YEAR IN REVIEW

Message from the Dean

"INNOVATION." In our research. In our tools and methods. In our systems and processes. In the development and application of technology. We’re not talking about a buzzword here. We’re talking about doing things better. Asking different questions. Turning things around. Not resting on our laurels but looking for new ways to solve problems that no one has solved before. This is innovation at RAND—and it’s essential for RAND to remain relevant and influential in the 21st century. It’s what our clients, policymakers, and our communities need and demand.

When RAND’s president and CEO Michael Rich talks about his vision for RAND and for the Pardee RAND Graduate School, he speaks about the school as a competitive advantage for RAND—a secret weapon that should be a primary engine of innovation for RAND. When Michael asked me, the dean, to take on the additional role of vice president for innovation, he was asking Pardee RAND to not only aspire to but to fully claim this unique role of strengthening the environment for innovation across all of RAND. With this world-class graduate school within this world-class research organization, both institutions can provide more—and accomplish more—than other research and policy organizations.

For the past few years, you’ve heard us talk about “reimagining Pardee RAND.” The imperatives for change for the school and RAND are powerful. The world has fundamentally changed since the school was founded. The policymaking environment is dramatically different. The problems we face are increasingly interconnected and complex. And technology has had a profound effect on all that we do. These imperatives demand new thinking, new tools and methods, a deep understanding of what it takes to effect change, and the cutting-edge application of technology to policy problems.

So as we begin to build the redesigned Pardee RAND, we do so with the intent of providing these new capabilities and capacities for our students but, importantly, also to RAND. In

With this world-class graduate school within this world-class research organization, both institutions can provide more—and accomplish more—than other research organizations.
this Dean’s Report, you’ll see the first fruits of this evolution/transformation and how they are benefiting our students and RAND researchers. The pilot of our new policy design studios—where students wrestle with multidimensional, complex problems with an eye toward policy and action—is integrated into the core program for our 2017 cohort. Students dove into the “what if?” experimentation and creation of our pilot of concepts that will become part of the technology lab under design. And, the integration of RAND’s Methods Centers into the graduate school provide a direct link between Pardee RAND and RAND, while soon providing RAND researchers with opportunities to experiment with new methods and tools and novel applications of existing methods in the studios, tech lab, and, as has long been true, in our courses.

This is just a first look at making what has been imagined real. Breaking new ground. Finding new ways. And, perhaps, even aiming for the moon. An engine of innovation, indeed.
EXPERIENCE
The 2017 cohort brings experience from an impressive range of professional organizations and institutions to Pardee RAND.

Booz Allen Hamilton
The Commonwealth Fund
CSTEP (Center for Study of Science, Technology & Policy in India)
Deloitte
Israeli Ministry of Finance
Mexican Ministry of Finance and Public Credit
Microsoft Corporation
Midwestern University
Pfizer, Inc.
Poland’s Prime Minister’s Office
Precision Health Economics
Republic of Korea Air Force
Research and Development International, Chinese Academy of Social Sciences
Space and Missile Systems Center at the Los Angeles Air Force Base
UNICEF China
United States Agency for International Development
United States Air Force, Army, Marine Corps, and Navy

DEGREES
The 2017 cohort arrives with degrees in a variety of disciplines, including

- applied mathematics
- biology
- computer science
- economics
- electrical engineering
- global environmental health
- green technologies
- international relations
- logistics management
- national security and strategic studies
- political science

BY THE NUMBERS
23 entering students
39 percent of the new cohort hails from outside the United States
9 countries of origin: China, Ethiopia, India, Israel, Mexico, Pakistan, Poland, South Korea, and the United States
82% hold advanced degrees, including the MA, MS, MPA, MPH, and MPP

- 1 former foreign service special agent
- 1 Peace Corps volunteer (Guyana)
- 1 former game designer
- 1 research scientist for oncology drug discovery
- 1 volunteer of the year recipient, San Diego County Library
- 2 NCAA athletes (baseball and diving)
- 1 yoga instructor (also founder of a yoga studio in Rwanda)
- 1 Middle Eastern dancer (also a ballroom dancer)
- 1 accordion player

6 former or current U.S. military, including two special operations forces

Proficiencies in 14 non-English languages: Amharc, Cantonese, French, German, Gujarati, Hebrew, Japanese, Korean, Mandarin, Polish, Portuguese, Russian, Spanish, Ukrainian
DEAN’S SUMMER READING LIST

Each year, in consultation with Pardee RAND faculty, Dean Susan Marquis puts together a handful of summer reading books for the incoming cohort—one required and a short selection of others. The spirit of the list is to suggest reading that is insightful—not necessarily academic—that can jump-start ideas, concepts, and philosophies and help get the conversation going as students prepare to study at Pardee RAND. This fall, upper-year students led the book discussions and debates, allowing students across the cohorts to get better acquainted and welcome the new students to campus.

The required book was *Evicted: Poverty and Profit in the American City* (2016) by sociologist Matthew Desmond, who explores tenants and landlords in some of the poorest neighborhoods in Milwaukee, Wisconsin. The book looks through a housing lens but ultimately helps the reader see the systemic problem of the persistence of poverty despite intervention.

The cohort will explore the problem of homelessness in their newly required Policy Design Studio in the core curriculum.

Students were also asked to choose one book from the following list:

- *Rolling Blackouts: Dispatches from Turkey, Syria, and Iraq* by Sarah Glidden (2016)
- *The End of Power: From Boardrooms to Battlefields and Churches to States, Why Being In Charge Isn’t What It Used to Be* by Moisés Naim (2013)
- *Dreamland: The True Tale of America’s Opiate Epidemic* by Sam Quiones (2016)

Support for incoming cohorts: full-tuition scholarships and mentoring

For the fifth consecutive year, all eligible incoming students received full-tuition scholarships in year one and partial tuition scholarships in year two. Scholarships help students incur less debt as they move through their Ph.D. studies, and meet requirements quicker and graduate sooner.

Orientation highlight

The incoming cohort engaged in a new team-building session this year called “Broadening Perspectives,” meant to introduce students to storytelling and the power of sharing with others how they arrived at the policy area they are passionate about, listening to each others’ similarities and differences, and understanding the diversity of interests and communities that they impact.
REDESIGN ACTIVITIES

At-a-Glance Update

2016–2017 Implementation Accomplishments

Studio pilot
We designed and ran a 20-week pilot policy design studio to refine the role of the design studio within the academic program. Nine students examined the policy topic of equitable and effective policing in American cities.

Tech lab pilot
We completed a 7-month pilot to better understand the logistics of running a lab-like environment within the school. Students were asked to design projects that used technology to improve civil discourse.

New courses
We piloted courses in serious gaming, advanced optimization strategies, and quantitative methods to assess the performance of sensor technologies.

2017–2018 Implementation Activities

Studios a core requirement for cohort 2017
Current first-year students are enrolled in a policy design studio this fall that is teaching them how to approach complex problems. In the spring quarter, the same students will take a research studio focused on a specific policy problem: homelessness.

Increased integration across the first-year core
As a first step toward a fully integrated core program, this year’s policy design studios—along with Policy Analysis and Social and Behavioral Sciences—have been designed to focus on a common set of research methods and visualization techniques for tackling complex problems.

New courses in ethics, technology, and communications
Additional course offerings will begin this winter and spring.

Plans underway to pilot Pardee’s first online course
In a partnership with King’s College, Pardee RAND will design and pilot a course on robust decision making—to be delivered via King’s online platform.

Bootcamp pilot planned for cohort 2018
The bootcamp pilot will run for two weeks this fall and will seek to plunge entering students into complex problems and kick-start their introduction to the field of policy analysis.

Several new design activities underway
Stream wide, Angel O’Mahony continues to lead the effort to design a comprehensive content ecology for 2020/21, to include the detailed academic program for 2018/2019.

For stream 2, Dan Grunfeld has started pursuing some early relationship building for the “embedded communities.” Dan is also building on an initial blueprint—developed by Ann Pendleton-Jullian—to develop a concept of operations for how the embedded communities will work in practice.

Within stream 3, Todd Richmond is leading an effort to design a blueprint for the technologist stream, to include course content and an operational plan for the tech lab.

Financial Update

1.78M in seed funding as of November 2017
Business plan in development

Three Streams

1 Research, Analysis, and Design
Research, analytics, and insights for complex policy problems

2 Policy in Action in the Field
Working within communities to affect real change

3 The Technologist Stream
Cutting-edge application of technology to develop new tools and approaches to policy problems
Tech Lab Pilot

A new technology lab is a key element of the redesign of Pardee RAND.

The cutting-edge application of technology to policy problems offers Pardee RAND students and RAND researchers new tools for policy analysis and new solutions for our communities.

A select group of students took part in a pilot of the tech lab concept.

Student projects included the following:

• A twitterbot that responds to users’ keyword queries by returning a RAND report that is related to the user’s keyword
• An interactive research tool designed to explore differing points of view
• A video-driven curriculum designed to help teach grade-schoolers the basics of civil discourse online
• A “smart mirror” that allowed users to explore unintended facial signals when hearing opposing political opinions
• A card game where two players take on the roles of Liberal and Conservative to match polarized and extremist definitions of politically charged terms
• A physical installation of 20 wireless lamps that change color and brightness—and are capable of visualizing Twitter data in real time.
Members of the Tech Lab Pilot were given the freedom to design and create a project that used technology to improve civil discourse. Lab members were encouraged to use skills and create products that were outside the scope of their previous RAND work. The goal of the pilot was to better understand what it means to operate a lab-like environment within the graduate school. The findings from this experience will help inform current design efforts as Pardee RAND moves toward deploying a full-scale tech lab in the coming years.

The People: Discovering existing skills and uncovering new talents

The Projects: Using technology to improve civil discourse

TwitterBot
Inspired by a Twitter account at the SF Museum of Art that responds to tweets with a random work of art from the museum’s collection, Sujeong built and programmed a Raspberry Pi Twitterbot that responds to tweets with RAND reports. Tweet at the bot using the phrase “Research (keyword)” and the bot will randomly pick a RAND report related to your keyword and tweet back at you.

Exploring Points of View
After visiting an exhibit at the Museum of Tolerance, Bonnie and Sujeong set out to create an online experience to help people explore their own views regarding the boundary between free speech and hate speech. With help from expert HTML and SQL programmer Karen, they designed, built, and tested an interactive tool that allows users to explore a range of points of view regarding speech incidents pulled from recent headlines. The tool is designed to gather research data for whether users’ listening and empathy skills are impacted by their perception of their own similarity to the person relating a point of view.

TechKids
Lauren found that there was a lack of instructional materials for how children can engage in civil discourse online. Lauren set out to create a series of training videos (and even a proof-of-concept VR experience) designed to help kids better navigate social interactions using emerging technology. Written and filmed by Lauren—with a big programming assist from Karen—Lauren’s project is a prototype for an entire ecosystem of content designed to help parents and kids prepare for more effective online discourse.
Magic Mirror

Inspired by a recent online demonstration that placed an LCD behind a reflective surface to create a “smart mirror,” Josh wanted to use this basic concept to explore unintended facial signals when hearing opposing political opinions and the bias in choice of news sources based on a user’s political leaning. The mirror also provides nameless news—the day’s top stories stripped of news sources, allowing users to explore news from across the political spectrum.

ControVersus Card Game

Claire initially designed the basic premise of this game. Two players take on the roles of Liberal and Conservative to match polarized and extremist definitions of politically charged terms. Claire and Steve worked together with tech lab pilot consultant Julia Pollak to write the definitions—with the idea of presenting how each side might think about words and phrases commonly heard in U.S. political discourse. Quibbling about the definitions is part of the game!

Atwitter

From the start, Sara knew she wanted to focus on using technology and art to create a physical installation within Pardee RAND’s space. For her project, Sara designed and built a visualization platform based on arduino boards. Each of the 20 lamps displayed contained an arduino microcontroller and LED lamps—components that Sara and other lab members soldered themselves. Each lamp connected wirelessly to an Internet of Things broker which passed input feed data to the lamps. For this demonstration, Sara used real-time Twitter data relating to U.S. political discourse to control the color of the lamps.
OUR GRADUATES

ERIC APAYDIN
PH.D. DATE
September 2017
DISSERTATION TOPIC
Physician Professional Satisfaction, Job Role and Income in the United States

AZIZA ARIFKHANOVA
PH.D. DATE
September 2017
POSITION
Preventive Effectiveness Fellow, Centers for Disease Control and Prevention
DISSERTATION TOPIC
The Impact of Nurse Practitioner Scope-of-Practice Regulations in Primary Care

BENJAMIN BATORSKY
PH.D. DATE
March 2017
POSITION
Data Scientist, ThriveHive
DISSERTATION TOPIC
Towards Effective Design and Evaluation of Workplace Wellness Programs

OLENA BOGDAN
PH.D. DATE
September 2017
DISSERTATION TOPIC
Regional Economic Growth and International Capital Flows: The Case of Ukraine

ANDREW MICHAEL CADY
PH.D. DATE
September 2017
POSITION
DISSERTATION TOPIC
Using the National Training Center Instrumentation System to Aid Simulation-Based Acquisition

JOHN CALOYERAS
PH.D. DATE
September 2017
POSITION
Director, Global Health Economics, Amgen
DISSERTATION TOPIC
Three Essays on Value in Health Care

CHRISTOPHER CARSON
PH.D. DATE
September 2017
POSITION
Professor of Mathematics and Instructor Pilot, U.S. Air Force
DISSERTATION TOPIC
I Hear What You Are Saying: Analysis of USAF Rated Officer Comments from the 2015 Military Career Decisions Survey

LOPAMUDRA DAS
PH.D. DATE
June 2017
POSITION
Associate Director, Bluepath Solutions
DISSERTATION TOPIC
Role of Data in Improving Care Within a Health System: A Case Study of the Australian Health System

BRIAN DILLE
PH.D. DATE
December 2016
DISSERTATION TOPIC
Vibrant Symphony Orchestras: A Policy Analytic Perspective

FERNANDO HOCES DE LA GUARDIA
PH.D. DATE
June 2017
POSITION
Postdoctoral Fellow, Berkeley Initiative for Transparency and Social Sciences
DISSERTATION TOPIC
How Transparency and Reproducibility Can Increase Credibility in Policy Analysis: A Case Study of the Minimum Wage Policy Estimate
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree Date</th>
<th>PH.D. Date</th>
<th>Position</th>
<th>Dissert. Topic</th>
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<tr>
<td>Sung-Bou Kim</td>
<td>September 2017</td>
<td>September 2017</td>
<td>Researcher, Seoul National University Graduate School of Public Administration</td>
<td>Labor Market Outcomes of Youth and Women in Newly Industrialized and Developing Countries</td>
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<tr>
<td>Oluwatobi Oluwatola</td>
<td>December 2016</td>
<td>December 2016</td>
<td>Manager, Castalia Strategic Advisors</td>
<td>Let There Be Light: Green Industrial Policy and Energy Access in India</td>
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<tr>
<td>Victoria Shier</td>
<td>September 2017</td>
<td>September 2017</td>
<td>Assistant Policy Researcher, Leonard D. Schaeffer Center for Health Policy &amp; Economics, University of Southern California</td>
<td>Contextual Effects and Child Health and Cognition</td>
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<tr>
<td>Abdul Tariq</td>
<td>December 2016</td>
<td>December 2016</td>
<td>Program Director for Research Science, New York-Presbyterian Hospital/Weill Cornell Medical College</td>
<td>Three Essays on Growth Econometrics</td>
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<tr>
<td>Bonnie Trizenberg</td>
<td>September 2017</td>
<td>September 2017</td>
<td>Senior Engineer, RAND Corporation</td>
<td>Deterring Space War: An Exploratory Analysis Incorporating Prospect Theory into a Game Theoretic Model of Space Warfare</td>
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<td>Mikhail Zaydman</td>
<td>March 2017</td>
<td>March 2017</td>
<td>Data Scientist, Stabilitas</td>
<td>Tweeting About Mental Health: Big Data Text Analysis of Twitter for Public Policy</td>
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Methods Centers at Pardee RAND

The centers draw upon the expertise of RAND’s researchers and students to develop innovative tools and approaches to our most pressing policy questions.

The Center for Applied Network Analysis and System Science applies rigorous network research methods to pressing policy challenges. This work provides important insights about the structural, contextual, and societal factors that influence physical, human, and organizational systems.

The Center for Causal Inference focuses on improving the use of state-of-the-art causal inference methods, which help researchers understand relationships between causes and effects. Understanding these relationships is critical across policy domains.

The Center for Decision Making Under Uncertainty assesses the depth and breadth of uncertainty and risk levers in policy domains and research pathways. It employs multiple methodologies, including forecasting and decision support, to analyze organizational decisions in broad settings where the uncertainty is high, the risk is complex, and the implications of such decisions are long term and future oriented.

The Center for Gaming promotes the use of games in research to improve decisionmaking across a wide range of policy areas, including urban planning, climate change, drug policy, disaster response, nuclear proliferation, and military operations.

The Center for Qualitative and Mixed Methods develops and promotes tools for generating empirically based insights through exploratory data collection and analysis. Mixed methods are ideal for situations involving novel environments and foreign cultural contexts.

The Center for Scalable Computing and Analysis engages in and supports the transformation of data science at Pardee RAND and within RAND as a whole, by fostering a community of expertise on best practices for the use of large-scale data.
**Innovation Roadshow**

RAND staged its first-ever Innovation Roadshow, with stops in RAND offices in Santa Monica, Washington, D.C., Pittsburgh, and Boston. Around 400 people attended this exposition-style event that provided practical, hands-on demonstrations of innovative tools and methods developed at RAND. The graduate school was prominently featured: Attendees participated in a design competition for the Technology Lab; Methods Center directors gave presentations on the activities of their respective centers; and students competed for funding in a crowdsourcing competition. The winning student, Christine Chen, received funding for her proposal to investigate fact-checking technologies and their potential applications in policy research.

**Lawrence Livermore National Laboratory**

Through a partnership established between RAND and the Lawrence Livermore National Laboratory (LLNL) in 2015, RAND researchers and Pardee RAND students have access to world-class computer scientists and computational facilities that enable novel approaches to policy analysis. As LLNL leadership has learned more about Pardee RAND and its students, the school has played an increasingly important role in that partnership. Pavan Katkar recently accepted a dissertation fellowship—the first offered to a Pardee RAND student by LLNL—for his research on the cybersecurity of “blockchained” financial systems. Peter D. Barnes, Jr., who leads LLNL’s Network Modeling and Simulation Team, will be one of Pavan’s advisers. This year, LLNL will also provide students with internships that will count toward their on-the-job (OTJ) work requirement.

As a follow-on to recent graduate Bonnie Triezenberg’s dissertation, the National Reconnaissance Organization funded RAND and LLNL to evaluate the feasibility of transferring the game theoretic model of space war to a high-performance computing (HPC) environment. LLNL assisted RAND and Avata Intelligence (the game developer) in a re-architecture of the code to take advantage of HPC capabilities. The revised software is now maintained by RAND and is running on classified HPCs at the National Reconnaissance Office, providing insights to decisionmakers on issues of national space policy and strategy.
The role of the Pardee RAND Graduate School Board of Governors cannot be overstated. Board members serve as strategic advisers, 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 together we can achieve our overarching objective to create the next generation of policy leaders. With delegated governance authority, the board reviews and oversees our finances, offers counsel to help ensure the quality of our program, supports our approach to attracting and retaining the best and brightest from throughout the world, and helps us to be 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

Michael Dardia (cohort '89) joined the Board of Governors as the new alumni representative, beginning his term in November 2017. Michael has spent close to three decades bringing financial acumen to mission-driven organizations, including service from 2004 to 2014 as a deputy director in the New York City Office of Management and Budget. Michael has an M.S. in management and policy analysis from Stony Brook University. He is a member of the New York City Council Task Force on Economic Development Tax Expenditures, is a senior fellow at NYU’s Wagner School of Public Service, and has guest-lectured at Columbia University’s School of International and Public Affairs and the MIT Department of Urban Studies and Planning.

Peter Griffith rejoined the Board of Governors in November 2017. He has more than 30 years of extensive investment banking, private equity, and corporate governance experience. Since joining EY in 1981 in the U.S. National Accounting and Auditing Group, he has held a variety of leadership roles including global treasurer; chairman and chief executive officer of EY Corporate Finance LLC; and managing partner for the Americas Pacific Southwest Region.

Peter also spent eight years as managing director of the investment banking division for Wedbush Morgan Securities and was a partner in its affiliated private equity fund. Peter is a graduate of the Leventhal School of Accounting at the University of Southern California (USC) and is a CPA in the state of California. He currently serves on the Board of Leaders at the USC Marshall School of Business and formerly served on the Board of Advisors of USC’s Leventhal School of Accounting. He is the past president of both the Los Angeles Venture Association and the Southern California Entrepreneurship Academy. Peter was named Man of the Year in 2010 by the Los Angeles Chapter of the National Association of Women Business Owners, the organization’s first male honoree.

“My education at Pardee RAND helped me immensely in my career: I learned time management and how to work as part of a team, and was surrounded by such intellectual rigor. At Pardee RAND, you’re always playing at the top of your game and everyone expects you to do that. The students do important service in whatever part of the policy world they engage. There are so many different policy arenas that need the critical eye and engaged approach that Pardee RAND offers.”

Michael Dardia
**Daniel Grunfeld** joined Pardee RAND in August as the school’s first executive vice dean for strategy and partnerships. In this new position, he will work closely with Dean Susan Marquis and others to help guide the school’s strategic direction, including developing a new network of institutional partners and philanthropic support and generating engagement with and support for the school’s new streams, community partnerships, and methods centers. He will also lead the development of the Global Learning Network, a consortium of universities, research organizations, private-sector firms, and foundations that will expand the reach, capacity, and impact of Pardee RAND.

Dan has more than three decades of legal, community-building, and policymaking experience. He brings to the school expertise in management and ethics, board development and recruitment, program expansion, and financial operations. For nearly a decade, he served as the president and CEO of Public Counsel, the largest pro bono public interest law firm in the United States, where he led 2,000 volunteer attorneys and staff in providing direct legal assistance to more than 25,000 individuals and organizations annually. Under his leadership, Public Counsel doubled in size, expanded its financial base by 90 percent, and helped establish pro bono legal programs internationally through partnerships with the U.S. Department of State and the Ford Foundation.

After leaving Public Counsel, Dan served on the four-person executive team of Antonio Villaraigosa, then-mayor of Los Angeles. As deputy chief of staff for policy, he oversaw the mayor’s policy agenda on such topics as energy and environment, housing, transportation, homelessness prevention, and job creation. Most recently, he led the West Coast litigation practice of Morgan, Lewis & Bockius, where he played a major role in the firm’s strategic planning and pro bono and community-outreach efforts. Dan received his J.D. from Cornell Law School and his B.S. from Drexel University.

Dan is also a longtime friend and supporter of RAND and Pardee RAND. He served as a member of the Board of Governors for eight years.

“I am excited by the opportunity to be part of the school’s far-reaching effort to make public policy research and analysis more relevant and responsive to today’s policy world,” says Dan, “and I greatly look forward to working with the entire RAND community to develop the next great generation of policy leaders.”
Susan Everingham was named RAND’s Director for Innovation Architecture, also known as the “Innovation Architect.” In this position, Susan will sharpen RAND’s focus on innovation as an institutional priority and leverage the new capabilities and capacities of the redesigned school to strengthen RAND. Susan works across the organization to strengthen the environment for innovation; leads and facilitates the integration of Pardee RAND and RAND; leads the Methods Centers; oversees RAND’s intellectual property strategy and policy; and facilitates and oversees RAND’s technology development and tech transfer pipeline. Susan has served in several leadership roles since joining RAND in 1988: as director of the RAND National Security Research Division’s Forces and Resources Policy Center; director of International Programs (2004–2008); and, most recently, as director of the Pittsburgh Office (2008–2017), where she has developed strong relationships with Carnegie Mellon University and Pittsburgh’s growing tech center.

Chandra Luczak is Pardee RAND’s new development officer. With 13 years of professional nonprofit experience and ten years of nonprofit fundraising, she comes to RAND with a history of successfully collaborating with staff, volunteers, and donors to meet fundraising goals, and generate greater involvement and impact. Chandra held several positions at The Leukemia & Lymphoma Society for nine years—most recently as the donor development director for the California Southland Chapter, where she consistently exceeded fundraising goals through major and annual giving and high-impact events. She began her career in international development, focused on human rights and democracy in the former Soviet Union and Eastern Europe. She worked for four years at the National Democratic Institute for International Affairs, where she organized international election monitoring delegations to three post-Soviet countries and managed democratic development programs.

Todd Richmond is leading the effort to design a blueprint for the technologist stream, including course content and an operational plan for the new tech lab. Todd is the director of the Mixed Reality Lab and Advanced Prototypes Group at the USC Institute for Creative Technologies and of the Mixed Reality Studio at the USC School of Cinematic Arts. Earlier in his career, he was a chemistry professor at The Claremont Colleges. Early on, he incorporated multimedia and web technologies into his teaching and research, leading him to pursue a broader understanding of technology and content at USC. He is also a musician, performing regularly around Southern California in a variety of ensembles. As an invited speaker at TEDx, SxSW, and other high-profile events, he often serves as a reality check for AR, VR, AI, IoT, and other emerging disruptive technologies with abbreviations.
STUDENT LEADERSHIP

CoCom Highlights

The Coordinating Committee (CoCom) forms a vital link between the student body and the school’s administration. Through the various events they oversee, their involvement in arranging workshops, and their participation in key meetings, CoCom is the backbone that supports cohesion among students, faculty, and staff.

RAND’s Got Talent. In March, CoCom hosted the second annual RAND’s Got Talent event. The evening began with a comedy musical parody, Ra Ra RAND (inspired by La La Land). Written by Claire O’Hanlon (cohort ’13) and John Luke Irwin (’16), with lyrics by O’Hanlon, this skit told the story of a downhearted grad student who gets a chance at research stardom; one musical highlight was the song “Audition” (“A good RAND reference is key / Demonstrate reliability / It helps to know econometrics / But there’s some things you can’t fix”). The story ends with the grad student triumphantly receiving a desired response from the PI. The production starred O’Hanlon, Irwin, Felix Knutson (’16), Hilary Smith (’16), Diana Carew (’15), Lauren Kendrick (’12), and John Speed Meyers (’15), with the tech support of Uzaib Saya (’16).

Steve Davenport (’15) revisited his SNL Weekend Update parody, “RAND Update” featuring John Hamm (’15), which included its weather report on “Hurricane John Speed.”

The evening concluded with Etienne Rosas (’14) and RAND project associate James Syme, aka “The RAND Band,” rocking out to “Santeria” by Sublime as well as “Bohemia” and “Bang Bang” by Rosas’ band The Revies.

Stop and Paint the Flowers. CoCom hosted its second annual Mental Health Awareness Week in May to promote student and staff mental health, offer de-stressing activities, and strengthen Pardee RAND community ties. Activities included beach yoga, meditation, tai chi, massages, a presentation on researcher mental health, a group art project, and puppy therapy. (According to the sign-up sheet: “Interacting with a friendly pet can help reduce blood pressure and improve overall cardiovascular health. It can also release endorphins that produce a calming effect and decrease anxiety.”)

Upon signing up for the various activities, students also were entered into free raffle drawings for, among other things, a month of tai chi lessons, red wine (tannins are also good for the heart!), and Starbucks gift cards.

Coordinator Melissa Felician (cohort ’13) said after the event, “Many thanks to all students and staff who cleared time in their calendars to participate in the various activities. We planned this event with your health in mind and hope that the personal benefits and sense of community will outlive the week of events.”

The activities and spirit of the week will indeed live on. The collaborative floral-motif piece produced during the Art Therapy Workshop is now on display outside the Student Lounge, adding wonderful color to our community.
The students who led this year’s International Development Speaker Series (IDSS) were Bill Gelfeld, Gabriela Armenta, Uzaib Saya, Juliana Chen-Peraza, Etienne Rosas, Diogo Prosdocimi, Sohaela Amiri, Gulrez Azhar, and Crystal Huang.

In 2017, IDSS continued in its commitment to motivate and support RAND researchers and students in understanding and tackling the problems of the developing world. During the past year, IDSS sought to expand these possibilities with the invaluable insights of specialists from diverse disciplines and backgrounds. From intrepid journalists to world-renowned economists, the topics discussed ranged from “Gangster Warlordism” in Latin America to “Phasing out Paper Money” in India.

Supported by several RAND research units, IDSS reached an audience of more than 300 people across its 10 different events in 2017.

At the close of the year, the group organized an expert panel of researchers from four different RAND offices to discuss the primary challenges of translating research into results in the unique field of development. One of the key takeaways was that although RAND is uniquely positioned to help spark sustainable progress in the developing world, a more strategic framework will be needed to realize this potential and to raise RAND’s profile in the field. To that end, IDSS will continue to promote these discussions and bring in outside perspectives.

OJT Brokers

OJT Brokers liaise with RAND’s research divisions. Their efforts are instrumental in linking students with researchers to establish mutually beneficial on-the-job (OJT) training experiences. The Brokers for the past year were Gursel Aliyev, Margaret (Meg) Chamberlin, Amanda Edelman, John Speed Meyers, Sara Turner, and Claire O’Hanlon.

The Brokers hosted several speed networking events in 2017, including a RAND Labor and Population–focused event in the fall, a RAND Health–focused event in the winter, and a military–social policy event in the spring. At each of these events, students and researchers had the opportunity to engage in up to five one-on-one meetings; and several students leveraged the experience into new RAND project opportunities. The Brokers also continued to host student–researcher coffee hours and open office hours to review CVs, biosketches, and communications with researchers; and to reach out to students as they navigate the search for OJT.

Pardee Times

In 2017, Pardee RAND students created a new quarterly student publication called Pardee Times. The periodical features thought pieces and op-eds; human interest articles; reviews of local cuisine, books, or films; humorous lampoons; cartoons; poems; and photography.

The intent of the publication is to (1) showcase talent, (2) improve communication skills, and (3) promote interdisciplinary conversations across RAND. Pardee Times offers students the opportunity to learn how to write more concisely and receive feedback from non-expert, general audiences (as many journalists are trained to do) so that they can be more effective leaders and community members.

As policy-driven change becomes more difficult to effect through traditional means, the ability to express our expertise and ideas to a non-expert audience is increasingly essential. The articles in the Pardee Times can serve as catalysts and conversation-starters to bridge gaps between the subject-matter silos throughout RAND. By exposing researchers to student perspectives that may not be necessarily in their own discipline—and by highlighting the innovative and ambitious ideas students have—more connections can be built between RAND and the school, and among research disciplines.
RESIDENCIES

Distinguished Visiting Professors

Paul Light, the Paulette Goddard Professor of Public Service at NYU’s Robert Wagner School of Public Service, returned to the school for a weeklong residency in January 2017 during which he talked about the results of the November 2016 presidential election and collaborated with students. In “The Dismantlers Rising: How Government Reform Pulled Swing Voters to Donald Trump’s Cause,” Light addressed the divide affecting American politics and why it was so difficult for pollsters to predict who would win.

Martin Feldstein, the George F. Baker Professor of Economics at Harvard University, president emeritus of the National Bureau of Economic Research, and former chief economic adviser to President Ronald Reagan, gave two talks during his weeklong residency. His first talk, “Measuring Real Income Growth and Income Distribution,” was presented as part of RAND’s Charles Wolf, Jr., Endowed Lecture Series. The second, “What’s Ahead for the U.S. and the Global Economies,” was geared toward members of the Dean’s Leadership Circle.

He also participated in briefings by RAND researchers, including senior defense research analyst Michael Johnson and senior statistician Lara Schmidt. And he hosted a lunch for fifteen students, who shared their diverse research interests and backgrounds.

Alain Enthoven—a renowned economist, RAND alum, and visiting professor for the Dean’s Organizational Culture of Government Institutions class—is the Marriner S. Eccles Professor of Public and Private Management, Emeritus, at the Stanford University Graduate School of Business. In a talk to students, faculty, and RAND staff, he described his experiences working on system design in two important policy areas—national defense and health.

Ann Pendleton-Jullian has been an essential partner and inspiration in the reimagining of Pardee RAND for nearly four years. Most recently, she was in residence, leading the pilot of the school’s policy design studios. This year, while taking part in the highly selective Center for Social and Behavioral Sciences Fellowship, she is co-teaching the now-required studios. In doing so, she will be teaching remotely, using our new robot!

Rolling down the halls of the school, the new Pardee RAND robot can cause quite the stir. At just over five feet tall, the robot gives its remote speaker a visibility and presence far surpassing a videoconferencing screen, and students, faculty, and staff thus far enjoy their interactions with the robot.

Having used the bot technology at Georgetown University, Ann knew it could give a virtual presence to a remote speaker that would allow for improved interactivity and learning. The bot can turn to focus on someone speaking, a naturalism that allows for a level of informality that helps break down communication barriers arising in more stilted environments.
Harold and Colene Brown Faculty Chairs

Endowed by RAND trustee emeritus and former U.S. Secretary of Defense Harold Brown and his wife, Colene, this program supports a monthlong residency at Pardee RAND, enabling faculty to pursue their own research agendas and engage with students across a range of mentoring activities.

This year’s recipients were Lisa Meredith, John Davis, and Christine Eibner.

Senior behavioral scientist Lisa S. Meredith met individually with students to discuss topics ranging from on-the-job training (OJT); getting through the first year of the program; planning the dissertation; and presentation dry runs. She held two seminars. The first—Research Presentation and Discussion: Social Experiments—focused on experimental research. The second seminar—Dissertations—explored how to select a dissertation topic, how to manage the paper like a research project, and how to get through the process.

Senior information scientist John S. Davis led a workshop series, What Makes for Bad Cyber Behavior and How Bad Is Bad? Participants explored the recent rise in cybersecurity incidents and their associated geopolitical implications. He reviewed efforts to establish international norms of behavior and accountability issues related to malicious cyber activities. He also hosted a bike ride along the beach trail in Santa Monica and Venice.

During her residency, senior economist Christine Eibner held two health reform seminars focused on the debate over repealing and replacing the Affordable Care Act. The timing for these seminars was ideal as the Senate had just released the first draft of their health reform proposal a few days before her arrival in Santa Monica. She also met with Kip Hagopian, a member of the Pardee RAND Board of Governors, which began an ongoing exchange about ways to reform the U.S. health care system. One commentary she wrote during her residency (“Ingredients for Health Care Reform”) was published by Fortune online in July 2017. A second (“Do Americans Expect Too Much from Health Insurance?” with Katherine Grace Carman) was published online by U.S. News & World Report in September 2017.

“Lisa S. Meredith

“This opportunity gave me a dedicated time to interact with and mentor students.”

John S. Davis

“The Brown Faculty Chair allowed me to put my thinking cap on and consider new research ideas.”

Christine Eibner

“This was extremely valuable to me because I don’t get to see my Santa Monica collaborators very often.”
New Courses

The Pardee RAND curriculum aims to arm students with the best analytical tools from many disciplines; help them practice applying those tools to real problems; and foster a creative, sometimes experimental approach that encourages new ways of thinking and doing.

In 2017, the school added the following new courses. They contribute to a curriculum that conveys essential research methods and perspectives and teaches students how to assess and improve systems rather than simply alleviate symptoms.

Method Center Courses

Causal Inference for Policy Researchers Under Potential Outcomes: The Use of Propensity Score Methods
This course examines the methods for estimating and identifying causal effects using the potential outcomes framework. The class focuses on observational studies—particularly those related to the method of propensity scores in the potential outcomes framework.

Serious Gaming
This three-part course introduces students to gaming and game design. The first part introduces students to the use and history of serious games in policy analysis and compares gaming with other analytic techniques. The second part explores gaming as a methodology for specific policy challenges, with sessions organized by policy problem and different gaming approaches to each. In the third part, students develop their own games to explore a policy question of their choice.

Two-Week Summer Course

Drugs and Policy
Drug policy is complex, controversial, and undergoing noteworthy changes in the United States and abroad. This course offers students a foundation for understanding contemporary issues about substance use and drug policy. Topics covered include the rise in opioid overdoses, cannabis legalization, reducing substance use in community supervision settings, measuring the costs and benefits of drug consumption, and international drug control conventions.

New Electives

Making Policy on Contested Ground: Navigating the Changing Relationship Between

States and the Federal Government
Ongoing debates over voting rights, health care, immigration, abortion, and education underscore important shifts in the formal division of power between the states and the federal government. This course engages such debates by examining how judges and lawmakers are redefining federal and state roles. This dynamic federalism constrains some policy choices as it facilitates others, and understanding these changes is critical to defining effective policy recommendations.

Public Economics and Finance
This course explores empirical evidence on the role of government intervention in the economy, focusing on tax and social program policies. Lectures provide the foundations for each topic area, followed by reading recent research, with a particular focus on distributional outcomes. This approach is intended to help students learn both the subject matter and techniques necessary to critically analyze existing research in the field and pursue original research in public economics.

Multi-Objective Optimization: Practical Use and Policy Applications
Policy development and analysis often boils down to decisionmaking, and most decisions involve multiple objectives or goals, with various constraints. In fact, many decisions can be posed as multi-objective optimization (MOO) problems. This five-week course focuses on concepts and methods for MOO, using real-world policy applications ranging from human performance to national strategy.

Survey Design
In this course, students learn how to design, implement, and analyze an internet-based survey—building their capacities in sampling, instrument design and testing, scale development, and survey management, budgeting, and contracting. Students learn to develop and test questions, identify respondents, analyze contacts and nonresponse, process open-ended coding, assess item nonresponse, generate sample and nonresponse weights, and work as a team and respond to issues that arise in the field.
The Career Services team continues to build robust programming to support the professional development of Pardee RAND students. Together, career services adviser Kathryn Dunst, Kristina Wallace, and Amy Nabel provide students with individualized career guidance and job search support plus opportunities through other events to explore a multitude of career trajectories.

This year, the student-run Career Services Advisory Committee (CSAC) deployed its first-ever comprehensive student survey. Led by Jakub Hlavka, the survey sought to determine the most useful career activities at the school and identify areas in which students desired more support. The most popular activity by far is our program of alumni visits, as alums are uniquely positioned to discuss the breadth of opportunities available to Pardee RAND students and “how to get there from here.” Areas in which students want more opportunities: disseminating their research, honing their presentation delivery skills, and networking.

So, with an eye toward what’s required to succeed in the 21st-century workplace, we have rolled out a number of new workshops aimed at helping students hone their professional communication skills.

**Best Practices for CVs and Cover Letters:** Kathryn Dunst led students through the dos and don’ts of creating effective tools to land that interview. Follow-on events focused on sector-specific CVs and cover letters.

**Networking at a Conference and Interviewing over a Meal:** With outside expert Rachel Isgar, these workshops included simulations of both a networking reception and meal with a potential employer—and how to avoid etiquette pitfalls in each situation.

**Preparing for Association for Public Policy Analysis & Management (APPAM) and Other Major Conferences:** Because of the increasingly strong presence of Pardee RAND students at the major academic conferences, Career Services held a series of events to help prepare students to leverage these experiences. First was a roundtable discussion featuring APPAM veterans—researchers and students who have presented at past conferences and who shared tips on how to deliver successful presentations. Next was an information session about networking opportunities and student-centered skills development programs. And finally, a Poster Happy Hour, where students practiced their poster presentations in front of colleagues in a social atmosphere.
AWARDS

Spotlight Awards

Spotlight Awards recognize special, one-time contributions in support of RAND projects and operations. The following students were recognized in 2017.

**Erin Duffy**, for her analytic support, writing, and response to reviewer comments and overall substantial contributions to the rigor of the study of the needs of Massachusetts veterans.

**Lindsey Polley**, for providing outstanding support to the overall Defense Contract Management Agency IT Infrastructure study through her assistance with the drafting and analysis of a significant number of use-case diagrams on DCMA IT user processes and IT needs.

**Bill Gelfeld**, for his exceptional work on two projects: Security and Governance and Combating Terrorist Use of the Internet. Bill is a quick study, with a noteworthy talent for translating theory into understandable prose and practical application. (The fact that he could translate his own slides into French was a plus as well!)

**Michele Abbott**, for her extraordinary efforts in the preparation of a major grant submission for the State Department’s Office of the U.S. Global AIDS Coordinator and Health Diplomacy.

**Christine Chen**, for assuming responsibility for a major task on a Defense Centers of Excellence Systemic Review from an analyst who left RAND. Her performance was on par with that of more-senior researchers.

**John Luke Irwin**, for continuous contributions during his first year to the intellectual and cultural environment of Pardee RAND.

Faculty Recognition

Pardee RAND faculty are recognized for distinguished contributions to their fields in 2016–17.

**Sandra Berry** was appointed to serve a three-year term as a voting member of the U.S. Department of Health and Human Services Secretary’s Advisory Committee on Human Research Protections.

**Lois Davis** and her team’s work on the effectiveness of correctional education was recognized by Barack Obama in a commentary published in the *Harvard Law Review*.

**Rafiq Dossani** received the Exemplar Honoree award in recognition of his lifetime contributions to South Asian studies from the South Asian Studies Association.

**David Groves** was invited to be a member of California’s AB 2800 (Quirk) Climate-Safe Infrastructure Working Group.

**Emmett Keeler** contributed to the National Academies of Sciences, Engineering, and Medicine consensus study report *Molybdenum-99 for Medical Imaging* in response to a congressional request following shortages in 2009–10 of this key isotope.

**Beau Kilmer** received a Public Service Award from the National Highway Traffic Safety Administration.

**Debra Knopman** received an Alumnae Achievement Award from Wellesley College.

**Susan Marquis**’s book—*I Am Not a Tractor! How Florida Farmworkers Took on the Fast Food Giants and Won*—was published in December 2017 by Cornell University Press.

**Grant Martsolf** was inducted into the American Academy of Nursing.

**Lisa Meredith** gave the plenary address—“Armed with Psychological Resilience: What the U.S. Military Has Learned”—at the American Psychological Association’s 2017 Annual Convention.
Richard Neu was elected a trustee for the Curtis Institute of Music in Philadelphia.

Rosalie Pacula joined a seven-member National Institute on Drug Abuse advisory council workgroup on marijuana policy, and also delivered the keynote address at the International Society for the Study of Drug Policy in Aarhus, Denmark.


Henry Willis was invited to be a member of the Council on Foreign Relations and was named senior fellow for a two-year term at The George Washington University Center for Cyber and Homeland Security.
2016–2017
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 $351,960.

The Nancy and Dana G. Mead Dissertation Awards

$7,000 to Yan Wang for Evaluating the Impact of Medicaid’s Balancing Incentive Program on Health Care Utilization and Expenditures Among Older Adults (Committee: Jeanne Ringel, Chair)

$15,000 to Eduardo Marquez-Pena for Applied Dynamic General Equilibrium Model and Robust Decision Making Analysis for Assessing Mexico’s Fiscal and Oil Reforms (Committee: Rob Lempert, Chair; Steven Popper, Francisco Gil Diaz [invited])

The Frederick S. Pardee Dissertation Awards for Global Human Progress

$20,000 to Mahlet Woldetsadik for The Cost of Sexual Violence and Its Transgenerational Impact in Conflict-Affected African Countries (Committee: Glenn Wagner, Chair; Jeanne Ringel, Ragnhild Nordas, Rhoda Wanyenze)

$20,000 to Adeyemi Okunogbe for Improving Financial Access to Healthcare in Sub-Saharan Africa: An Empirical Evaluation of Community-Based Health Insurance (Committee: Peter Hussey, Chair; Gery Ryan, Edward Okeke)

$10,000 to Bill Gelfeld for Preventing the Violation of Term Limits in Low- and Middle-Income Countries (Committee: Nick Burger, Chair; Chris Paul, Francis Fukuyama)

The Eugene and Maxine Rosenfeld Dissertation Awards

$5,500 to Kun Gu for Demystifying the Social Network Effect on Adoption of Agricultural Technology: Turning a Black Box into a Policy Tool (Committee: Krishna Kumar, Chair; Alexander Rothenberg, Hank Green)

$14,000 to Gulrez Azhar for Indian Summer: Three Essays on Heatwave Vulnerability, Estimation, and Adaptation (Committee: Gery Ryan, Chair)

John M. Cazier Award in Sustainability

$10,000 to Oluwatobi Oluwatola for Let There Be Light: Green Industrial Policy and Energy Access in India (Committee: Aimee Curtright, Chair; Rafiq Dossani, Shanthi Nataraj)

$25,000 to Lauren Kendrick for Regulating Nitrogen Pollution in Air and Water from Animal Waste in the Hog Farming Industry (Committee: Craig Bond, Chair; Debra Knopman, John Raffensperger)

The Doris Dong Award

$14,725 to Melody Harvey for Further Understanding Financial Choice Among Financially Independent College Students (Committee: Katie Carman, Chair; Trey Miller, Jeremy Burke)

The JL Foundation Awards (via Jim Lovelace)

$24,600 to Jeremy Boback for Understanding the Adoption of Wellbeing as a Policy Goal and the Potential for Diffusion Among American Cities (Committee: Chris Nelson, Chair; Katie Sieck)

$24,600 to Prodyumna Goutam for Trade, Gender, and Child Health Investments: Evidence from Bangladesh (Committee: Shanthi Nataraj, Chair; Krishna Kumar, Peter Glick)

$24,600 to Melissa Felician for Assessing the Wellbeing Effects of Supportive Housing in Los Angeles County (Committee: Sarah Hunter, Chair; Dmitry Khodyakov, Bill Pitkin)

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$24,600 to Melissa Felician for Assessing the Wellbeing Effects of Supportive Housing in Los Angeles County (Committee: Sarah Hunter, Chair; Dmitry Khodyakov, Bill Pitkin)
The Susan Way-Smith Memorial Dissertation Grant in Education

$5,000 to Emilio Chavez-Herrerias for Designing and Developing Education Information Systems to Improve Educational Outcomes and Reduce Socioeconomic and Racial/Ethnic Disparities in Public School Systems (Committee: Susan Gates, Chair)

$8,000 to Cameron Wright for Choose Wisely: A Study of College Major Choice and Its Effects on Graduation, Time to Degree, and Student Debt (Committee: Charles Goldman, Chair; Trey Miller, Dermot Forde)

The James Q. Wilson Dissertation Fellowship

$17,400 to Maya Buenaventura for Treatment Not Custody: Process and Impact Evaluation of Santa Monica’s Homeless Community Court (Committee: Sarah Hunter, Chair; James Anderson, Matt Cefalu)

$17,400 to Claire O’Hanlon for Three Essays on the Impacts of Health Care Consolidation (Committee: Deborah Freund, Chair; Chapin White, Stephen Shortell)

The Anne and James Rothenberg Dissertation Awards

$10,000 to David Manheim for Improving Decision Support Using Bayesian Networks (Committee: Paul Davis, Chair; Steven Popper, Katheryn Laskey)

$10,000 to Ervant Maksabedian for The Effects of MHPAEA on Access to Medication-Assisted Treatments for Opioid Use Disorders (Committee: Rosalie Liccardo Pacula, Chair; Priscilla Hunt, David Powell)

$10,000 to Eric Apaydin for Physician Satisfaction in the United States (Committee: Peggy Chen, Chair; Gery Ryan, Michael Tutty)

$10,000 to Dan Han for Evaluating the Impact of 340B Drug Pricing Program on Drug Utilization and Patient Outcomes (Committee: David Powell, Chair; Mireille Jacobson, Andrew Mulcahy)

$10,000 to Gabriel Weinberger for Estimating Effects from Incarceration at the Neighborhood Level to Inform Better Social Policy (Committee: Rosalie Liccardo Pacula, Chair)

$14,135 to Amanda Edelman for Understanding Policy Diffusion Through Major U.S. Cities (Committee: Dave Baiocchi, Chair; Luke Matthews, Bruce Desmarais)

$15,000 to Haijing (Crystal) Huang for Health Behaviors in Developing Countries: Efficacy of and Barriers to Prevention and Treatment of HIV/AIDS (Committee: Sebastian Linnemayr, Chair; Peter Glick, Roland Sturm)

The Arthur S. Wasserman Prize for Reducing Social and Economic Disparities

$5,000 to Andriy Bega for Policy Options for Universal Basic Income (Committee: C. Richard Neu, Chair)

$5,000 to Meg Chamberlin for Exploring Barriers to Mental Health and Substance Use Treatment (Committee: Lisa Meredith, Chair)
INVESTING IN PARDEE RAND

Visionary donors Anahita and Jim Lovelace, Dana and Nancy Mead, and Don and Susan Rice have together pledged $1.78 million in seed funding to support Pardee RAND’s ambitious redesign initiative. Their generous early investment is a testament to the strength of the school’s innovative vision for transforming public policy education.

“The world is changing and demands new skill sets and different training if we are to find lasting solutions to its toughest questions. If any institution can train thought leaders on new methods and tools, and design a curriculum to meet today’s challenges, it is Pardee RAND. Nancy and I believe that the school is uniquely positioned to change public policy education.”

DANA G. MEAD

“Pardee RAND has undertaken something completely revolutionary, not just for the faculty and students of the graduate school, but also for RAND as a whole. This redesign has the potential to transform the practice of postgraduate education. Anahita and I are proud to support this effort.”

JIM LOVELACE
“Susan and I continue to support the school because we believe in the vision and leadership of Pardee RAND. We have seen firsthand the impact of our contributions to attract and train top talent from around the world, and know that students graduating from this redesigned program will be even better equipped to make a difference in the world.”

DON RICE

In addition to their seed pledge, generous support from Nancy and Dana G. Mead has funded scholarships, dissertations, and student initiatives; and strengthened the school’s endowment. Dana is a member of the Pardee RAND Board of Governors.

Over the years, Don and Susan Rice have remained committed to RAND. They are longtime philanthropic supporters and have endowed three scholarships at Pardee RAND. They were recently recognized for their generous cumulative giving as members of the RAND Founders Circle. Don is a RAND trustee and member and former chair of the graduate school’s Board of Governors. He served as RAND’s president from 1972 to 1989; under his leadership, RAND’s position as the United States’ leading national security research institution was reinforced and its domestic research portfolio was expanded. Susan is a RAND alumna who worked largely on health research and fundraising initiatives at RAND.

Years ago, a significant leadership gift from Jim Lovelace, a RAND trustee and member of the Pardee RAND Graduate School Board of Governors, and his wife, Anahita, helped to kick off the school’s successful Be the Answer fundraising campaign. Once again, Jim has been among the first supporters to help us with seed money for a tremendous initiative. Additionally, gifts from the J.L. Foundation, via Jim Lovelace, have provided more than a dozen dissertation awards to advance students’ success in the program.
**FINANCIALS**

**FY17 Sources of funding**

- $150,000 RAND INVESTMENT
- $2,130,000 TUITION
- $1,350,000 RESTRICTED GIFTS
- $200,000 UNRESTRICTED GIFTS
- $930,000 ENDOWMENT DRAW
- $1,330,000 ADMINISTRATION

**FY17 How funds were used**

- $1,330,000 ADMINISTRATION
- $500,000 INSTITUTIONAL SUPPORT
- $1,170,000 INITIATIVES AND AWARDS
- $80,000 FACULTY FELLOWSHIPS
- $840,000 STUDENT SUPPORT
- $660,000 ACADEMIC PROGRAM
- $170,000 DISSERTATION AWARDS
- $930,000 ENDOWMENT DRAW
- $2,130,000 TUITION
- $1,350,000 RESTRICTED GIFTS
- $200,000 UNRESTRICTED GIFTS
- $930,000 ENDOWMENT DRAW
- $1,330,000 ADMINISTRATION
FY17 Endowment

- SCHOLARSHIPS
- FACULTY FELLOWSHIPS
- DISSERTATIONS
- CAZIER INITIATIVE FOR ENERGY AND ENVIRONMENTAL SUSTAINABILITY
- AWARDS AND LECTURES
- CORE STUDENT SUPPORT
During the past year, Pardee RAND students made a significant contribution to RAND research as authors or coauthors of more than 50 RAND reports and journal articles. Highlights below show the breadth of their work.

**Michele Abbott**
Informing Pittsburgh’s Options to Address Lead in Water, RAND Corporation

**Eric Apaydin and Benjamin Colaiaco**
Mindfulness Meditation for Chronic Pain: A Systematic Review, RAND Corporation

“Mindfulness Meditation for Chronic Pain: Systematic Review and Meta-Analysis,” *Annals of Behavioral Medicine*

**Aziza Arifkhanova**
“Economic Evaluation of Quality Improvement Interventions Designed to Prevent Hospital Readmission: A Systematic Review and Meta-Analysis,” *JAMA Internal Medicine*

**Aziza Arifkhanova, Andriy Bega, Emilio Chavez-Herrerias, and Eugeniu Han**
School Leadership Interventions Under the Every Student Succeeds Act: Evidence Review—Updated and Expanded, RAND Corporation

**Gulrez Shah Azhar**
“Heat Wave Vulnerability Mapping for India,” *International Journal of Environmental Research and Public Health*

Mapping Vulnerability to Heat Waves in India, RAND Corporation

**Gulrez Shah Azhar and Adeyemi Okunogbe**
“Primary Care Providers with More Experience and Stronger Self-Efficacy Beliefs Regarding Women Veterans Screen More Frequently for Interpersonal Violence,” *Women’s Health Issues*

**Elizabeth M. Bartels**
From Cast Lead to Protective Edge: Lessons from Israel’s Wars in Gaza, RAND Corporation

**Andriy Bega and Jakub P. Hlavka**
Security Sector Reform in Ukraine, RAND Corporation

**Jeremy Boback**
Improving Implementation of the Department of Defense Leahy Law, RAND Corporation

**Daniel Basco and Diana Gehlhaus Carew**
Managing the Expansion of Graduate Education in Texas, RAND Corporation

**Benjamin Saul Batorsky**

**Olena Bogdan**
A Collaborative Approach to Behavioral Health Care for Veterans and Their Families, RAND Corporation

The Effects of Travel and Tourism on California’s Economy: A Labor Market–Focused Analysis, RAND Corporation
“Strengthening Integration of Health Services and Systems,” Health Affairs

The Unified Behavioral Health Center for Military Veterans and Their Families: Documenting Structure, Process, and Outcomes of Care, RAND Corporation

Nicholas Broten
Wages, Employment, and STEM Education in Ohio, Pennsylvania, and West Virginia: Report No. 2 (2017), RAND Corporation

Maya Buenaventura
Propensity Scores for Multiple Treatments: A Tutorial on the MNPS Command for Stata Users, RAND Corporation

Margaret Chamberlin
“Detecting Changes in Newspaper Reporting of Suicide After a Statewide Social Marketing Campaign,” Health Communication

Benjamin Colaiaco

Benjamin Colaiaco and Eric Apaydin
Meditation for Posttraumatic Stress Disorder: A Systematic Review, RAND Corporation

“Meditation for Posttraumatic Stress: Systematic Review and Meta-Analysis,” Psychological Trauma: Theory, Research, Practice, and Policy

Steven S. Davenport
“Variation in Cannabis Potency and Prices in a Newly Legal Market: Evidence from 30 Million Cannabis Sales in Washington State,” Addiction

Erin L. Duffy

Supporting Those Who Served in Massachusetts: Needs, Well-Being, and Available Resources, RAND Corporation

Supporting Veterans in Massachusetts: An Assessment of Needs, Well-Being, and Available Resources

Amanda F. Edelman and Therese Jones
The Promise of Community Citizen Science, RAND Corporation

Prodyumna Goutam
How Does Expanding Health Insurance Coverage Affect Workers’ Compensation Costs? RAND Corporation


Marlon Graf and Eugeniu Han
Wanxiang Innovation Energy Fusion City: Recommendations for Developing an Innovation Cluster, RAND Corporation

Kun Gu and Zhimin Mao

Melody Harvey
What It Takes to Operate and Maintain Principal Pipelines: Costs and Other Resources, RAND Corporation

Jakub P. Hlavka
Building a More Sustainable U.S. Blood System, RAND Corporation

Challenges to the Sustainability of the U.S. Public Cord Blood System, RAND Corporation

Public Cord Blood Banks: Worthy of National Investment, RAND Corporation

Toward a Sustainable Blood Supply in the United States: An Analysis of the Current System and Alternatives for the Future, RAND Corporation

Simon Hollands and Xiaoyu Nie
Evaluation of Policy Options for Increasing the Availability of Primary Care Services in Rural Washington State, RAND Corporation
allows us to compare the impact of U.S. operations with CERP to those without. In our qualitative data set are linked to outcomes based on highly granular CERP administrative data and detailed data from 400 CERP projects collected over the period from the perspective of its implementers, drawing on interviews with nearly 200 Afghanistan.

This report examines the use of the Commander’s Emergency Response Program (CERP) in Afghanistan during the counterinsurgency-focused 2010–2013 time frame using qualitative and quantitative methods and describes CERP’s operations in Afghanistan during this time. The quantitative analysis explores the relationship of CERP activity with both operational units used CERP and whether the program achieved its intended goals. The qualitative analysis focuses on projects that the program implementers viewed as successful and those that were not. This qualitative work is based on our analysis of the qualitative data set, which contains interviews with nearly 200 Afghanistan.

The quantitative analysis uses geospatial analytic methods, in which intelligence about enemy activity, attacks involving coalition forces, and coalition outcomes studies population movements, economic activity, and agricultural population-focused outcomes. Our analysis of population-focused outcomes studies is limited by the availability of data, and we are unable to evaluate the program’s impact specifically on Afghanistan.

Our intent is to understand how and why tactical and ground operations that used CERP were viewed as successful. Our analysis of the qualitative data set shows that CERP projects were viewed as unsuccessful. Our intent is to understand how and why tactical and ground operations that used CERP were viewed as successful. Our analysis of the qualitative data set shows that CERP projects were viewed as unsuccessful. Our intent is to understand how and why tactical and ground operations that used CERP were viewed as successful.
Staff
Susan L. Marquis, Dean
Dan Grunfeld, Executive Vice Dean for Strategy and Partnerships
Rachel Swanger, Associate Dean
Susan Sohler Everingham, Director for Innovation Architecture
Gery Ryan, Assistant Dean for Academic Affairs
Stefanie Howard, Assistant Dean, Admissions and Strategic Initiatives
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Todd Richmond, Tech Lab Designer

All photos by Diane Baldwin unless otherwise indicated.