an awe-inspiring lesson as to the rigor, intensity, and quality that forms the fabric of America’s finest institutions and is a constant reminder of why the U.S. remains such a magnet for the best and brightest from all over the world.

**Q** How did your experience at Pardee RAND help you in your career? What role does your education play in your current position?

**NR** I’m always moved by the plight of refugees and immigrants, whether it’s
families crossing the border in Mexico, or the exodus of Syrians to Europe, or North Africans fleeing to Spain and Italy, or other Africans heading to more prosperous or less violent economies within Africa. Over the longer term, it will be a challenge for policymakers in the host countries to assimilate people of foreign cultures and beliefs into what is often a fairly homogenous society that cherishes its own deeply held beliefs. America, of course, leads the world in its ability to assimilate people, but the integration of cultures, while a truly laudable goal, can be quite a challenge for policymakers to get right in practice.

Q How much time did you spend at the beach versus at RAND? What were your favorite beach activities?

DE Our Friday afternoon volleyball games were always a perfect end to the week! I also remember renting surfboards with two of my classmates the weekend after our qualifying exams as a desperate attempt to keep our minds off of the pending results (we all passed). And of course I miss the wonderful sunsets over the Pacific.

NR When I first got to RAND, I remember gushing to a professor at home in South Africa as to how close the beach was. She had studied in the U.S. decades before, and her response was “Don’t get used to it. You won’t be going there much.” And she was right! My first two years at RAND were busy and truly unforgettable, and I made huge strides emotionally, spiritually, and intellectually that I wouldn’t trade for anything (not even a favorite beach activity!).

Q What about Pardee RAND inspires you to give back?

DE I believe that the school is uniquely positioned to train students who will go on and change the world, and I want to do everything I can to help make that happen. I benefited from my teachers, administrators, and classmates at Pardee RAND in innumerable ways, and the least I can do is to give back by volunteering and staying active in the alumni community.

NR Honestly, it was the sheer challenge of the curriculum and getting a doctorate, more than any other single matter, that makes me want to lend a helping hand to anyone going through that process.
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 throughout 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.
Our Newest Members

Susan Fuhrman is president of Teachers College, Columbia University. She is founding director and chair of the management committee of the Consortium for Policy Research in Education; and served as president of the National Academy of Education, to which she was first elected member in 2002, and of which she was named secretary-treasurer in 2005. She previously taught at and served as dean of the University of Pennsylvania Graduate School of Education. Susan received her bachelor’s and master’s in history from Northwestern University, and her doctorate in political science and education from Teachers College, Columbia University.

Patrick Geraghty is chairman of the board of directors and CEO of GuideWell Mutual Holding Corporation, Florida Blue and GuideWell Group, Inc. GuideWell is an $11 billion mutual insurance holding company and is a family of forward-thinking companies focused on transforming health care. Previously, Pat served as chairman and CEO of Blue Cross and Blue Shield of Minnesota (BCBSMN). He is a member of United Way’s board of trustees and led the 2014 United Way Campaign for northeast Florida. Among Pat’s many awards: the American Values Award for his outstanding leadership and commitment to the community from the North Florida Council Boy Scouts of America; the Jefferson Award for Public Service from BCBSMN; the Ultimate CEO Award from Jacksonville Business Journal; the Voice of Equality Award by Equality Florida; the Seven Seals Award, which is the highest civilian honor in support of the National Guard and the Reserves; and the Gold Standard from the CEOs Roundtable in support of the American Cancer Society.

Soledad O’Brien is founder and CEO of Starfish Media Group, a media production and distribution company. Through Starfish Media, she reports for HBO’s Real Sports with Bryant Gumbel, hosts the National Geographic Bee, and produces reports and documentaries for CNN, Al Jazeera, and NBC. She previously reported for CNN, anchoring American Morning, Starting Point, and the CNN Presents and In America documentaries. She has also anchored NBC’s Weekend Today and MSNBC’s The Site and reported for NBC Nightly News. She is the author of The Next Big Story and Latino in America. Soledad has won numerous awards during her more than 20-year career as a journalist, including two George Foster Peabody Awards and three Emmys. The NAACP honored her with its President’s Award for her humanitarian efforts and journalistic excellence. She is a distinguished fellow at Harvard University. With her husband, she created the Soledad O’Brien & Brad Raymond Starfish Foundation to help disadvantaged young women get to and through college. She became a trustee at the RAND Corporation in April 2015.
Ira Krinsky served as career services advisor from 2010 through March 2015. Under Ira’s leadership, the Office of Career Development offered individualized career planning and mentoring, a range of career development resources, and activities to build awareness of the many career options available to students through the student-led Career Services Advisory Committee (CSAC). During Ira’s tenure, Career Services established important relationships with a wide variety of employers including the California Legislative Analyst’s Office, the Centers for Disease Control and Prevention, Northrop Grumman, the European Commission, Corporate Executive Board, the Boston Consulting Group, Harvard Center for Education Policy, The World Bank, and the United Nations Development Programme. We thank Ira for his service, and wish him well in his new pursuits.

Kathryn Dunst assumed the role of career services advisor in March and has been working with the Career Services staff and CSAC to take our programming to the next level. Prior to joining Pardee RAND, Kathryn worked across government, private industry, and the not-for-profit sectors where she gained in-depth experience in talent management, recruitment, and business development.

Kristina Wallace, career services program coordinator, has been a key member of the team for the last six years, taking the lead in communications, alumni relationships, and building and coordinating important career services programming. Kristina worked in the corporate sector before joining Pardee RAND.

Rounding out the team is Adriane Reams, who joined in October 2014 as administrative assistant. Adriane has a background in public relations, having worked for the Texas Historical Commission in Austin, Texas, for five years. She most recently served as a freelance editor in Belo Horizonte, Brazil.

Current CSAC members are Julia Pollak, Mollie Rudnick, Carlos Gutierrez, Melissa Felician, Bill Geifeld, and Meg Chamberlin.

In 2015, we were delighted to have nine alumni return to speak to our students: Yilmaz Arguden (ARGE Consulting), Evan Bloom (Capital One Labs), Bobby Dubois (National Pharmaceutical Council), Mike Dardia (Citizens Budget Commission), Brooke Stearns Lawson (USAID), Gustav Lindstrom (Geneva Centre for Security Policy), Joe Nation (Stanford Institute for Economic Policy Research), Liz Wilke (Millennium Challenge Corporation), and Anna-Marie Vilamovska (Department of Science and Education for the Republic of Bulgaria).

We also sponsored employer visits with the Legislative Analyst’s Office, First Five LA, the European Bank for Reconstruction and Development, and the Lawrence Livermore National Laboratory, and a talk on careers in big data with RAND researchers John Davis and Zev Winkelman. Also, in conjunction with the Los Angeles Policy Symposium, Career Services and CSAC hosted a mini-career fair including The World Bank Group, United Nations Development Programme, and others. Student/alumni mixers in the fall and spring were also a big hit.

Finally, Career Services offered a two-part skills workshop series on Building Effective Presentations and plans to provide new training geared to help students develop skills to secure meaningful employment upon graduation and throughout their careers. New topics slated for the 2015–2016 academic year include Defining Yourself and Your Accomplishments, How to Build a Social Media Profile, Fundamentals of Creating an Elevator Pitch, and Business Etiquette and Social Communications.
Staff

Susan L. Marquis  Dean
Rachel Swanger  Associate Dean
Gery Ryan  Assistant Dean for Academic Affairs
Stefanie Howard  Assistant Dean, Admissions and Strategic Initiatives
Susan Arick  Administrative Assistant
Maggie Clay  Financial Aid and Budget Administrator, International Student Advisor
Kathryn Dunst  Career Services Advisor
Evelyn Fees  Associate Director of Development
Brianna Gauff  Administrative Assistant, Development
Maura Krah  Director of Development
Mary Parker  Registrar
Jennifer Prim  Executive Assistant to the Dean
Meagan Ramirez  Web Design Project Manager
Adriane Reams  Administrative Assistant
Kristina Wallace  Program Coordinator
OJT Brokers

The OJT Brokers conduct outreach with RAND’s research divisions. Their efforts are instrumental in linking students with researchers to establish mutually beneficial on-the-job training (OJT). The Brokers for the past year were Amanda Edelman (RAND Education); Marlon Graf (RAND Labor and Population); Therese Jones and Jonathan Wong (defense-related programs and international projects); Jodi Liu (RAND Health); and Edmundo Molina-Perez (RAND Justice, Infrastructure, and Environment).

OJT BROKERS
IN 2014–2015, BROKERS
administered surveys gauging the nature and quality of work students receive, and on skills, interests, and professional experiences to help better match students and researchers
organized events such as
panels with RAND researchers on dissertation funding and networking
a speed networking event with RAND researchers
RAND-wide coffee hours to increase interactions among staff and students
preterm policy seminars with RAND researchers.
The Coordinating Committee (CoCom) forms a vital link between the student body and the graduate school’s administration. Through the various events they oversee, their involvement in arranging workshops, and their attendance at key meetings, CoCom is the backbone that supports cohesion among Pardee RAND students, faculty, and staff.

Representatives are elected from each cohort in the fall and serve through the entire academic year. Members from academic year 2014–2015 were Andrew Cady, Lauren Kendrick, Zhimin Mao, Julia Pollak, and Timothy Smith. Claire O’Hanlon was the Faculty Committee on Curriculum and Appointment representative.

**CoCom among this year’s highlights, CoCom**
- Hosted monthly events and finals-week breakfasts to create a sense of community among students
- Organized a student cooking competition, movie night, and barbecue at Mother’s Beach
- Hosted quarterly student–faculty lunches to bring students and faculty together
- Initiated monthly coffee hours, in coordination with the OJT Brokers
- Compiled answers from the previous year’s qualifying exams to facilitate exam studying
- Funded and coordinated a Python workshop and an ArcGIS workshop in response to requests from the student body.

**Student Mentors**

Incoming students at Pardee RAND are paired with volunteer peer mentors who serve as a resource throughout their first year. Most students are matched with upperclassmen based on their interests, backgrounds, or experiences to help create a meaningful bond. Mentors provide advice on courses, preparing for qualifying exams, finding OJT, living in Los Angeles, and much more. Meg Chamberlin, cohort ’14, noted, “I’ve had a great experience with the Pardee RAND student mentorship program. My mentor helped me adjust to and find balance between the demands of OJT and the first-year academic program. Overall, her example inspired me to become a mentor myself in the second year.”

**STUDENT MENTORS**

**Ways they assist new students include**
- Informal coffee breaks and lunches to discuss OJT, courses, and preparing for qualifying exams
- Tutorials on navigating the RAND intranet to make OJT connections and utilize all RAND resources.
EVENT HIGHLIGHTS

The Year of the Wolf

Founding dean and current professor Charles Wolf, Jr. joined RAND in June 1955—making 2015 his 60th anniversary with the organization. He’s the first RANDite to hold this distinction.

At a special tribute lunch in June, RAND’s president and CEO, Michael Rich, spoke about Wolf’s six-decade career at RAND. Wolf’s research has focused largely on economic development, particularly in Asia; the economics of communist systems and their later transitions to market-oriented societies; foreign aid and security assistance; and burden-sharing among allies. He headed the Economics Department at RAND from 1967 to 1981, hiring and nurturing new talent at a time when RAND was greatly expanding its research on domestic policy. And, in 1970, when RAND embarked on a new experiment to launch a graduate school in policy analysis, he took on the challenge and became the founding dean, a role in which he excelled for nearly 30 years.

Wolf also holds the Distinguished Chair in International Economics and serves as senior economic adviser at RAND. This year, RAND published a tribute book—Charles Wolf, Jr.: Sixty Years as a Scholar and Leader—containing reflections by his friends, colleagues, and students, including Nobelist Thomas Schelling and Pardee RAND alums Arthur C. Brooks, Eric Larson, Doachi Tong, and Hui Wang.

Summer Faculty Workshop

In July 2015, Pardee RAND held its third annual Summer Faculty Workshop in Policy Research and Analysis, hosting twelve select faculty members from colleges and universities serving highly diverse student bodies for an intensive, weeklong experience.

As with past workshops, faculty participants represented a wide array of academic disciplines including law, medicine, architecture, social work, political science, and engineering. Four universities have sent faculty participants each year: Xavier University of Louisiana, University of Alabama at Huntsville, Florida International University, and Charles Drew University. This year, we had four first-timers: University of Illinois at Chicago, Louisiana State University, Utah State University, and California State University at San Bernardino.

Workshop sessions included Building Public Policy into the Curriculum; Engaging and Mentoring in the Field of Public Policy; Examining Community Research in Action; and a session called Learning from Alumni, in which three program alumni returned to share how they are implementing their policy research and bringing public policy analysis into their classrooms.

In his keynote address, “A New Approach to Diversifying the Medical Profession Through Community Engagement and Outreach,” Dr. Pedro José “Joe” Greer—a RAND trustee and chair of the Pardee RAND Board of Governors—shared his experience delivering medical care to underserved communities in Miami, training medical students through a community-based approach, and attracting and retaining a diverse student body.
International Development Speaker Series (IDSS)

The IDSS had another successful year, bringing a number of high-profile speakers to Pardee RAND. Here are select highlights.

- Rose Shuman and Mita Paramita, founders of Question Box, a nonprofit whose mission is to help development programs better serve the world’s most vulnerable and marginalized populations—people most in need of information and services but left behind by the digital revolution.

- Julius Gatune, Pardee RAND alumnus and researcher at the African Center for Economic Transformation, on food security in Africa.

- Alejandro Poiré, former Minister of the Interior in Mexico, on the negative impacts the 2013 political reforms in Mexico have had on money supervision and the campaign finance system.

- Asim Khwaja, professor at Harvard, on the obstacles faced by low-cost private schools in low-income countries—and specifically, the effects of unconditional cash grants to private schools in rural Pakistan.

- Barry Kolodkin, from the European Bank for Reconstruction and Development, on how improvements in climate investment help to advance economic development in emerging markets and stimulate growth.

- Paul Niehaus, professor at the University of California at San Diego, on the performance of GiveDirectly, a program to send money directly to the extreme poor.

- Rajeev Gowda, Member of the Upper House in India, on how corruption influences elections and policymaking in India.

Air Force Fellows Promotion

Every cohort is familiar with the “Air Force guys” in their midst, but few students are familiar with their profession as military officers. So we welcomed the opportunity in May 2015 to celebrate the promotion of Mick Powell, Tim Smith, and Steve Trochlil from second to first lieutenant. The ceremony was an enlightening experience for the faculty, researchers, and students who attended.

Support for Student Travel

Participation in Conferences

More than $11,600 supported 17 students who presented papers and posters, served as panelists, and participated in special training workshops. These opportunities promote the school’s programs and provide students with ways to present and advance their research. Notable conferences at which student work was showcased include the Association for Public Policy Analysis and Management, the European Student Conference at Yale University, and the annual meeting of the Robert Wood Johnson Foundation’s Healthy Eating Research program.

On-the-Job Training/Dissertation Travel

More than $12,000 was awarded to 17 students to visit other RAND offices and connect with researchers. These visits are vital to expanding and developing OJT relationships and often provide students with invaluable experience to participate in client meetings and network with dissertation committee members. In 2015, students met with at least 30 unique researchers during trips to RAND offices in Washington, D.C., Pittsburgh, Boston, and Cambridge, UK. Highlights of students’ trips include briefing the Pentagon on project work and a presentation to the United Nations Committee on the Peaceful Uses of Outer Space in Vienna, Austria.
Faculty Profile: Philip Armour

New core faculty member Philip Armour boasts numerous hobbies—from home brewing to making his own cheese. His ability to meld his passions and research interests were showcased in an October 2015 talk he gave on climate change and wine economics at a RANDNext fundraising event.

Philip is not only a new addition to the faculty, but also to RAND, which he joined after earning his doctorate in economics from Cornell University in 2014. While at Cornell, he served as a summer associate for the Congressional Budget Office, helping to assemble their Social Security Budget Options document and researching the changing ways that households mix employment and food stamp receipt. He previously worked on tax, education, and retirement policy at the Federal Reserve Bank of San Francisco.

Within his first three weeks at RAND, he was interacting with Pardee RAND students when he guest-taught several classes of the Public Finance elective that focused on the U.S. Social Security system. “This was my first taste of how policy motivated Pardee RAND students are,” Philip recalls. “Although the class size of this elective course was small, I found the students’ questions to be trenchant and motivated by practical research questions.”

Philip recently began teaching Microeconomics II, a requirement for first-year students.

New Courses

To ensure that our students have access to the latest policy analysis tools and are tuned in to the most pressing public policy challenges, we continually add new courses and bring new faculty into our classrooms. During 2014–2015, we offered eight new electives. Of the eleven faculty members who taught these courses, seven had not taught at Pardee RAND before.

Analyzing Text with Computers
Bill Marcellino (policy analysis) led this course on analyzing very large volumes of text.

Criminology and Public Policy
This introduction to the criminal justice system, criminological methods, and criminal justice policy was taught by Jessica Saunders (policy analysis).

Cyber 101: Fundamental Concepts of Security and Risks in Cyberspace
Taught by Lily Ablon (engineering) and Josh Baron (engineering), this course explored fundamental concepts surrounding the technology and policy aspects of cyber: what it is, and what you can do in, through, and with it.

Cyberwar
Taught by Martin Libicki (engineering), this course examined the uses and abuses of cyberwar and cyberspace policy, covering the basics of systems attack, information system security, infrastructure protection, cyber operations, and more.

Environmental and Natural Resource Economics
Taught by Craig Bond (economics), Nicholas Burger (economics), and Shanthi Nataraj (economics), this course focused on the economic theory and methods relevant to analyzing policy choices related to externalities, public goods, and non-renewable and renewable resources in the context of the coupled human/natural system under alternative property rights, biological, and technology regimes.

Smart Markets and Combinatorial Auctions
Taught by John Raffensperger (operations research), this course offered an overview of the exciting new field of smart markets, while exploring some relationships between operations research and economics.

Understanding Terrorism
Taught by Angel Rabasa (political science), this course explored radicalization and terrorism; counterradicalization and counterterrorism strategies; and the factors and conditions that lead to the disengagement of militants.

The U.S. Defense Budget in International Security and Domestic Politics
Taught by Stephanie Young (political science), this course provided a brief overview of the budget as policy—both as a reflection/determinate of grand strategy and as a product of delicate political negotiation among U.S. institutions with unique responsibilities and incentives.
Recognition

Brien Alkire received the Outstanding Performer award from the United States Air Force for his work on the Unified Engagement Wargame.

Craig Bond received RAND’s Spotlight Award for Innovation for novel application of choice experiment methods to Army research on unit readiness and strategic trade-offs.

James Bruce and Gery Ryan (with Sina Beaghley, George Jameson, Aaron Frank, and Brian Gordon) received RAND’s 6th annual Gritton Award for Innovation in Defense and National Security for their project on Adapting the Secrecy Paradigm for the Future Information Environment.

Prospect, which bills itself as “the leading magazine of ideas,” named RAND runner-up for the Think Tank of the Year for research led by Lois Davis and Robert Bozick on correctional education and prisoner rehabilitation.

Laura Hamilton was named Outstanding Reviewer by the American Educational Research Journal.

Emmett Keeler was selected to serve on a National Research Council Committee to look at the state of molybdenum-99 production and progress toward eliminating the use of highly enriched uranium.

Lou Mariano was named Outstanding Reviewer for his service on the Journal of Educational and Behavioral Statistics and Educational Researcher.

Bill Marcellino (with Zev Winkelman) won RAND’s Spotlight Award for Innovation for their work in developing RAND-Lex, an innovative text analytic tool for mining very large textual data sets.

The International Center of Mental Health Policy and Economics awarded Roland Sturm (with Deborah Cohen) the Willard Manning Award in Mental Health Policy and Economics Research for their article on mental health and proximity to urban parks. In addition, Roland’s work with alumnus Ruopeng An ('08) was featured in several news outlets including National Public Radio and The Atlantic. Their work highlights the fact that the U.S. obesity epidemic is affecting all segments of the nation’s population.

Joan Tucker was named president-elect of the Western Psychological Association.
Harold Brown, the former U.S. Secretary of Defense, president of the California Institute of Technology, director of the Lawrence Livermore National Laboratory, and RAND trustee, and his wife, Colene, have made a gift to establish the Harold and Colene Brown Faculty Chair at Pardee RAND.

The chair will enable exceptional RAND researchers and faculty to be in residence at the school each year, allowing them to work on independent research and provide mentorship and guidance to students.

RAND president and CEO Michael Rich announced the gift on Veterans Day at One Night with RAND, a fundraising event with leaders in business, philanthropy, government, academia, and media, discussing America’s role in the world.

The event featured a salute to Harold Brown and his career, which includes a 60-year affiliation with RAND first as a client, and then as a trustee and a philanthropist. Many of his friends and colleagues contributed gifts to RAND in his honor. The lead donor for the tribute was Warburg Pincus, where he served as a managing director and senior advisor. Committee members included President Jimmy Carter, former National Security Advisor Zbigniew Brzezinski, former Secretary of the Navy Richard Danzig, former Undersecretary of Defense Paul Kaminski, former Secretary of Defense William Perry, former Secretary of the Air Force and former president of RAND Donald Rice, and former president of RAND James Thomson.

In announcing the gift, Rich said, “Harold has been critical to the growth of our graduate school. This chair will rotate between RAND researchers to allow them to be in residence at Pardee RAND, providing student mentorship while infusing innovative thinking that will inspire students to take on the most complex policy problems.”

Harold and Colene have already established a faculty fellowship, allowing RAND researchers to work with students on critical policy issues.

“With this additional gift,” said Susan Marquis, dean of the graduate school, “we will be able to provide substantial and transformative support to Pardee RAND faculty, significantly bringing together the intellectual and academic freedom offered by the school with the vast talent and critical mission of RAND.”

Elaborating on why he has invested in Pardee RAND, he said, “RAND has for nearly seven decades been the gold standard in public policy research and analysis. The Pardee RAND Graduate School has rapidly achieved a similar status among graduate schools that educate the next generation of policy analysts and produce academic research. Colene and I are delighted to enable the school to use the skills and experience of RAND researchers more flexibly in the school’s educational process.”

Harold and Colene Brown Faculty Fellows

Thanks to the generosity of Harold and Colene Brown, flexible funding is offered to three outstanding Pardee RAND faculty to spend up to one month at the campus in Santa Monica to interact with students and pursue independent research on a topic of their choosing.

This year’s recipients were Dave Baiocchi, Aimee Curtright, and Beau Kilmer.

During his time here, Dave Baiocchi met with students to learn about the policy problem or research area that led them to pursue a Ph.D. at Pardee RAND. His intensive interviews have made him a resource for researchers trying to find students for their projects and also prepared him to serve as a Dissertation Workshop leader in October 2015.

Aimee Curtright, building on her work in the area of energy and technology policy, led a series of workshops on the topic of hydraulic fracturing (i.e., fracking).

Beau Kilmer focused on updating his 2012 book, Marijuana Legalization: What Everyone Needs to Know (Oxford University Press)—a nonpartisan primer on the subject published before nonmedical marijuana was legal anywhere—and on introducing students to new forms of engaging with policymakers, such as Twitter and other social media.

Students welcomed the opportunity for one-on-one interactions with the visiting faculty and enjoyed having them located in the Pardee RAND wing, and suggested inviting more than three faculty members per year, funding permitting.
Spotlight Awards

Spotlight Awards recognize special, one-time contributions in support of RAND projects and operations. The following students were recognized in 2015:

Daniel Basco, for securing significant National Science Foundation funding for a research project being conducted in RAND Science, Technology, and Policy, a new program within RAND Justice, Infrastructure, and Environment.

Andriy Bega, for his work for a Ukraine Investment Alliance–funded project on Ukrainian national security sector reform.

Meg Chamberlin, for her work on the National Health Security Strategy for the U.S. Department of Health and Human Services.

Marlon Graf, in recognition of his leadership on several critical, high-profile tasks of strategic importance to RAND Labor and Population and his service as a highly effective OJT broker for that research unit.

Zhimin Mao, for her exemplary, beyond-the-call-of-duty service on RAND’s Quality of Life Indicators project for the Guangdong Provincial Department of Housing and Urban-Rural Development.

Cameron Wright, for his efforts supporting an innovative RAND–private sector joint venture in India to produce the country’s first objective rankings of approximately 1,000 engineering colleges.

Mikhael Zaydman, for his efforts supporting the Law Enforcement Futuring Workshop.

In addition, the following were recognized for their service on various committees:

Students Andrew Cady, Lauren Kendrick, Claire O’Hanlon, Zhimin Mao, and Tim Smith for their service on the Student Coordinating Committee (CoCom).

Students Claire O’Hanlon and Prodyumna Goutam for their service as members of the Faculty Committee on Curriculum and Appointments (FCCA).

Students Phuong Giang Nguyen, Yan Wang, Carlos Gutierrez, and Melissa Felician for their service in the planning and implementation of the 2015 Los Angeles Policy Symposium.

Students Gursel Aliyev and Prodyumna Goutam for their service as teaching assistants.

Staff member Adriane Reams for her outstanding administration of Innovation Month to support the Emerging Policy Research and Methods (EPRM) program, which supports innovation at RAND and Pardee RAND.
Medal Awards

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

**INNOVATION**

This year, a specially designated Innovation Medal Award recognized a particularly inspiring example of initiative and forward thinking. Faculty member Angela O’Mahoney and Elizabeth Bodine-Baron were honored for their Silver Award-winning project on advancing RAND’s capabilities in the use of social media platforms for policy research. This project is helping to develop best practices for the research community’s use of social media data.

Several other members of the Pardee RAND faculty, listed below, were among this year’s Medal Award recipients.

**SILVER**

Lois Davis (with Robert Bozick), for a four-year Bureau of Justice Assistance project assessing the effectiveness of correctional education in the United States.

Regina Shih, for the creation of a blueprint to guide long-term care policy efforts after the release of RAND’s highly visible article on the costs of dementia in the United States and her efforts to raise the profile of this work.

**BRONZE**

Laura Hamilton, for activities beyond her research and publications that have elevated RAND’s profile in the field of education research.

**Hank Green** (with David Kennedy and Ryan Brown), for developing EgoWeb 2.0, thereby raising RAND’s profile in the area of social network analysis. EgoWeb 2.0 builds on prior work, and is an innovative, cutting-edge tool that has begun to revolutionize how social network analysis is conducted.

**Beau Kilmer**, for sustaining RAND’s imprint on the policy and societal debate on marijuana legalization. Beau capitalized on a unique opportunity when the state of Vermont passed a law requiring a study of possible taxing systems for the sale of marijuana and any savings or costs to the state that would result from regulating marijuana.

**Nelson Lim**, for innovative research on the productivity and location of Reserve Officers’ Training Corps (ROTC) programs. At a time of fiscal constraints and shifts in student populations, Nelson developed two strategic, interactive planning tools for the U.S. Army to help it improve evaluation and oversight of ROTC.

**Bruce Orvis**, for helping to implement new force structure policies by improving U.S. Army Special Forces selection and remediating attrition, which both helps the Army better prepare for its most likely missions and frees up scarce resources for other needs.

**Don Snyder**, for research that called the Air Force’s attention to serious deficiencies in the cybersecurity of weapon systems and for developing a set of recommendations to address those problems.

**Joan Tucker**, for her efforts in addressing HIV, mental health, substance use, and other risk factors among homeless youth and adults.

**Other Recognition**

Faculty member James Bruce received the Gene Gritton Award for Innovation in Defense and National Security for a project proposal entitled “Adapting the Secrecy Paradigm for the Future Information Environment.” A key member of his research team is student Brian Gordon.

The journal Preventing Chronic Disease named “Neighborhood Food Environment, Diet, and Obesity Among Los Angeles County Adults, 2011” winner of the 2015 Student Research Paper contest. Student Nelly Mejia was the article’s lead author. The Los Angeles Times ran a story about the research in September 2015.

Alumnus Julius Gatune (cohort ’01) of the African Centre for Economic Transformation (ACET) and student Michele Abbott were featured on NTV-Uganda, for their work exploring whether it is possible to bring the traditional grains of millet and sorghum back to the Ugandan dinner table by improving their image and popularity through a nationwide recipe contest. This project is funded by the Pardee Initiative on Global Human Progress.
**2014–2015 PARDEE RAND DISSERTATION AWARDS**

Through the generosity of board members and additional friends, the Pardee RAND Graduate School was able to confer 26 dissertation awards totaling $358,250.

<table>
<thead>
<tr>
<th>John M. Cazier Award in Sustainability ($46,500)</th>
<th>The JL Foundation Awards (via Jim Lovelace) ($74,700)</th>
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<tbody>
<tr>
<td>$6,500 to Aviva Litovitz for her work on Impact of Federal Funding on the Productivity of Sustainable Energy Researchers (Committee: Paul Heaton, Chair; Jim Hosek, Constantine Samaras)</td>
<td>$24,900 to Nelly Mejia for her work on The Effects of Cash Transfers and Dietary Choice on the Obesity of the Poor (Committee: Emma Aguila, Chair; Krishna Kumar)</td>
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<tr>
<td>$20,000 to Katie Loa for her work on Assessing Climate Change Heat Wave Impacts on Peak Energy Consumption and Grid Vulnerability in Los Angeles (Committee: Steven Popper, Chair)</td>
<td>$24,900 to Leslie Mullins for her work on Change Talk in Group Motivation Interviewing Settings and Risk Reduction Among Homeless Youth (Committee: Joan Tucker, Chair; Katie DeRose, Lisa Blakely)</td>
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<td>$20,000 to Tobi Oluwatola for his work on Let There Be Light: Reducing Energy Poverty in India in the Face of Climate Change (Committee: Aimee Curtright, Chair; Rafiq Doissani)</td>
<td>$24,900 to Nono Ayivi-Guedehoussou for her work on Maternal Deaths: Understanding the Beninese Paradox (Committee: Gery Ryan, Chair; Lisa Meredith, Jeremy Miles)</td>
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<tr>
<th>The Nancy and Dana G. Mead Dissertation Awards ($23,750)</th>
<th>The Pardee Dissertation Awards for Global Human Progress ($40,000)</th>
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<tr>
<td>$5,700 to Yasho 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)</td>
<td>$10,000 to Ujwal Kharel for his work on Workers’ Compensation for Low-Skilled Migrant Workers in Gulf Cooperation Council Countries (Committee: Louay Constant, Chair; Shanthi Nataraj, Seth Seabury)</td>
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<tr>
<td>$5,700 to Ning Fu for her work on Hospital Readmission Rates: Do Medical Groups and Insurance Plan Matter? (Committee: Glenn Melnick, Chair; Kathleen Mullen, Emmett Keeler)</td>
<td>$10,000 to Abdul Tariq for his work on New Approaches to Economic Growth (Committee: Jim Hosek, Chair; Titus Galama, Krishna Kumar)</td>
</tr>
<tr>
<td></td>
<td>$20,000 to Sung-Bou Kim for his work on Impact of Trade on Labor Market Outcomes and Human Capital Development in Newly Industrialized and Developing Countries (Committee: Shanthi Nataraj, Chair; Howard Shatz, Francisco Perez-Arce)</td>
</tr>
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The Eugene and Maxine Rosenfeld Dissertation Awards ($25,000)

$10,000 to Htay Wah for his work on Panel Dynamics of Private Enterprises in Myanmar (Committee: Arie Kapteyn, Chair)

$15,000 to Abdul Tariq for his work on New Approaches to Economic Growth (Committee: Jim Hosek, Chair; Titus Galama, Krishna Kumar)

The Anne and James Rothenberg Dissertation Awards ($70,000)

$5,000 to Olena Bogdan for her work on Regional Economic Growth and International Capital Flows: Case of Ukraine (Committee: Charles Wolf, Chair; Jim Hosek, Stephen Larrabee)

$10,000 to Jose Castillo for his work on Labor Supply and Health Effects of Pension Reforms (Committee: David Powell, Chair)

$10,000 to Marlon Graf for his work on Should Universities Act as Entrepreneurs? (Committee: Rafiq Dossani, Chair; Trey Miller, Martin Kenney)

$10,000 to Mollie Rudnick for her work on Helping Districts Hire Better Teachers: A Case Study Evaluating the Effectiveness of a District’s Teacher Hiring Practices (Committee: Matt Lewis, Chair; Jennifer Steele, Laura Hamilton)

$10,000 to Adam Singer for his work on Problems, Opportunities, and Improvement in End-of-Life Care (Committee: Karl Lorenz, Chair; Joan Teno, Daniella Meeker)

$25,000 to Clinton Saloga for his work on To Provide Medication or Recreation: What Factors Affect the Decisions of Marijuana Cultivation Businesses in Colorado? (Committee: Rosalie Pacula, Chair; Priscillia Hunt, Angela Hawken)

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

$5,000 to Mikhail Zaydman for his work on Cost Containment Innovation in the American Health Care System (Committee: Emmett Keeler, Chair; Peter Hussey)

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

$15,000 to Melody Harvey for her work on Financial Choice Among Financially Independent College Students (Committee: Katie Carman, Chair; Trey Miller, Jeremy Burke)

$15,000 to Jessica Yeats on Tuberculosis Among the Homeless and Other High-Risk Populations in Los Angeles County (Committee: Shanthi Nataraj, Chair; Emmett Keeler, Ricardo Basurto-Davila)

The Susan Way-Smith Memorial Dissertation Grant in Education ($11,000)

$11,000 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 ($20,900)

$20,900 to Anne Boustead for her work on The Regulation of Electronic Surveillance and Privacy (Committee: Ed Balkovich, Chair; James Anderson, Sasha Romanosky)
DEAN’S LEADERSHIP CIRCLE

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  
Carol A. and David K. Richards  
Anne and James F. Rothenberg  
Henry S. Rowen  
Douglas J. Smith  
Jerry I. Speyer  
David I. J. Wang  
Jeffrey Wasserman  
Roberta Weintraub

A Conversation with Alejandro “Alex” Wolff
Former ambassador, career diplomat, and longtime student of foreign affairs Alex Wolff spoke at the first of several roundtable breakfasts this year. Ambassador Wolff, who joined Pardee RAND as a visiting faculty fellow, shared his unique perspective on how the nature of international relations has been transformed over the past three decades with the rise of networks, nonstate actors, and the shifting international landscape.

During his 33-year career at the State Department, he served as U.S. Ambassador to Chile (2010–2013); Ambassador and Deputy Permanent U.S. Representative to the United Nations (2005–2010); executive assistant to secretaries Madeleine Albright and Colin Powell; and enjoyed postings in France, Cyprus, Belgium, Morocco, and the Office of Soviet Union Affairs.

A Conversation About California’s Drought
Tim Quinn and Thomas Chesnutt led an engaging discussion about water policy. Tim is executive director of the Association of California Water Agencies (ACWA), a statewide association whose 450 local public water agency members are responsible for roughly 90 percent of the water delivered in California. He has more than 25 years of experience managing California’s critical water supply. Prior to joining ACWA, he served as deputy general manager of the Metropolitan Water District of Southern California. And from 1975 to 1985, during another period of drought, he worked at RAND, specializing in research on natural resources and environmental policy issues. Thomas, a Pardee RAND alum, is president of A & N Technical Services, a national consulting firm specializing in empirical policy analysis applied to water resources and water efficiency programs.

A Conversation with Michael Rich and Mickey Kantor
Members of the Pardee RAND Board of Governors and Dean’s Leadership Circle joined RAND’s president and CEO, Michael Rich, for a roundtable discussion with Mickey Kantor, U.S. Secretary of Commerce (1996–1997) and U.S. Trade Representative (1993–1996), about the future of Los Angeles. In 2013, the Los Angeles City Council engaged Mickey Kantor to establish an independent, private commission to review how to grow the city’s economy and jobs, attract business investment and industry, and create fiscal stability. He brought together a diverse group of civic leaders from labor, business, government, academia, and the nonprofit world to form the Los Angeles 2020 Commission, which he cochaired. The group ultimately issued two reports—one laying out the challenges facing the city; one proposing solutions. The commission warned that, without action, L.A. risked becoming “a city left behind in the 21st century.” Of the 13 recommendations to “put the city on a path to fiscal stability,” two have been adopted—changing the election schedule and raising the minimum wage.
FY15 Funds: Sources

In fiscal year 2015, tuition continued to be the single largest source of funding for the Pardee RAND Graduate School, covering 49 percent of the school’s operations. It was another strong year for philanthropic giving, with unrestricted gifts alone supporting 13 percent of the school’s activities.

FY15 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.
FY15 Student Work on RAND Projects

In FY15, RAND Health continued to provide the single largest source of funding for student project work, followed by the RAND National Security Research Division and RAND Project AIR FORCE.

FY15 Endowment

Growth in the endowment continued to be strong in all areas of focus—surpassing $30 million for the second year in a row.
During the past year, Pardee RAND students made a significant contribution to RAND research as authors or coauthors in more than 75 RAND reports and journals. Highlights below show the breadth of their work.

**Publications**

**Shmuel Abramzon**
*An Assessment of the Present and Future Labor Market in the Kurdistan Region—Iraq: Implications for Policies to Increase Private-Sector Employment (Arabic-language version),* RAND Corporation

**Gursel Aliyev and Jacqueline Du Bois**

**Aziza Arifkhanova**
*The Impact of Full Practice Authority for Nurse Practitioners and Other Advanced Practice Registered Nurses in Ohio,* RAND Corporation

**Anne Boustead**
*Home Health Care for California’s Injured Workers: Options for Implementing a Fee Schedule,* RAND Corporation

**John Caloyeras**
*“Emergency Physician Perceptions of Medically Unnecessary Advanced Diagnostic Imaging,”* Academic Emergency Medicine

**Workplace Wellness Programs: Services Offered, Participation, and Incentives,* RAND Corporation

**John Caloyeras and Benjamin Batorsky**
*Incentives for Workplace Wellness Programs: They Increase Employee Participation, but Building a Better Program Is Just as Effective,* RAND Corporation

**Margaret Chamberlin and Shira Efron**

**Sarah Evans**

**Bill Gelfand and Shira Efron**

**Brian Gordon**
*What Works Best When Building Partner Capacity in Challenging Contexts?* RAND Corporation

**Marlon Graf**
*Individual Empowerment: Global Societal Trends to 2030: Thematic Report 3,* RAND Corporation

**Fernando Hoces de la Guardia**
*“Better-Than-Average and Worse-Than-Average Hospitals May Not Significantly Differ from Average Hospitals: An Analysis of Medicare Hospital Compare Ratings,”* BMJ Quality and Safety

**Carlos Gutierrez**
*Human Resource Practices for Labor Inspectorates in Developing Countries,* RAND Corporation

**Nicole Schmidt Hackbarth**
*“Emotional Exhaustion in Primary Care During Early Implementation of the VA’s Medical Home Transformation: Patient-Align Care Team (PACT),”* Medical Care

**Abigail Haddad**
*Diversity Outreach and Recruiting Event Site Selection (DRESS),* RAND Corporation

**Melody Harvey**
*Barriers to Enrollment in Health Coverage in Colorado,* RAND Corporation

**Christina Y. Huang**
*“Project JOINTS: What Factors Affect Bundle Adoption in a Voluntary Quality Improvement Campaign?”* BMJ Quality and Safety
Jeremy Kurz

Michael McGee
Enhanced Army Airborne Forces: A New Joint Operational Capability, RAND Corporation

Nelly Mejia

Edmundo Molina-Perez
Developing Robust Strategies for Climate Change and Other Risks: A Water Utility Framework, RAND Corporation

Ashley N. Muchow
"Doctor of Nursing Practice by 2015: An Examination of Nursing Schools’ Decisions to Offer a Doctor of Nursing Practice Degree," Nursing Outlook

"Motivation to Quit and Interest in Cessation Treatment Among Homeless Youth Smokers," Nicotine & Tobacco Research

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

Adeyemi Okunogbe
"A Cost-Effectiveness Analysis of Community Health Workers in Mozambique," Journal of Primary Care and Community Health

"The Impact of Tobacco Taxes on Mortality in the USA, 1970–2005," Tobacco Control

Oluwatobi A. Oluwatola

Julia Poljak
The Likely Effects of Price Increases on Commissary Patronage: A Review of the Literature, RAND Corporation

Specialty Payment Model Opportunities and Assessment: Oncology Simulation Report, RAND Corporation

Anna Psiaki and Gursel Aliyev
Foreign Financing of Islamic Institutions in the Netherlands: A Study to Assess the Feasibility of Conducting a Comprehensive Analysis, RAND Corporation

Yashodhara Rana
"Understanding Condom Use Decision Making Among Homeless Youth Using Event-Level Data," Journal of Sex Research

Mollie Rudnick
An Assessment of Fiscal Year 2013 Beyond Yellow Ribbon Programs, RAND Corporation

Faith-Based Organizations and Veteran Reintegration: Enriching the Web of Support, RAND Corporation

Sleep in the Military: Promoting Healthy Sleep Among U.S. Servicemembers, RAND Corporation

Jodi L. Liu
"Associations Between Eating Occasions and Places of Consumption Among Adults," Appetite

"Beyond Neighborhood Food Environments: Distance Traveled to Food Establishments in 5 US Cities, 2009–2011," Preventing Chronic Disease

The Economic Incidence of Health Care Spending in Vermont, RAND Corporation

Specialty Payment Model Opportunities and Assessment: Oncology Model Design Report, RAND Corporation

Kathleen Loa
Measuring the Resilience of Energy Distribution Systems, RAND Corporation

Zhimin Mao
Costs of Selected Policies to Address Air Pollution in China, RAND Corporation

Sleep in the Military: Promoting Healthy Sleep Among U.S. Servicemembers, RAND Corporation

Mollie Rudnick
An Assessment of Fiscal Year 2013 Beyond Yellow Ribbon Programs, RAND Corporation

Faith-Based Organizations and Veteran Reintegration: Enriching the Web of Support, RAND Corporation
Clinton W. Saloga
Business Bribery Risk Assessment, RAND Corporation

Jonathan P. Wong
Assessing Conventional Army Demands and Requirements for Ultra-Light Tactical Mobility, RAND Corporation
What Veterans Bring to Civilian Workplaces: A Prototype Toolkit for Helping Private-Sector Employers Understand the Nontchnical Skills Taught in the Military, RAND Corporation

Ethan Scherer
Transforming an Urban Public School District: Tracking the Progress of the New Haven Public Schools’ Educational Reforms and the New Haven Promise Scholarship Program, RAND Corporation

Adam E. Singer
“Symptom Trends in the Last Year of Life from 1998 to 2010: A Cohort Study,” Annals of Internal Medicine

Sinduja V. Srinivasan
“Evaluating Simulation-Derived Scenarios for Effective Decision Support,” Technological Forecasting and Social Change

Saw Wah
Quantitative Evaluation of the Impact of the Healthy Communities Initiative in Cincinnati, RAND Corporation

Mahlet Atakilt Woldetsadik
“Correlates of Use of Timed Unprotected Intercourse to Reduce Horizontal Transmission Among Ugandan HIV Clients with Fertility Intentions,” AIDS and Behavior

Jessica Yeats
Assessing and Evaluating Department of Defense Efforts to Inform, Influence, and Persuade: Handbook for Practitioners, RAND Corporation

Mikhail Zaydman
Fostering Innovation in Community and Institutional Corrections: Identifying High-Priority Technology and Other Needs for the U.S. Corrections Sector, RAND Corporation
“Paying for Telemedicine,” American Journal of Managed Care

Mikhail Zaydman and Ashley N. Muchow
The DNP by 2015: A Study of the Institutional, Political, and Professional Issues That Facilitate or Impede Establishing a Post-Baccalaureate Doctor of Nursing Practice Program, RAND Corporation

Mikhail Zaydman and Oluwatobi A. Oluwatola
360-Degree Assessments: Are They the Right Tool for the U.S. Military? RAND Corporation