“WHAT keeps you up at night?” That’s a common icebreaker among Pardee RAND faculty, students, and leadership. A close look at our students’ dissertation and publication titles reveals their interest in and commitment to solving some of the world’s most urgent and pervasive problems: global health, energy and sustainability, climate resilience, migration, and international security and non-state actors. They also reflect an interest in people and communities throughout the world, from India and China to sub-Saharan Africa and back to Southern California—where we are collocated at RAND’s headquarters campus in Santa Monica.

What keeps me up at night is how to ensure that Pardee RAND pushes forward the field of policy analysis, preparing students who can better decipher and work with the entanglements of the problems facing our world, capable of thinking the unthinkable and providing the analytical, technical, and conceptual skills and leadership needed in this rapidly changing and uncertain world.

That is what is driving the redesign of the graduate school (see pages 14–15). Today’s policy analysis methods and tools, and the policymaking that results, were designed for a different era: a more predictable world, operating at a slower pace, less interconnected. Meanwhile, innovations in technology have changed the world more quickly and perhaps more radically than at any time in history, creating new opportunities but also new challenges, and complexities that are demanding new tools, new methods, new applications, and new understanding.

During the early phases of what we were calling “the reimagining process,” more than 110 stakeholders and experts from the RAND community identified the new capabilities and novel approaches needed to work with complexity, plan for disruption, and design and implement adaptive solutions. Participants came to understand that the school needed to...
embody a new education ecology and become a living laboratory where education, innovation, and intellectual freedom thrive. We are designing and piloting this ecology now.

WE recently lost two towering figures in the history of RAND. Harry Rowen passed away in November 2015, Charles Wolf, Jr., in October 2016. Harry was RAND's president and pivotal to the launch of the graduate school in 1970. Charles was, of course, the founding dean of the school, which he led for almost 30 years (see pages 24–25). I am fortunate to have gotten to know these visionaries, and had many conversations with them about the turbulent 1960s and ’70s—a time that demanded a program dedicated to educating and training the next generations of policy leaders. Both remained deeply engaged with the school until the last days of their lives, invested in its success long after their days as formal leaders had passed.

Today, in the face of deep uncertainty about existing institutions and threats to long-held national and international governance relationships and norms, I am committed to building on the legacies of Harry and Charles—to ensuring that our graduates analyze, develop, and lead adaptive and effective policy throughout the world; that they and Pardee RAND bring these advanced analytic skills and insights to RAND, the wider policy community, and to communities across the world.

Just as RAND pioneered the field of systems analysis in the late 1940s, and just as that field evolved into policy analysis when RAND created the school in the 1970s, we are poised to transform the world of policymaking yet again, and to build on the remarkable legacies of the RAND Corporation and the Pardee RAND Graduate School.

Stay tuned. It’s going to be an exciting ride.
EXPERIENCE

The 2016 cohort brings experience from an impressive range of professional organizations and institutions to Pardee RAND.

- Black & Veatch
- Brazil’s State of Minas Gerais
- Brookings Institution
- Center for Policy Design
- Diplomatic Language Services
- Eurasia Foundation
- Ewing Marion Kauffman Foundation
- Intermountain Healthcare
- Joaquin Bustoz Math–Science Honors Program at Arizona State University
- Korea International Cooperation Agency
- Los Angeles Education Research Institute
- Lumina Decision Systems
- Management Sciences for Health
- National Association of State Alcohol and Drug Authority Directors
- Teach for America
- Texas Department of State Health Services
- UCLA Blum Center on Poverty and Health in Latin America
- United Nations Economic and Social Commission for Asia and the Pacific
- U.S. Air Force
- U.S. Department of Defense
- Vietnam Ministry of Foreign Affairs
- World Economic Forum

THE 2016 COHORT

BY THE NUMBERS

22 entering students

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

7 countries of origin: Brazil, Bulgaria, Iran, Pakistan, South Korea, the United States, and Vietnam

1 first-time country of origin: Brazil

50% female

82% hold advanced degrees, including the MA, MS, MPA, MPH, and MPP

1 Fulbright scholar

2 published book authors

1 professional gambler

1 classical guitar player

2 NCAA Division I athletes (football/ rugby and golf)

1 martial artist (boxing, tae kwon do, krav maga, kali, and jiu-jitsu)

1 grew up in the middle of a huge wind farm in Iowa

3 have taken surfing lessons (from current students) since arriving at the program

Proficiencies in 17 non-English languages: Arabic, Bulgarian, Farsi, French, German, Hindi, Japanese, Korean, Macedonian, Mandarin, Portuguese, Russian, Serbian, Spanish, Taiwanese Hokkien, Urdu, Vietnamese
Support for incoming cohorts: full-tuition scholarships and mentoring

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

Orientation events welcome incoming students and acquaint them with the people and culture of the school.

**ORIENTATION HIGHLIGHTS**

- Substantive policy seminars in education; health and health care; justice, infrastructure, and transportation; energy and environment; population and aging; and national security
- Seminars on the RAND 2016 Presidential Election Panel Surveys, the RAND American Life Panel, effectiveness of prison education, using social media to measure the resonance of extremist messaging, health reform and the Affordable Care Act, opioid abuse, and American working conditions
- New seminar formats, including a “new-researcher” panel and a principal investigator–student partnership
On June 16–18, Pardee RAND hosted a series of events as part of its commencement weekend tradition. Festivities kicked off at Thursday’s alumni and student mixer. On Friday, the school hosted a policy dialogue on “(Re) Building Communities,” featuring honorary degree recipients Carolyn Meyers, president of Jackson State University, and Warren Olney, host of the syndicated public radio show To the Point and KCRW’s Olney in L.A., along with Pardee RAND alum Arthur Brooks (cohort ’96), president of the American Enterprise Institute. The dialogue was moderated by Dean Marquis.

The evening’s activities included a celebratory dinner for alumni, graduating students, and other members of the Pardee RAND community. The dinner featured a tribute to Donald B. Rice, RAND trustee and member of the Pardee RAND Board of Governors, for his extraordinary leadership as chair of the Be the Answer fundraising campaign (see pages 30–33).

Saturday’s commencement ceremony featured an address by honorary degree recipient and civil rights icon Rep. John Lewis (top). Honorary degrees were also presented to Meyers, Olney, and Joseph Newhouse, the John D. MacArthur Professor of Health Policy and Management at Harvard University and key architect of the RAND Health Insurance Experiment.

In her graduate address, Sinduja Srinivasan (cohort ’09) noted, “Being the answer isn’t static. It’s flexible and adapting to different environments and situations. It isn’t a formula we can crunch to churn out a canned response. To me, being the answer is to think, to explore, to interact.”

Pardee RAND awarded 45 doctoral degrees in policy analysis and 46 master’s degrees during the ceremony, which was attended by more than 400 people.

A total of 65 alumni, including 37 recent graduates, participated in Thursday’s alumni and student mixer, Friday’s policy dialogue and celebratory dinner, and Saturday’s commencement ceremony. It was wonderful to see the extended Pardee RAND community come together to honor our most recent graduates.
“Maybe our foremothers and our forefathers all came to this great land in different ships, but we’re all in the same boat now. We must look out for each other and care for each other.”

REP. JOHN LEWIS

Alumni Leadership Award

Arthur Brooks (cohort ’96) received the Alumni Leadership Award during commencement weekend (bottom). His career and publications span a wide breadth of issues and ideas, emphasizing the intersection of public policy, culture, and economics. He is the author of several best-selling books; is published frequently in the Wall Street Journal, New York Times, and other major newspapers; and can be heard often on talk shows as well as in his recent, popular TED Talk, “A Conservative’s Plea: Let’s Work Together.”

In his current role as president of the American Enterprise Institute, Arthur works with leaders in business and politics to further the ideals of free enterprise and increased opportunity across the country.
## Our Graduates

<table>
<thead>
<tr>
<th>Graduate Name</th>
<th>Ph.D. Date</th>
<th>Position</th>
<th>Dissertation Topic</th>
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<tbody>
<tr>
<td>Nono Ayivi-Guedehoussou</td>
<td>June 2016</td>
<td>Consultant, World Bank</td>
<td>The Determinants of Job Satisfaction Among Nurses, Midwives, and Auxiliary Nurses in Health Clinics: The Case of Bénin, West Africa</td>
</tr>
<tr>
<td>Ning Fu</td>
<td>December 2015</td>
<td>Research Associate, Center for Health Financing, Policy, and Management, University of Southern California</td>
<td>Once a Cure; Second a Waste: Examining Hospital Readmission Rates of the Commercially Insured Under 65 Population</td>
</tr>
<tr>
<td>Brian J. Gordon</td>
<td>March 2016</td>
<td>Analyst, U.S. Department of Defense</td>
<td>Deception in Covert Nuclear Weapons Development: A Framework to Identify, Analyze, and Mitigate Future Long-Term Deception Efforts</td>
</tr>
<tr>
<td>Marlon Graf</td>
<td>June 2016</td>
<td>Postdoctoral Fellow, RAND Corporation</td>
<td>Exploring Sources of Innovation in the Knowledge-Based Economy: The Case of Los Angeles</td>
</tr>
<tr>
<td>Abigail Haddad</td>
<td>March 2016</td>
<td>Statistician, Readiness Center, National Guard Bureau</td>
<td>Analyzing Reduced Teenage Employment, 2000–2013</td>
</tr>
<tr>
<td>Christina Huang</td>
<td>June 2016</td>
<td>People Research Scientist, Facebook</td>
<td>Improving Diet in Low-Income Neighborhoods: Leveraging the Food Environment for Change</td>
</tr>
<tr>
<td>Ujwal Kharel</td>
<td>June 2016</td>
<td>Data Science Fellow, Insight Data Science</td>
<td>The Global Epidemic of Occupational Injuries: Counts, Costs, and Compensation</td>
</tr>
<tr>
<td>Name</td>
<td>Date</td>
<td>Position</td>
<td>Dissertation Topic</td>
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<tr>
<td>NELLY MEJIA GONZALEZ</td>
<td>June 2016</td>
<td>Steven M. Teutsch Prevention Effectiveness Fellow, Centers for Disease Control and Prevention</td>
<td>Three Essays on Obesity: Food Environment, Attitudes Toward Food, and Cash Transfers</td>
</tr>
<tr>
<td>JENNIFER NOVAK-LEONARD</td>
<td>September 2016</td>
<td>Associate Director, Curb Center for Art, Enterprise &amp; Public Policy and Assistant Professor, Vanderbilt University</td>
<td>Considering Cultural Integration in the United States: Empirical Essays on Immigrants' Arts Participation</td>
</tr>
<tr>
<td>AHMAD RAHMANANI</td>
<td>March 2016</td>
<td>Independent Research Consultant</td>
<td>Political Leadership in Afghanistan: Identifying and Assessing Determining Factors</td>
</tr>
<tr>
<td>MOLLIE RUDNICK</td>
<td>December 2015</td>
<td>Data Analyst Consultant, IDEA Public Schools</td>
<td>Helping Districts Hire Better Teachers: A Case Study Evaluating the Effectiveness of a District’s Teacher Hiring Practices</td>
</tr>
<tr>
<td>TIM SMITH</td>
<td>September 2016</td>
<td>Combat Rescue Officer, Air Combat Command, United States Air Force</td>
<td>Search and Rescue in the Arctic: Is the U.S. Prepared?</td>
</tr>
<tr>
<td>STEVEN TROCHLIL</td>
<td>September 2016</td>
<td>Student Pilot, Air Education and Training Command, United States Air Force</td>
<td>Projecting the Structure of the Air Force Civilian Workforce in Light of Concerns About a Possible Retirement Wave</td>
</tr>
<tr>
<td>SAW WAH</td>
<td>December 2015</td>
<td>Research Associate, Dornsife Center for Economic and Social Research, University of Southern California</td>
<td>Three Essays on the Development of the Labor Market and the Private Sector in Burma (Myanmar)</td>
</tr>
<tr>
<td>JONATHAN WONG</td>
<td>June 2016</td>
<td>Consultant, Boston Consulting Group</td>
<td>Balancing Immediate and Long-Term Defense Investments</td>
</tr>
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</table>
CAZIER INITIATIVE: YEAR 1 HIGHLIGHTS

The John and Carol Cazier Initiative for Energy and Environmental Sustainability was established by John M. Cazier to strengthen the link between research and implementation by sharing new ideas and insights clearly and broadly so they can improve public policy and be applied in the commercial world to benefit people around the globe. In the first year, Pardee RAND focused on the future of the electric grid, including technological and economic aspects of improving the grid; emerging social and environmental factors that will change the way the grid is valued and assessed; and policy and regulatory frameworks that could constrain or enable better outcomes from the grid. RAND is not only well-suited to undertake these kinds of analyses; RAND is well-positioned to reach those decisionmakers, practitioners, and stakeholders whose actions will in large part determine actual energy and environmental outcomes.

Fall Stakeholder Symposium: Policy Options for Better Service Outcomes from the Future Electric Grid

Pardee RAND convened a small, invitation-only symposium on the challenges, solutions, and implementation barriers associated with building a more robust, resilient, reliable, affordable, and clean electric power system. Attendees included individuals from the renewable energy industry (solar and battery storage), the Electric Power Research Institute, an electric utility company, and local research institutes (UCLA and Caltech). A key intended outcome of this meeting was to identify areas that could benefit from objective research and analysis at RAND, and to begin a productive engagement with industry thought leaders and innovators. The symposium proceedings are available for free download online at www.rand.org/t/CF342.
Gaming Exercise

Pardee RAND convened 20 practitioners, faculty, and students to envision a future with a wholly different electric grid. Participants were divided into teams and instructed to articulate what had happened between 2016 and this future date, and to identify barriers that needed to be addressed, technology that needed to improve, and policies that need to be changed.

Spring Practitioner-in-Residence Program

Our first “practitioner-in-residence” was Paul DeMartini—a chief technology and strategy officer, an electric utilities technology leader, an academic, and a leader with more than 40 years in the power generation industry. During his weeklong residence he hosted a seminar on the evolving distribution grid, the “one-way road to the grid of things,” and power system convergence; met with students and faculty during lunches and office hours; and helped develop and implement a gaming exercise to play with the RAND community and private industry professionals.
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 Member

David Barclay is a portfolio manager and director of Capital Research and Management. His investment focus is high-yield U.S. and emerging markets bonds. He is president of Income Fund of America and American High Income Trust, two large, income-oriented mutual funds. David is a board member of Landesa, a land-rights group focused on the rural poor in developing countries, and of Rhode Island School of Design, and is engaged in community development work in the Philippines. David holds a B.A. in economics from Brown University and an M.B.A. from Harvard University Graduate School of Business.
Pardee RAND 2.0: The Redesign

In redesigning Pardee RAND, architect Ann Pendleton-Jullian and RAND’s Dave Baiocchi and Angela O’Mahony are leading the charge toward a vibrant new public policy program that emphasizes research and analysis; policy in action; and policy analytics and technology as three streams of content.

Q How did an architect, who traditionally would be designing buildings, end up designing systems?

APJ I’m a practicing architect, as well as an educator and a writer, which means that I not only practice but also reflect on the work I’ve done. Over time, I’ve worked on projects that were complex in terms of culture, technology, environment, or programs, and began marrying the methodologies of architecture with complexity science. The turning point was my involvement in designing a new university for women. It was to be built in Bangladesh but was for all of Southeast Asia. I began looking at the pedagogical program, the network of partners, the geopolitical situation, and the extreme climate, and realized that instead of designing a physical master plan, I was designing a new model. I reframed the question from “How can we educate 500 women a year for a better life?” to “How can we create a rich, coherent community out of four groups for whom tension has often been the norm—Hindus, Buddhists, Muslims, and Christians—in a way that could actually change the sociopolitical dynamics of the region?” It resulted in a shift in my understanding that architects design not only buildings but also the context for human life.

So here, I’m acting as the troublemaker, the orchestrator. Over time, I have created and adapted a series of tools to do this work. In the first phase of this project, we used those tools to conduct a series of workshops and studios with over 110 participants—researchers, alumni, members of the Board of Governors—and a few critical outsiders to create a large, audacious vision of what Pardee RAND could be in 2030. That revealed a tension between those who believed in the trusted advisory role for RAND and the school versus a desire to have more agency in the world. The participants also recognized that technology is changing everything. Those concepts led to the three streams that would equip students with different skills to be used in different contexts.

In later phases, I led the three teams (one for each stream) through looking at precedents and visiting other sites, and then building some prototype studio and content. In the winter and spring of 2017, I will be co-teaching the first studio.

Though I often do these kinds of projects, I only accept them on three conditions: there is (1) a capacity to really make an impact, (2) leadership in place that is courageous and smart, and (3) a willingness to be audacious. That was all there on day one.

Q How did you get involved with the reimagining, Dave?

DB I hire a lot of students on my RAND projects. They come with an incredible range of capabilities and with open minds. The school took notice and offered me the Brown Faculty Fellowship. They said, “Come up with a project of your choosing,” so my plan was to talk to as many people as I could and figure out what big research questions were out there. Over an intense 12 days, I talked to 70 students for 30 minutes each. By the end of it I knew the student body better than anyone but the deans. The school was looking for someone to run the reimagining—someone who knows the students, has a sense of the program, knows RAND, and is good at stitching things together. There’s also the engineer in me that can keep trains running. So now I’m Pardee RAND’s Director of Design.

The school’s association with RAND gives it so many advantages. The researchers are the faculty, but there’s
not a tenured professor anywhere. That lends us an unusual amount of flexibility because we don’t have the policies, entrenchment, or silos of a typical university. We do have the capabilities to develop new opportunities to meet the emerging needs of students. I didn’t appreciate that until now.

I’m excited by how many different hands-on problem-solving environments we’re creating—the studios, technology labs, embedded sites—and ways to deliver content other than seminars. The diversity of sandboxes we’ll be making available to students is going to have a lot of impact pedagogically. And because we are at our core about rigorous policy analysis, we are redefining what the profession is.

Q What’s your role in the Pardee RAND reimagining?

AO I’m overseeing the pivot from “curriculum” to “content ecology”—figuring out what skills students will need in the future. This draws on my academic background on how to teach at the graduate level, but also on my research on strategy, planning, and the impact of technological innovations on policymaking, which considers how the world looks different today. When the school was established in 1970, the question was, “How do we do more systematic policy analysis at the federal level?” and that came with an understanding of policymaking as being formal and centralized. Today’s system is more decentralized. Civil society matters more. If you think about the kinds of data available, it’s no longer an Excel spreadsheet or a balance sheet. It’s data that looks more like social media data, and we want students to have conceptual and analytic skills needed to tackle complex problems. That’s what we’re trying to capture in the content ecology.

It used to be that the first tool would be a regression analysis: Scope the problem, collect data, crunch the numbers, and come up with a result. We want to move away from analysis focused through a narrow set of tools to having students think about engaging with the community, for example, or building a technological solution. We want them to think more imaginatively and audaciously about identifying and addressing problems and give them the skills and experience to do so.

Methods Centers

Traditional ways of organizing scientific capability by disciplinary background or policy arena are no longer sufficient to generate the innovative analytic methods and tools needed to tackle the most complex and intractable problems the world faces today.

The Methods Centers at the Pardee RAND Graduate School are an investment in the type of methodological and analytic innovation the policy community needs. Drawing on the expertise of more than 1,000 world-class researchers, faculty, and students, the Methods Centers at Pardee RAND organize RAND’s diverse base of expertise around a set of interlocking and leading-edge analytic domains to create the next generation of research methods and tools.

The centers are

Center for Applied Network Analysis and System Science
Center for Causal Inference
Center for Decision Making Under Uncertainty
Center for Gaming
Center for Qualitative and Mixed Methods
Center for Scalable Computing and Analysis

For more, visit
www.rand.org/capabilities/methods-centers
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.

In late April, Pardee RAND, CoCom, and RAND Health joined forces to provide the school’s first Mental Health Awareness Day. Designed to (a) raise awareness of the behavioral health concerns of and resources available to students and (b) increase dialogue about mental health issues and improve the mental health climate at Pardee RAND, the day’s activities included a breakfast provided by a local creperie; an interactive discussion with Nicole Eberhart, a licensed clinical psychologist and behavioral scientist at RAND; and tai chi, yoga, and meditation sessions. Student Crystal Huang led a painting workshop, and upper body massage and manicure appointments were offered to interested students. To cap things off, CoCom sponsored a movie night, featuring Pixar’s Inside Out, which won the Oscar for best animated feature in 2015. More than 60 students and staff members took time out of their daily routine to participate.

In May, CoCom sponsored a RAND’s Got Talent variety show and happy hour for students and their families, faculty, and staff. Graduate Tim Smith emceed; and participants offered dances from both India and Ethiopia; original poetry; comedy routines, including a Weekend Update–type skit based on courses and events at Pardee RAND; live music; and storytelling. Turnout was high, the talent was top-notch, and there was enthusiastic agreement that this should be a regular event.
Other Student-Initiated Activities

Approximately 15 students presented their ongoing research—mostly dissertation related—in a Student Speaker Series, which was organized by John Speed Meyers with help from Ellie Bartels, Diana Carew, Christine Chen, Steve Davenport, Erin Duffy, and Balys Gintautas. John Speed created the defense and international relations brown bag lunch seminar, focused on military-related topics. Building on that momentum, Erin joined him to create a graduate student research forum, featuring public policy–related talks; this evolved into the Second-Year Seminar, at which about 10 second-year students offered happy hour presentations to their peers.

OJT Brokers

OJT Brokers conduct outreach within 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 Amanda Edelman, Claire O’Hanlon, Gursel Aliev, Sara Turner, Andrew Cady, and Therese Jones.

IDSS

The students who led this year’s International Development Speaker Series (IDSS) were Gulrez Azhar, Bill Gelfeld, Crystal Huang, Adeyemi Okunogbe, Tobi Oluwatola, Ervant Maksabedian, and Nelly Mejia. Among this year’s talks were

- Tara Sethia from Cal Poly Pomona on Ahimsa and Development (ahimsa is a Hindi word used to describe a doctrine of nonviolence rooted in courage and compassion, fearlessness and forgiveness)
- Daniel Stein, a senior economist from IDinsight, on Evaluations with Impact
- H.E. Juan Gabriel Valdés, Ambassador of Chile to the United States, on Reforms in Chile: Obstacles and Opportunities.
EVENT HIGHLIGHTS

Artist-in-Residence Phillip Ratner

In January 2016, Pardee RAND hosted sculptor Phillip Ratner as its artist-in-residence. A joint effort with Emerging Policy Research and Methods, with additional support from the Office of External Affairs, Ratner’s time at RAND included a schedule of studio sessions and interactive art workshops for RAND staff and Pardee RAND students. This residency aimed to create environments and situations that encourage interactions among RAND staff, with the hope of producing new collaborations, discussions, and general exchanges within and across disciplines. Dean Marquis noted, “This is an opportunity for RAND staff and Pardee RAND students to interact in ways they might not otherwise. Creativity has been the foundation of art and of many research projects at RAND. I hope Phil’s presence and the workshops generate new ways of thinking here at RAND.”

At least 15 students participated in the four workshops—all of which reached capacity within hours of an announcement being sent out to RAND staff. According to Daniel Basco (cohort ‘14), “I had to be creative in a completely different way than I’m normally asked. I think everyone involved walked away from the workshop a little happier and a little more relaxed.”

The workshops were very loosely structured, with Ratner providing three basic instructions and then telling participants to let their imaginations run wild. While attendees created, Ratner shared stories about his work, family, and life experiences. During his residency, Ratner produced a chess set, which he gifted to RAND and is on permanent display in the RAND library in Santa Monica.

Ratner’s artwork is featured in installations at Ellis Island, the Statue of Liberty, the Supreme Court of the United States, the Smithsonian, the United States Military Academy at West Point, the Vatican, and elsewhere. Ratner lives and works outside Washington, D.C.

Faculty Leaders Program

Building upon three years of successful Summer Faculty Workshops in Policy Research and Analysis, Pardee RAND launched the revamped Faculty Leaders Program in July 2016. The name change better conveys the rigor of the program and the caliber of participants. This workshop is a weeklong professional development program for faculty in a range of disciplines who serve highly diverse communities of students. After an intensive week immersed in the methods of public policy analysis, Faculty Leaders return to their home institutions with new tools, approaches, and ideas—empowered to build diversity into public policy through research, teaching, and mentoring.

One of the week’s highlights was a keynote address by former RAND researcher Nicole Lurie, who until recently served as the Assistant Secretary for Preparedness and Response in the U.S. Department of Health and Human Services. She spoke about her experiences overseeing the federal response to the Flint water crisis.

Nearly 48 faculty members from 26 U.S. institutions have now participated in the program. This year saw participants from first-time institutions such as Towson University, Dillard University, University of Maryland Eastern Shore, and California State Polytechnic University, Pomona. The recruitment and admissions outreach in this cycle—which involved a rebranding effort and a new website—led to a competitive field of applicants. Pardee RAND faculty members Sandy Berry, Lionel Galway, Gery Ryan, and Jeffrey Wasserman continue to serve as instructors, offering advice on how to engage communities and implement policy analysis in the classroom. This year, they were assisted by students Lauren Davis, Erin Duffy, Simon Hollands, Asya Spears, and Stefan Zavislan.
New Partnership with Eisenhower Fellowships

Pardee RAND and Eisenhower Fellowships (see page 23) launched a new partnership to deepen the knowledge and skills of Eisenhower fellows in public policy analysis, development, and implementation. In conjunction with Eisenhower Fellowships’ inaugural Africa Program, the organization sent eight of its 24 fellows to Santa Monica in October 2016 for three days of intensive skill building, leadership training, and transformative knowledge development.

The first cohort of the Eisenhower Fellowships’ Africa Program included participants from organizations such as the Ghana National Gas Company, Liberia’s Ministry of Health, the Nigerian Air Force, the Kenya Bankers’ Association, and Rwanda’s Ministry of East African Community.

During their time here, the fellows took part in a policy analysis workshop led by faculty members Gery Ryan and Jeffrey Wasserman. They were also paired with RAND researcher mentors during their three-day engagement to discuss their areas of focus. Fellows enjoyed an opportunity to mingle and talk about their research interests during an evening reception. Pardee RAND faculty and graduate students who were instrumental in the workshop’s success included Kathryn Pitkin Derose, Rafiq Dossani, Ify Edochie, Shira Efron, Krishna Kumar, Sebastian Linnemayr, Steven Popper, and Mahlet Woldetsadik.

Eisenhower Fellowships is an independent, nonpartisan, and nonprofit international leadership organization created in 1953 to honor President Dwight D. Eisenhower for his contributions to humanity as a soldier, statesman, and world leader. The fellowship is geared toward innovative mid-career professionals who are leaders in their fields and gives them opportunities to connect with peers and mentors. There are currently more than 1,500 active fellows in more than 50 countries.

Pardee RAND’s engagement with Eisenhower Fellowships expands the school’s network around the world, provides opportunities to connect with visionary leaders about research ideas, and promotes the recruitment of top talent to the school. Pardee RAND expects this initial partnership with Eisenhower Fellowships to become an ongoing collaboration.

Discrete Event Simulation Workshops

In June 2016, David Jefferson, a former RAND associate and expert in simulation at the Lawrence Livermore National Laboratory (LLNL), led a weeklong series of interactive workshops on discrete event simulation. The workshops surveyed the use of simulation methods to tackle complex problems and covered a variety of topics, including the role of randomness, hybrid forms of simulation, and parallel discrete event simulation. Open to students and faculty, the workshops were made possible by RAND’s partnership with LLNL.

David is an internationally recognized leader in parallel discrete event simulation (PDES) research as the coinventor of optimistic synchronization methods and the Time Warp algorithm, work that was done at RAND in the early 1980s. As of 2013, he and his colleagues hold the world record for the fastest and largest-scale parallel discrete event simulation ever executed at 504 billion events per second and almost 8 million interacting parallel processes. In recent years at Livermore, he has participated in the development of many large-scale national security–related simulation projects including models of missile defense, orbital space junk tracking, the internet, U.S. stock markets, RNA virus evolution, the power grid, and atomic-level material behavior.
Harold and Colene Brown Faculty Fellows

These fellowships were endowed by RAND trustee emeritus and former U.S. Secretary of Defense Harold Brown and his wife, Colene. The program supports a monthlong residency at Pardee RAND during which recipients pursue their own research agenda and engage with students across a range of mentoring activities, including office hours and one-on-one meetings; workshops; and brown bag lectures. They are especially encouraged to interact with students in small groups over lunch or other meals.

This year’s recipients were Bill Marcellino, Steven Popper, and Chapin White. In brief:

Behavioral and social scientist Bill Marcellino highlighted his research using RAND-Lex and social media analysis, and led a workshop for Pardee RAND teaching assistants. (January 25–February 12)

Senior economist Steven Popper conducted student workshops on “half-baked ideas.” An overarching theme of these sessions was that policy analysis in both method and application is entering a new and exciting realm. Steven also introduced several international students to the lively pastime of American baseball. (March 28–April 22)

Senior policy researcher Chapin White’s main focus was on the dissertation-writing process. While writing a dissertation is almost always a challenging experience full of false starts and dead ends, Chapin hoped his insights could lay the groundwork for overall success. (August 1–August 26)

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.

**Computational Methods for Operations Research and Data Science**

Taught by John Raffensperger and Jia Xu, this hands-on course was part of our efforts to prepare for the school’s new methods and technology stream. Students learned how to numerically frame and solve operations research problems in linear and nonlinear optimization, network analysis, and system modeling to support policy analysis. Students were also introduced to open source tools for data mining, manipulation, and visualizations.

**Law and Policy: The Implementation of Legislation Through Public Administrative Procedure**

Taught by Karlyn Stanley, this course explored how laws and regulations shape policy, and focused on four areas: health, foreign policy, communications and media, and financial services. Each week, students explored a different aspect of agency policy development, first through readings and classroom discussion, and then through an interactive lecture with an expert in that policy area.

**Understanding the Social Determinants of Health: Theories and Research**

Taught by Amy DeSantis and Karen Florez, this course familiarized students with theory and models of the social disadvantage approach (e.g., SES and fundamental causes of disease) and health equity approach (e.g., inequities that stem from sociodemographic factors such as class, immigration status, gender) to examining social determinants of health across various contexts (e.g., family, neighborhoods, and states).

**Comparative Historical Analysis and Case Study Methods**

Led by Chris Paul, this course covered such topics as ways to define and use case studies; case selection, representativeness, and generalizability; Mill’s methods of similarity and difference; Ragin’s qualitative comparative analysis; and methods for collecting and compiling case study data, including use of primary and secondary sources.

**The U.S. Rebalance to Asia**

Taught by Michael Chase, Cortez Cooper, Timothy Heath, Scott Harold, and Dave Ochmanek, this course began with a discussion of economic, demographic, and geopolitical trends in Asia and the region’s growing importance to U.S. diplomatic, economic, and security interests. Students explored China’s rise and its implications for the U.S. and countries in the region. The course also examined potential flashpoints in the region, with a focus on maritime territorial disputes between China and its neighbors, and assessed how the rebalance would likely progress going forward, as well as what it will mean for the future of the U.S. alliance system and the regional diplomatic, economic, and security order.
Preparing a Different Learning Environment

As part our redesign process, we planned to pilot a design studio as an elective during the 2017 winter and spring quarters. This summer, we identified two Pardee RAND faculty members to design and possibly co-teach the studio with Ann Pendleton-Jullian (who designed and developed the use of design studios in the humanities). Osonde Osoba and Matt Lewis (see bios below) worked closely with Ann to select two complex policy problems to explore as studio topics—Effective Policing in an Era of Social Media and Distributed Civil Movements and Pandemic Los Angeles 2030: Design Studio on a Complex Problem Around Health and National Security—and to adapt design studios (which have a long history in schools of architecture and engineering) for the policy analysis environment.

We selected Effective Policing as the topic for the studio that will run for two quarters. In the first quarter, the studio will introduce innovative methods to create an understanding of the science/technology related to working on complex emergent systems problems more broadly (complexity science, data and information science, new demands on the social sciences, new technologies and tools). Students will be exposed to design and visualization methodologies coming from architectural design to develop specific skills/capacities. In the second quarter, the course will shift focus to work on the problem at hand and emphasize input/critiques from domain experts as well as site visits. The policing studio will focus on the question of how to foster “effective policing in multicultural societies.” After carefully considering what effective policing means, students will look closely at the current state of policing in the U.S. with an eye toward understanding where and how it falls short of effectiveness. We will pay particular attention to narratives and criticisms of the criminal justice system. The studio’s goal will be to guide students in designing policy interventions to improve police effectiveness.

Faculty Profiles

Osonde Osoba (oh-shOwn-day aw-shAw-bah) is an associate engineer at RAND who is interested in the many ways data and learning algorithms affect personal and institutional decisionmaking. His recent work includes projects in public health, defense acquisition, and defense strategy. Before joining RAND, Osonde was a postdoctoral researcher at the Signal and Image Processing Institute at the University of Southern California (USC), where he worked on theoretical and applied methods for speeding up machine learning algorithms, usually by exploiting stochastic resonance. His work is the basis of several patents. He originally started out thinking about robust Bayesian inference schemes.

Matthew W. Lewis is a senior behavioral scientist at RAND whose work has focused on how technologies and simulations support learning, decisionmaking, and logistics. He has researched and developed prototype simulation-based games for learning and training in K–12 education, public health, vocational, and military contexts. He has also led evaluations of technology-rich innovations in K–12 education.
David Wang calls them muddy-shoe assignments. Those were the jobs at International Paper Company that led to a big desk and a nameplate on the door—supervisory jobs at the muddy front lines of factories or forests. And Wang, an executive vice president, spent his career trying to get more minorities into those assignments to move them up the corporate ladder.

That same commitment to diversity—to giving minorities and other underrepresented groups a foothold on opportunity—now inspires his support of the Pardee RAND Graduate School. His gift of $500,000 has allowed the school to provide diversity scholarships and expand its diversity initiatives. He and his wife, Cecile, are also members of RAND’s Legacy Society, having pledged to the school an additional $1.5 million in their estate.

“Policy, whether it’s national or regional, affects every American, regardless of background,” Wang said. “Those policies ought to be researched and developed by the same people.”

Wang speaks from experience. He was born in China and moved to the United States as a teenager. He earned degrees in mechanical engineering and then worked his way up the ladder, through those muddy-shoe assignments, until he was a vice president at one of the largest paper-and-pulp manufacturers in the world. He retired from International Paper in 1991.

His support of Pardee RAND dates back nearly a decade and includes six years of service on the Board of Governors. He was drawn to the school by its commitment to top-level research and analysis, and to applying it in the real world and not just in the classroom.

That kind of rigorous, nonpartisan research has become especially important in this era of politics by ideology—what RAND’s president, Michael Rich, has described as a national epidemic of truth decay.

“We’ve become completely detached from the factual world,” Wang said. “There’s a real need for creative, analytic research. The most complicated engineering problems are not solved by ideology; they’re solved by discovering facts.”

And that, Wang said, requires approaching problems from a diversity of viewpoints. His gifts in recent years have not only helped to support that wider perspective at Pardee
RAND, but also aimed to raise the school’s profile in minority communities.

With his help, for example, the school has been able to launch a training program for faculty leaders recruited from historically black- and Hispanic-serving colleges. It recently partnered with an international leadership organization, the Eisenhower Fellowships, to bring mid-career professionals from Africa for a three-day policy boot camp.

The David I.J. Wang annual diversity scholarships attract minority students from nontraditional sources, to help get their shoes muddy in public policy research. Additionally, Wang’s dissertation funding is advancing students’ work on topics such as homelessness in Los Angeles, the financial choices of college students, and workers’ compensation for migrant workers—crucial issues for which RAND has no traditional research sponsors.

“We know that by investing in these students, we are making a difference,” Wang said, “not only in their lives, but in the lives of those who will be touched by their work.”
Charles Wolf, Jr., a leading economist and founding dean of the graduate school who was regarded as one of the intellectual founders of modern policy analysis, passed away in October 2016 at the age of 92.

"Charlie Wolf was a significant figure at RAND for much of its history," said Michael D. Rich, RAND’s president and CEO. "As a leader of our Economics Department and founding dean at the school, he helped shape generations of economists, statisticians, and policy analysts. And his personal research made impressive scholarly contributions to several fields at critical junctures in time."

Within RAND, Wolf held another unique distinction—he was the first employee to mark 60 years with the institution, joining it as a senior economist on June 23, 1955. He remained professionally active until days before his death, a familiar figure at both RAND’s headquarters campus in Santa Monica and at Stanford University’s Hoover Research Institution, where he was a senior research fellow.

Wolf was also committed to RAND as a philanthropist, making major and regular contributions to the graduate school’s endowment with his wife, Theresa.

In the early days of RAND, the Cold War was a dominant issue and Wolf was considered one of “the two or three most authoritative and insightful analysts of Soviet economics,” senior fellow David C. Gompert wrote in a 2015 tribute marking Wolf’s 60th year at RAND. "When Wolf spoke, everyone listened."

Years before it happened, Wolf predicted the demise of the Soviet Union through economic exhaustion and ethnic dissension. His analysis proved prescient when the collapse finally came in 1991. And in the early ’60s, he had been the first RAND researcher to visit Vietnam in an official capacity, as an economic expert on a presidential commission assigned to survey the situation in Southeast Asia.

A prolific researcher, Wolf had nearly 300 academic publications to his name and had written more than a dozen books. His research 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.

From 1967 to 1981, when Wolf led the Economics Department, he hired and nurtured notable new talent at a time when the institution was working to sustain its reputation in national security research while expanding its research on domestic policy. His new hires were soon designing the RAND Health Insurance Experiment, begun in 1971 and widely regarded as one of the largest and most important studies of health insurance. Its conclusions encouraged the restructuring of private insurance and helped increase the stature of managed care.
When RAND launched a graduate school in policy analysis as a five-year experiment in 1970, Wolf became its founding dean. He led the school for nearly 30 years.

In the late 1990s, alumni of Pardee RAND and other donors honored him by establishing the Charles Wolf, Jr. Endowed Lecture Series to bring noted economists and speakers to the school to address important and timely policy issues. In 2014—the year Wolf turned 90—alumni and Wolf’s friends set up another tribute fund to support future students of the school.

Born in 1924 in New York state, Wolf attended Harvard University, earning a bachelor’s degree in economics in three years. After graduating in 1943, he enlisted in the Army and was soon serving in Italy as a corporal in the Office of Strategic Services, the wartime intelligence agency of the United States during World War II. He spent part of 1943 at Stanford University, where the intelligence agency taught him Dutch. Wolf was also fluent in French.

He twice served as a Foreign Service Officer with the Department of State, from 1945 to 1947 and again from 1949 to 1953. Wolf also received a master’s in public administration in 1948 and a doctorate in economics in 1949 from Harvard.

In the early 1950s, he taught economics and Asian and Far East studies at Cornell University and the University of California, Berkeley.

In 2007, the government of Japan presented Wolf with the Order of the Rising Sun, Gold Rays with Neck Ribbon—one of the highest honors it awards an academic. It was given in recognition of the role he and his research played in facilitating the maturation of Japan’s relationship with the United States.

As a pioneer in the field of policy analysis, Wolf helped found its flagship professional organization, the Association for Public Policy Analysis and Management, in 1979 and served as its second president. He also helped launch the group’s policy analysis journal and wrote widely on the subject.

Spotlight Awards recognize special, one-time contributions in support of RAND projects and operations. The following students were recognized in 2016:

**Gursel Aliyev** and **Andrew Michael Cady**, for exceptional service as teaching assistants.

**Guulez Azhar**, for his many positive contributions to the Pardee RAND community during the 2015–16 academic year and throughout his first two years.

**Erin Duffy**, for her efforts to develop and launch the Graduate Student Research Forum.

**Carlos Ignacio Gutierrez, Julia Pollak,** and **Asya Jewel Spears** for their leadership of and service on the Career Services Advisory Committee.

**Lisa Jonsson**, for her proficiency in creating and managing a participant tracking dashboard which has made invaluable improvements to the Partners Connect project workflow and success.

**John Speed Meyers**, for his significant and lasting contributions to the intellectual life and community at Pardee RAND through his leadership on the Student Coordinating Committee (CoCom) and his tireless and creative efforts to develop and foster opportunities for students to present and discuss policy research including the Graduate Student Research Forum.

**PhuongGiang Nguyen** and **Yan Wang**, for their contributions to building community and intellectual engagement at Pardee RAND through their leadership on the Los Angeles Policy Symposium.

**Oluwatobi Oluwatola, Steven Trochil**, and **Stefan Zavislans**, for their service on CoCom.

**Etienne Rosas**, for his service on CoCom and especially his conceptualization and successful launch of the first Pardee RAND talent showcase.

**Mahlet Woldetsadik**, for her many significant and lasting contributions to the intellectual life and community at Pardee RAND, especially through her service on the Faculty Committee on Curriculum and Appointments (FCCA) and her conceptualization and successful launching of the first Mental Health Day at Pardee RAND.

**Jonathan Wong**, for his many positive contributions to the community at Pardee RAND during the 2015–16 academic year and throughout his career.
2015–2016 PARDEE RAND DISSERTATION AWARDS

Through the generosity of board members and additional friends, the Pardee RAND Graduate School was able to confer 32 dissertation awards totaling $374,040.

John M. Cazier Award in Sustainability ($41,000)

$8,000 to Oluwatobi Oluwatola for Let There Be Light: Reducing Energy Poverty in India in the Face of Climate Change (Committee: Armeen Curtright, Chair; Rafiq Dossani)

$8,000 to Zhimin Mao for Tuning Policy Promises into Blue Skies: Mixed-Method Assessment of China’s Past and Future Air Pollution–Reduction Efforts (Committee: Debra Knopman, Chair; Nick Burger, Keith Crane)

$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 ($14,535)

$4,535 to Benjamin Batorsky for Towards Effective Design and Evaluation of Workplace Health Promotions (Committee: Christian Van Stolk, Chair; Hangsheng Liu, Jeanette May)

$10,000 to Aziza Arifkhanova for The Impact of Nurse Practitioner Scope-of-Practice Regulations in Primary Health (Committee: Jim Hosek, Chair; Grant Martsoff, Chapin White)

The JL Foundation Awards (via Jim Lovelace) ($75,000)

$25,000 to Ashley Muchow for Immigration Policy: A Federalist Experiment? How State Reforms Have Impacted the Social and Economic Outcomes of Local Populations (Committee: Lynn Karoly, Chair)

The Nancy and Dana G. Mead Dissertation Awards ($26,000)

$7,500 to Amanda Edelman for Understanding Policy Diffusion Through Major U.S. Cities (Committee: Dave Baiocchi, Chair)

$8,500 to Benjamin Colaiaco for The Effect of Medicaid Policy on Generic and Therapeutic Substitution Among Second-Generation Antipsychotics (Committee: Marcella Horvitz-Lennon, Seth Seabury, Andrew Mulcahy)

$10,000 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)

The Pardee Dissertation Awards for Global Human Progress ($48,500)

$5,500 to Ujwal Kharel for The Global Epidemic of Occupational Injuries: Counts, Costs, and Compensation (Committee: Seth Seabury, Chair; Louay Constant, Shanthi Nataraj)

$20,000 to Abdul Tariq for New Approaches to Economic Growth (Committee: Jim Hosek, Chair; Titus Galama, Krishna Kumar)

$13,000 to Nono Ayivi-Guedehoussou for The Determinants of Job Satisfaction Among Nurses, Midwives, and Auxiliary Nurses in Health Clinics: The Case of Bénin, West Africa (Committee: Gery Ryan, Chair; Lisa Meredith, Jeremy Miles)

$25,000 to Gabriel Weinberger for Estimating Effects from Incarceration at the Neighborhood Level to Inform Better Social Policy (Committee: Rosalie Pacula, Chair)

$25,000 to Mahlet Woldetsadik for The Cost of Sexual Violence and Its Transgenerational Impact in Conflict-Affected African Countries (Committee: Glenn Wagner, Chair)
$10,000 to **Adeyemi Okunogbe** for Improving Financial Access to Health Care in Sub-Saharan Africa: An Empirical Evaluation of Community-Based Health Insurance (Committee: Peter Hussey, Chair; Gery Ryan, Edward Okeke)

$20,000 to **Eric Apaydin** for Physician Satisfaction in the United States (Committee: Peggy Chen, Chair; Gery Ryan, Michael Tutty)

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

$20,000 to **Sung-Bou Kim** for 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)

### The Anne and James Rothenberg Dissertation Awards ($79,230)

$4,230 to **Olena Bogdan** for Regional Economic Growth and International Capital Flows: Case of Ukraine (Committee: Charles Wolf, Chair; Jim Hosek, Stephen Larrabee)

$5,000 to **Mikhail Zaydman** for Using Social Media Data for Program Evaluation and Quality Improvement (Committee: Doug Yeung, Chair)

$10,000 to **Marlon Graf** for Exploring Sources of Innovation in the Knowledge-Based Economy: The Case of Los Angeles (Committee: Rafiq Dossani, Chair; Trey Miller, Martin Kenney)

$10,000 to **Nelly Mejia Gonzalez** for Three Essays on Obesity: Food Environment, Attitudes Toward Food, and Cash Transfers (Committee: Emma Aguila, Chair; Krishna Kumar, Roland Sturm)

$10,000 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)

### The David I. J. Wang Dissertation Award ($27,500)

$5,500 to **Melody Harvey** for Further Understanding Financial Choice Among Financially Independent College Students (Committee: Katie Carman, Chair; Trey Miller, Jeremy Burke)

$6,500 to **Christina Huang** for Improving Diet in Low-Income Neighborhoods: Leveraging the Food Environment for Change (Committee: Jeanne Ringel, Chair; Karen Florez, Tamara Dubowitz)

$15,500 to **Melissa Felician** for Assessing the Physical Health Impact of Permanent Supportive Housing in Los Angeles County (Committee: Sarah Hunter, Chair)

### The Susan Way-Smith Memorial Dissertation Grant in Education ($12,500)

$6,500 to **Mollie Rudnick** for 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)

$6,000 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)

### The James Q. Wilson Dissertation Fellowship ($29,775)

$5,500 to **Anne Boustead** for Policy, Process, and Privacy: Three Essays on the Third Party Doctrine (Committee: Ed Balkovich, Chair; James Anderson, Sasha Romanosky)

$5,500 to **Clinton Saloga** for Market Responses to Marijuana Legalization in Colorado (Committee: Rosalie Pacula, Chair; Priscilla Hunt, Angela Hawken)

$18,775 to **Therese Jones** for Regulating Space: Profiling the Rapid Evolution of the Spaceflight Industry and Establishing Predictive Benchmarks for the Creation of Dynamic Legislation (Committee: Dave Baiocchi, Chair; Molly Selvin, Bill Welser)
The Pardee RAND Graduate School launched the Be the Answer fundraising campaign in May 2011 with a bold goal of raising $15 million to strengthen the school’s financial foundation and ensure our commitment to excellence continues into the future. With the extraordinary generosity of our alumni, Board of Governors, Dean’s Leadership Circle members, RAND trustees, and the broader RAND community we have soared well beyond our original five-year goal.

The goals of the campaign were to strengthen Pardee RAND’s base in both the near and long term, and to support key areas including scholarships, dissertation funding, academic programs, and student and faculty support. This support is helping to produce new policy practitioners who are impacting the world by strengthening cities, improving health care delivery and services, creating effective sustainability solutions, and enhancing economic development.

As RAND’s president and CEO, Michael Rich, noted, “Pardee RAND Graduate School—its student body and faculty, backed by our alumni and other supporters—has the potential to help RAND chart an entirely new course. This school can transform not just the science and art of policy analysis, but by serving as an engine of innovation for the world’s most prominent policy-research institution, it can also help transform the practice of policy analysis, too.”

The campaign was led by chair Don Rice and our Board of Governors, who not only supported the launching of this audacious effort, but personally committed to its success. To the many friends of the Pardee RAND Graduate School, thank you for a successful campaign and for your investment in our future.

Be the Answer fundraising efforts achieved 220% of goal

$33M including Pledged Legacy Gifts

$27.4M raised by June 2016

$15M goal
“We all have a personal interest in ensuring that the toughest questions are being evaluated and eventually answered by top minds trained in rigorous research and analysis. Learning to master and apply these critical skills from the experts at RAND and on the Pardee RAND faculty is an indispensable part of the Pardee RAND experience.”

DANA G. MEAD, MEMBER, PARDEE RAND GRADUATE SCHOOL BOARD OF GOVERNORS; CHAIRMAN EMERITUS, THE MIT CORPORATION

Generous support from Nancy and Dana G. Mead funded scholarships, dissertations, and student initiatives; provided immediate support for students; and strengthened the school’s endowment.

We are grateful to Marcia and Frank C. Carlucci for establishing a fully endowed scholarship and for providing essential unrestricted support for the school during the campaign. Scholarships play an important role in helping Pardee RAND students acquire the knowledge that they will utilize as they become the next generation of policy leaders. Core student support is vital to our ability to provide an array of student resources, faculty research, innovation, and open doors to visiting scholars and professors.

A significant leadership gift from Jim Lovelace, a RAND trustee and member of the Pardee RAND Graduate School Board of Governors, helped to kick off the successful campaign, providing essential flexible funding to immediately invest in the students along with support to strengthen the school’s endowment for the future. Additionally, during the campaign, gifts from the J.L. Foundation, via Jim Lovelace, helped to provide more than a dozen dissertation awards to advance students’ success in the program.
A generous gift from **Frederick S. Pardee**, a former RAND researcher and a member of the Board of Governors, created the Pardee Initiative for Global Human Progress in late 2013. The initiative draws on the talent and innovation of Ph.D. candidates and RAND research staff while advancing RAND’s work in international development, and builds on Mr. Pardee’s ongoing support for the graduate school that bears his name. “Our students are able now to do field work in Africa and Asia, on topics such as food security; youth employment; and how to shape cities as engines of innovation, growth, and development,” said Susan L. Marquis, dean of the graduate school.

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

**LYNDA AND STEWART RESNICK**

A gift from **Lynda and Stewart Resnick** established the Lynda and Stewart Resnick Endowed Scholarship to help students embark on careers in public service.

Through the foresight of donors like **Kip Hagopian**, a number of special initiatives were made possible at the Pardee RAND Graduate School, including the establishment of the James Q. Wilson Collection and the James Q. Wilson dissertation fellowship. These initiatives are supported by an endowment created to honor the life and legacy of Wilson, who is recognized as one of the most insightful and influential political scientists in U.S. history. Wilson was also a longtime member of the Pardee RAND Graduate School Board of Governors and a RAND trustee. His collection of letters, lectures, photos, manuscripts, and other items are available at Pardee RAND for the use of scholars, researchers, and policy analysts.
We are grateful to longtime RAND supporters Donald B. and Susan F. Rice for endowing three named scholarships and for a legacy commitment of $2.5 million to support the school’s continued investment in finding innovative policy solutions and preparing the next generation of policy leaders. Donald Rice, a RAND trustee and a member of the graduate school’s board of governors, served as RAND’s president from 1972 to 1989. Susan Rice is a RAND alumna who worked largely on health research and fundraising initiatives at RAND.

“The Pardee RAND Graduate School will be around for a long time, and I want to help the next generation solve the policy problems that will persist. I have made a legacy gift to ensure that graduate students have the resources they will need to shape the future.”

ANN MCLAUGHLIN KOROLOGOS, TRUSTEE, RAND CORPORATION; CHAIRMAN EMERITUS, THE ASPEN INSTITUTE; FORMER U.S. SECRETARY OF LABOR

The generosity of Eugene and Maxine Rosenfeld has made possible the Rosenfeld Program in Asian Economic Development at the Pardee RAND Graduate School. The Rosenfelds’ multiyear commitment has supported research on international development and poverty alleviation conducted by students and faculty. Krishna Kumar, a senior economist at RAND who serves as director of RAND Labor and Population, holds the distinguished chair in international economic policy, and is a professor at Pardee RAND. Only through continued support, like that of the Rosenfelds, can Pardee RAND establish initiatives that impact the world and change lives.

“The Pardee RAND Graduate School will be around for a long time, and I want to help the next generation solve the policy problems that will persist. I have made a legacy gift to ensure that graduate students have the resources they will need to shape the future.”

ANN MCLAUGHLIN KOROLOGOS, TRUSTEE, RAND CORPORATION; CHAIRMAN EMERITUS, THE ASPEN INSTITUTE; FORMER U.S. SECRETARY OF LABOR

“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 BROWN, TRUSTEE EMERITUS, RAND CORPORATION; FORMER U.S. SECRETARY OF DEFENSE

Harold and his wife, Colene, made a gift to establish the Harold and Colene Brown Faculty Chair at the Pardee RAND Graduate School, which currently supports a one-month residency for four faculty members per year.
In fiscal year 2016, tuition continued to be the single largest source of funding for Pardee RAND, covering 45 percent of the school’s operations.

Expenditures to directly support students and faculty continued to account for over 60 percent of a $4.7 million budget.
FY16 Student Work on RAND Projects

In FY16, RAND Health provided the single largest source of funding for student project work, followed by the RAND National Security Research Division and RAND Arroyo Center.

FY16 Endowment

Growth in the endowment continued to be strong in all areas of focus—surpassing $35 million in invested funds for the first time.
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.

Brent Anderson
Families Support to Transition: A Systematic Review of the Evidence, RAND Corporation

Eric Apaydin
Meditation for Major Depressive Disorder: A Systematic Review, RAND Corporation

Strengthening Prior Service–Civil Life Gains and Continuum of Service Accessions into the Army’s Reserve Components, RAND Corporation

“A Systematic Review of St. John’s Wort for Major Depressive Disorder,” Systematic Reviews

Aziza Arifkhanova
“Regional and Gender Differences and Trends in the Anesthesiologist Workforce,” Anesthesiology

Benjamin Batorsky
Characteristics and Treatment Patterns of Service Members with Mild Traumatic Brain Injury, RAND Corporation

Which Behavioral Interventions Are Most Cost-Effective in Reducing Drunk Driving? RAND Corporation

How to Get the Biggest Impact from an Increase in Spending on Traffic Safety, RAND Corporation

Anne E. Boustead
Electronic Surveillance of Mobile Devices: Understanding the Mobile Ecosystem and Applicable Surveillance Law, RAND Corporation

Maya Buenaventura and Christopher Carson
Can the Air Force and Airlines Collaborate for Mutual Benefit? An Exploration of Pilot and Maintenance Workforce Options, RAND Corporation

Susan Burkhauser
“Health Implications of Social Networks for Children Living in Public Housing,” Health & Place

John P. Caloyeras
“Physician Professional Satisfaction and Area of Clinical Practice: Evidence from an Integrated Health Care Delivery System,” The Permanente Journal

Margaret Chamberlin

Emilio Chavez-Herrerias
School Leadership Interventions Under the Every Student Succeeds Act: Evidence Review—Updated and Expanded, RAND Corporation

Emilio Chavez-Herrerias and Fernando Hoces de la Guardia
Developing a Strategic Program for Chilean Health Information Technology: Environmental Scan and Key Informant Interviews, RAND Corporation

Benjamin Colaiaco and Eric Apaydin
Acupuncture for Major Depressive Disorder: A Systematic Review, RAND Corporation

Melissa Felician
“A Pre-Post Pilot Study of Peer Nutritional Counseling and Food Insecurity and Nutritional Outcomes Among Antiretroviral Therapy Patients in Honduras,” BMC Nutrition
Melissa Felician and Jodi L. Liu

Bill Gelfeld
Improving DoD Support to FEMA’s All-Hazards Plans, RAND Corporation

Nelly Josefina Mejia Gonzalez
“Costs of Extending the Noncontributory Pension Program for Elderly: The Mexican Case,” Journal of Aging & Social Policy

Assessing the Ability of the Afghan Ministry of Interior Affairs to Support the Afghan Local Police

Nicole Schmidt Hackbarth
“General Medical Outcomes from the Primary and Behavioral Health Care Integration Grant Program,” Psychiatric Services

Brian J. Gordon
Assessing the Ability of the Afghan Ministry of Interior Affairs to Support the Afghan Local Police, RAND Corporation

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