REPORT TO THE BOARD OF GOVERNORS
SUSAN L. MARQUIS, DEAN
LEADING THE CHANGE

A new direction for the Pardee RAND Graduate School

The problems we face today are increasingly complex, ever-changing, and deeply interconnected. They demand new ways of thinking and doing to mitigate and solve them. One place to start is at the nation’s elite public-policy graduate schools.

Over the next few years, the Pardee RAND Graduate School intends to lead that change. We’re not just bringing in new courses, but new ways of practicing policy analysis and a new definition of public policy. We’re building on narrower traditional evaluation and recommendations to comprehensive understanding of problems and their context and a focus on developing and implementing potential solutions.

This change is imperative. As a catch-all term, “public policy” stands for every major issue facing the nation and the world, from international terrorism to income inequality to underperforming schools. How we train the next generation of policy experts will help determine how effective we are in addressing those issues.

A new approach

Pardee RAND was one of eight schools that established in the early 1970s the nation’s first graduate-level programs in public policy. They were traditional academic programs, grounded in economic theory, with a focus on working through the federal government to solve problems. For the most part, they still are.

But the world doesn’t work that way anymore. Private companies like Facebook and Apple are often two steps ahead of the federal government on policy issues like privacy. Advanced technologies like artificial intelligence and machine learning are creating solutions, as well as problems, that no one has ever thought of before. Decisions made on one side of the globe quickly affect the other side.

We need a new approach to public policy. We need to recognize, and take on, ever-changing complex, “wicked” policy problems. We need new tools, new thinking, a new understanding of what it really takes to effect change. Pardee RAND is a small school, built on the strong foundation of RAND but not bound by the constraints of a big university. It has the freedom and flexibility to go first.

We’re creating three new streams of study and action that better align with the policy needs of now. All of them will include ethics, communication, rigorous analytics, and bringing new perspectives into public policy.
Research and Analysis
The first stream draws on the school’s longtime strength and analytic foundation. We call it “Research and Analysis,” and it will continue to emphasize rigorous and sophisticated policy analysis. But it will also redefine the field to include more complex social and systemic problems, with a focus on designing policies, mechanisms, and actions for potential solutions.

The other two streams will be unlike anything we’ve tried before.

Technologist
One of them, the “Technologist” stream, will bring in computer scientists, software engineers, and other tech professionals to work at the intersection of technology and policy. Its centerpiece will be a physical Tech and Narrative Lab to push the limits of technology, from machine learning to virtual reality to digital gaming.

We want to develop new applications, new tools, that can help solve problems. We want to capture some of the energy and innovation of Silicon Valley and apply it to making better policy and new solutions for the 21st century.

Policy in Action
The other new stream, “Policy in Action,” will focus on what it really takes to make change at street level. We plan to establish long-term relationships—ten years or more—with partner communities that don’t often get policy support to effect real and sustainable change.

Then students, faculty, and RAND researchers will embed in those communities for months or even years, working with local leaders, local institutions, to solve local problems.

It’s policymaking up close, not just conducting a study or even a series of studies, but working with these communities to turn our recommendations into action. We’ll be helping these communities—but also gaining new insights into the implementation side of policy.

Public policy for the future
One other big change is worth noting, and it’s an idea we gained from architecture schools. All of our students, from the computer scientists to the community workers, will participate in policy-and-action design studios. Studios are a place and a new practice. Within them, students and, eventually, RAND researchers and other participants will gain a comprehensive understanding of seemingly intractable problems and the complex social system within which they exist. By understanding the problem as a whole, students and researchers will develop novel insights and tractable solutions. Leveraging new tools for addressing complex problems, studio participants will learn and do. You’ll learn about our first studios, taking on the problem of homelessness, and their effect later in this report.

With these structural changes and their emphasis on learning and doing, we intend to make Pardee RAND the model for a new generation of public policy graduate schools. We’re committed to sharing what we learn with other policy schools, to work with them to change the very definition of public policy. It’s a field that has existed, more or less unchanged, for half a century, and it’s time for it to take that next step.

The world we live in is rapidly changing, and the problems we face are deeply interconnected, often unknowable, and highly adaptive in the face of attempted solutions. We need to look at new approaches. We need to engage in the social systems that are the context for these problems, and to draw upon new disciplines and new tools. That is the change we are leading.

We began this project nearly five years ago, with a question: If we could build a public-policy school from the ground up, to open in 2030, what would it look like? Our answer will welcome its first full class of new students next year.
EXPERIENCE

The 2018 cohort brings experience from an impressive range of professional organizations and institutions to Pardee RAND.

- Airbus
- Chemists Without Borders
- IDA Science & Technology Policy Institute
- Innovations for Poverty Action
- Institute for Health Metrics and Evaluation
- Mercy Corps
- NASA
- Qatar Foundation Research and Development
- RAND Corporation
- Schaaf & Wheeler Consulting Engineers
- UCLA Internal Medicine
- United Nations Development Programme
- U.S. congressional office
- U.S. Department of Labor
- The World Bank
“After spending four years teaching in underserved communities and witnessing the day-to-day effects of poverty, I now want to broaden my fight against educational, social, and economic inequality. When I think about the students and families I serve, the weight of these issues and the urgency with which we must find workable solutions become not just an abstract intellectual interest. I want to have a hand in discovering, crafting, and implementing the policies that will allow them to have a safer, more secure future, filled with all the possibility and opportunity that they deserve.”

Ashley Woo, Cohort ’18

DEGREES
The 2018 cohort arrived with degrees in a variety of disciplines, including

- applied math
- civil engineering
- computer science
- economics
- energy policy
- health informatics
- international relations
- international science and technology policy
- medicine
- neuroscience
- operations research
- philosophy
- physical chemistry
- political economy
- political science
- predictive analytics
- public administration
- public policy
THE 2018 COHORT

BOOT CAMP

One of the first new elements of the Pardee RAND’s “reimagined” curriculum rolled out in September when the students of Cohort ’18 arrived for their orientation.

Developed by Assistant Deans Gery Ryan and Stefanie Howard and faculty members Molly Selvin and Angela O’Mahony, students spent half of the 10-day boot camp wrestling with one of the thorniest policy issues in Santa Monica and throughout the country—how to reduce the number of homeless individuals and help them to rebuild their lives.

The students had three “immersive experiences” over the course of five days, dividing into teams to visit homeless assistance agencies for youth, pregnant women, and job training; ride several bus routes to get an overview of the built environment and homeless populations; and conduct structured observations in four unofficial homeless communities on the streets in Santa Monica to determine where and how homeless individuals live. They worked together to understand local policies aimed at addressing the problem. The students were also introduced to the local political context for homelessness from Councilmember Mike Bonin (Los Angeles, 11th District) and Professor Raphael Sonenshein (Cal State LA).

The goal of the homelessness immersion exercise was to push students to “open their apertures,” according to Ryan, looking beyond their individual expertise and experiences and to appreciate the complexity of policy problems. “The Boot Camp is the first step for them to gain confidence in the face of uncertainty and unknowing and to understand the power of drawing on each other’s talents and skills throughout their time at Pardee RAND,” Ryan added.

The team presentations that culminated boot camp spoke to the experiment’s success. Each of the four teams had a different yet imaginative take on what they learned about homelessness, how they understood the complexities and policy trade-offs, and where they saw opportunities for change. Students asked critical questions about who are the homeless and how do they differ in circumstances and needs. They gained a visceral understanding of the loneliness and isolation of living on the streets. And they understood that the answers to simple directions to “observe and count” can vary widely based on the perspectives, experience, and discipline of the researcher.

In addition to the homelessness immersion exercise, other new elements to the boot camp provided a foundation for the policy and action design studios and Tech and Narrative Lab that students will experience as part of their curriculum. Those new elements included an introduction to ethics in public policy, a mini-course on U.S. politics and government, and a self-reflection exercise to understand the values and perspectives that each student brings to their research and analysis.

Support for Incoming Cohorts: Full-Tuition Scholarships

For the sixth consecutive year, all eligible incoming students received full-tuition scholarships in year one and partial-tuition scholarships in year two. Scholarships, combined with Pardee RAND’s not raising tuition since 2011, help students minimize and even eliminate debt as they move through their Ph.D. studies and meet requirements quicker and graduate sooner.
“Growing up in New Mexico led me to understand the need for good policy. The state relies heavily on federal spending to support its economy and faces a host of policy challenges: providing quality health care to a population with the second-lowest median income in the United States; high incarceration rates and low levels of educational attainment; and strains on water availability and agricultural production. It is a personal and professional goal of mine to contribute significantly to solving these problems and others like these.”

James Syme, Cohort '18
Pardee RAND awarded 31 doctoral degrees in policy analysis and 32 master’s degrees at its June 2018 commencement ceremony. More than 230 people attended, with 44 alumni participating in the weekend’s events. It was terrific seeing the extended Pardee RAND community come together to honor our most recent graduates.

The weekend was filled with both social and intellectual activities. Festivities kicked off on Thursday with an alumni and student mixer on the Santa Monica Pier. On Friday, the school hosted a panel and demonstration of some elements of the Pardee RAND redesign. The evening’s activities included a celebratory dinner for alumni, graduating students, and other members of the Pardee RAND community. The dinner featured the presentation of the fourth Alumni Leadership Award to Sharon Arnold (’85).
Saturday’s commencement ceremony featured remarks by Dean Susan Marquis; Michael Rich, RAND’s president and CEO; innovator John Seely Brown, who delivered the keynote address; and graduate Timothy Smith (’13).

Professors Phil Armour, Molly Selvin, and Troy Smith received the Huddleson Teaching Award.

And awards were given to four graduates. Olena Bogdan (’12) received the Glenn A. Gotz Award in Economic Analysis for outstanding work in economics, both in her coursework and in her dissertation. Lauren Kendrick (’12) received the Gaylord K. Huth Memorial Award, presented for outstanding work related to technology and public policy, for her work on industrial hog farming. Zhimin Mao (’11) received the Herbert Goldhamer Memorial Award for her analysis of China’s air pollution reduction efforts. And Bonnie Treizenberg (’14) was awarded the Richard A. Sherwood Memorial Award, presented for outstanding dissertation in foreign affairs, for her work on deterring space war.

Visit www.prgs.edu/commencement2018 to watch our short highlights slideshow, find links to speakers’ remarks, and more.
Happenings

As part of commencement weekend, Pardee RAND hosted events to introduce alumni, board members, and friends to some of the new elements of the school’s redesign.

Atwitter

A Tech Lab pilot art installation and data visualization platform, Atwitter allowed participants to view lamps that lit up with targeted Twitter hashtags and message content. The project was created by student Sara Turner ('15), who built and programmed the lamps, and presented by Karen Lee ('16). Atwitter is intended to inspire viewers to reflect both on language use in online discourse and on the role that anonymity plays in Twitter space as the author and full content of the tweet is obscured from observers.

Robust Decision Making (RDM) Online Course

Pardee RAND is partnering with King’s College London to develop our first online course. This demonstration provided examples of this pilot project as the school’s first step toward delivering Ph.D.-level policy coursework to students, RAND staff, and Pardee RAND partners, providing flexibility and even on-demand learning, in our academic program. Professors Robert Lempert and David Groves ('01) are leading course development with their introduction to RDM, a methodology for addressing deep uncertainty in future policy environments.

Augmented Reality

Todd Richmond, director of the Pardee RAND Tech and Narrative Lab, and Cord Thomas, director for Enterprise Architecture and Emerging Technology at RAND, led a demonstration in which participants could try out a Microsoft HoloLens that displayed 3D map information with overlays of two other data streams—traffic and Twitter activity. The display was developed as part of a RAND research project led by Zev Winkelman, Aaron Frank, and Kelly Klima. By facilitating an immersive exploration of complex data, the augmented reality display provides policy analysts with new ways to interact with real-world environments that combine multiple layers of content and context.
Participants gathered for a panel discussion on the Policy Design Studios—another new element of the Pardee RAND redesign—featuring Professor Ann Pendleton-Jullian; third-year student Lauren Davis (’15); and Marsha Temple, founder and executive director of Los Angeles’s not-for-profit Integrated Recovery Network. Dean Susan Marquis served as moderator. The event offered an opportunity to reflect on the work done by first-year students in the school’s first required set of two studios: the Teaching Studio and the Mentored Research Studio. Both studios focused on homelessness.

Professor Pendleton-Jullian developed the concept of Pardee RAND’s Policy Design Studios and has led their implementation, first in a Spring 2017 pilot and then as required studios in AY2017/18. Studios are both a place and a practice. Within the studio, we use the techniques from architecture—working in teams, multiple iterations of potential solutions, and the essential element of rigorous, structured critique by faculty and students. Policy design studios emphasize gaining a comprehensive understanding of the complex social system within which the policy problem exists. To do so, students work in teams and use the expertise they’ve brought to Pardee RAND; analytic tools and methods used in the school’s coursework; and new tools that include sophisticated data visualization, game-mapping, and game design to model social systems. Pendleton-Jullian said she saw students’ perspectives on issues surrounding homelessness evolve over the course of the studio. Students gained greater understanding of the complexity of the problem of homelessness, beginning with the wide variation in background and circumstance among homeless people.

Davis discussed how the studio gives students a new toolkit for understanding and addressing complex problems that includes analytic tools, new technical skills including data visualization, drawing, and game design. In addition to the technical skills, Davis and her classmates saw the power of imagination and of bringing different expertise and dispositions together for both understanding and doing. The insights and solutions presented by the student teams pushed further than any one student could have accomplished on his or her own.

The test, of course, was in the credibility of the students’ insights and the viability of their proposed solutions. Community leader Marsha Temple, executive director of Integrated Recovery Network, was the judge of that for the students’ final presentations. Temple’s organization is a social service agency near downtown Los Angeles that focuses on housing and employment for people who are homeless. Not only did Temple gain new insights from the student presentations, but she found that the solutions proposed were thoughtful, novel, and tractable—worthy of pursuit!
OUR GRADUATES

**DANIEL BASCO**
PH.D. DATE
June 2018
POSITION
President, Vertex Evaluation and Research LLC
DISSERTATION TOPIC
Strengthening Federal Capacity to Conduct Evaluations to Inform Future R&D Program Planning

**MARIA BUENAVENTURA**
PH.D. DATE
September 2018
POSITION
Management Fellow, Los Angeles County Consumer & Business Affairs
DISSERTATION TOPIC
Treatment Not Custody: Process and Impact Evaluation of the Santa Monica Homeless Community Court

**BILL GELFELD**
PH.D. DATE
September 2018
POSITION
Professor, Universidad San Francisco de Quito
DISSERTATION TOPIC
Preventing Deviations from Presidential Term Limits in Low- and Middle-Income Democracies

**BALYS GINTAUTAS**
PH.D. DATE
September 2018
POSITION
Captain, and Contracting Officer, U.S. Air Force
DISSERTATION TOPIC
Loosening the Okinawan Knot: A Mixed-Methods Study of Okinawan Public Perceptions of U.S. Military Problems and Benefits

**PRODYUMNA GOUTAM**
PH.D. DATE
September 2018
POSITION
Associate Research Economist, Precision Health Economics
DISSERTATION TOPIC
Three Essays on Economic Growth and Human Welfare

**JOHN HAMM**
PH.D. DATE
September 2018
POSITION
Captain, and Operations Research Analyst, U.S. Air Force
DISSERTATION TOPIC
Improving the Air Force Medical Service’s Expeditionary Medical Support System: A Simulation Approach

**MELODY HARVEY**
PH.D. DATE
June 2018
POSITION
Postdoctoral Fellow, Institute for Research on Poverty
DISSERTATION TOPIC
Financial Education Among Financially Vulnerable Populations in the United States

**JAKUB HLAVKA**
PH.D. DATE
September 2018
POSITION
Research Assistant Professor of Health Policy and Management, Leonard D. Schaeffer Center for Health Policy and Economics, University of Southern California
DISSERTATION TOPIC
Three Essays in Health Economics: Towards Alternative Payment Models for High-Value, High-Cost Medical Treatments

**HAIJING CRYSTAL HUANG**
PH.D. DATE
September 2018
POSITION
Economist, IDinsight
DISSERTATION TOPIC
Improving Health Decisions and Outcomes for Chronic Diseases: The Impact of Incentives and Information
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<tr>
<th>Name</th>
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<tr>
<td>Lauren Kendrick</td>
<td>June 2018</td>
<td>Data Science Fellow, Insight Data Science</td>
<td>Ammonia Emissions from Industrial Hog Farming: Efficacy of Voluntary Control Strategies</td>
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<td>David Manheim</td>
<td>March 2018</td>
<td>Independent Researcher, Open Philanthropy Project</td>
<td>Value of Information for Policy Analysis</td>
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<td>Eduardo Marquez-Pena</td>
<td>September 2018</td>
<td>Research Associate, Laboratorio Nacional de Políticas Públicas</td>
<td>Harmonizing Discretionary Policy Choice with Fiscal Rule Making: Mexico After Fiscal and Energy Sector Reforms</td>
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<td>Youngbok Ryu</td>
<td>December 2017</td>
<td>Visiting Assistant Professor, New Mexico Institute of Mining and Technology</td>
<td>Accelerating the Transition of Technologies Created Through the U.S. Department of Defense Small Business Innovation Research Program</td>
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<td>Mahlet WoldeTsadik</td>
<td>September 2018</td>
<td>Prevention Effectiveness Fellow, Centers for Disease Control and Prevention</td>
<td>Long-Term Effects of Wartime Sexual Violence on Women and Families: The Case of Northern Uganda</td>
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<td>Cameron Wright</td>
<td>June 2018</td>
<td>Cost Estimating Analyst, Northrop Grumman</td>
<td>Choose Wisely: A Study of College Major Choice and Major Switching Behavior</td>
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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.
THE PARDEE RAND TEAM

Martin Iguchi, senior behavioral scientist and former director of the RAND Drug Policy Research Center, has been appointed program director for the Pardee RAND Redesign. Iguchi has a strong and highly relevant academic background, having recently served as dean of nursing and health studies at Georgetown University and as chair of community health sciences at the UCLA School of Public Health prior to returning to RAND. In addition to his administrative experience, Iguchi brings experience in community-based research, online education, and communicating science to the public. Iguchi is a longtime member of the Pardee RAND faculty.

As program director for the ongoing redesign and its implementation, Iguchi will work with the dean, associate dean, innovation architect, and the full redesign team to coordinate all the moving parts, to keep all trains on the right track and on schedule, and to help all those involved in the redesign to actualize the collective vision. His extensive experience in online learning will also help support the school’s new role in developing and implementing professional education and training for RAND researchers and technologists.

Sandy Buchan joined in May 2018 as our new career services director and international student adviser. Buchan is a career strategist with more than 15 years of experience advising undergraduate and graduate students, as well as professionals in financial engineering, science, public policy, public administration, health care, city planning, and general business. Buchan has conceptualized, created, and implemented career centers at the UCLA Anderson School of Management, the USC Marshall School of Business, and the USC Price School of Public Policy. She has extensive experience in creating career-enhancing workshops and hosting conferences at UCLA and USC in such areas as multimedia and risk management. Buchan hit the ground running, engaging with alumni and employers, building out a robust calendar of events (with eight career services events in October alone) including skills workshops and employer visits. Buchan says she has two career services goals: to integrate career development in the school redesign and to create a larger external footprint for the graduate school outside of RAND.

Sylvia Dsouza joined as executive director of development in October 2018. Prior to joining Pardee RAND, Dsouza worked with the development team at USC Price External Affairs for three years and was the team lead for principal gifts from parents of undergraduate students and alumni. She also worked in development for the UCLA School of Engineering, UCLA School of Dentistry, UCLA School of Arts and Architecture, and UCLA Herb Alpert School of Music. Dsouza earned her B.A. in communication studies from UCLA and is currently an M.P.A. candidate at the USC Price School of Public Policy. Dsouza came to Pardee RAND equipped with a diverse background and experience in global hospitality, donor relations, and higher education/university advancement. She oversees the school’s fundraising, alumni engagement, annual giving, and stewardship efforts.
Methods Centers

Center for Applied Network Analysis and System Science

Elizabeth Bodine-Baron is joined by **new codirector Luke Matthews**, an anthropologist based in RAND’s Boston office who uses advanced quantitative methods and has a special interest in studying the spread of conspiracy theories. The center published a methodology document entitled “A Manual for Cultural Analysis.”

Center for Causal Inference

Claude Setodji is joined by **new codirector Matthew Baird**, who brings an economist’s perspective to what is traditionally considered the turf of statisticians, concentrating his research time on labor and education issues. In 2018, the center cosponsored (with Carnegie Mellon University and the University of Pittsburgh) the Atlantic Causal Inference Conference.

Center for Decision Making Under Uncertainty

In 2018, the center offered a series of tutorials for students and staff on ExpertLens, a tool for expert elicitation, and behavioral game theory. Andrew Parker is joined by **new codirector David Groves**, a Colorado-based policy researcher with a Ph.D. from Pardee RAND who also codirects the RAND Water and Climate Resilience Center.

Center for Gaming

Stacie Pettyjohn is joined by **new codirector Abby Doll**, a policy analyst at RAND who specializes in military strategy and is passionate about gaming as a policy research approach. The center organized a regular brown bag series this year to encourage broader understanding of how gaming can be used for policy analysis and what it entails.

Center for Qualitative and Mixed Methods

In 2018, codirectors David Kennedy and Ryan Brown helped support enhancements of EGOWEB, a RAND-developed tool for social network data collection.

Center for Scalable Computing and Analysis

Led by **John Davis** and **Sarah Nowak**, the center invested in exploratory work on policy applications of big data and tools provided by Google and Uber.


**STUDENT LEADERSHIP**

OJT Brokers

In 2018, the OJT Brokers created a new “Dinner with a RAND Researcher” event. Charged with helping all students find on-the-job training (OJT) experiences on RAND projects, the Brokers saw an opportunity to advance this mission in the informal environment of dinner and conversation. Two separate events—one with researchers Jennifer Kavanagh and Maria DeYoreo and another with Kathleen Mullen and Jeffrey Wenger—were held in Santa Monica at Jimmy’s Famous American Tavern. Approximately 10 students attended each dinner. Pardee RAND Career Services, now led by Sandy Buchan, provided funding.

International Development Speaker Series (IDSS)

IDSS continued its efforts to expand the conversation and interest on development issues by hosting several distinguished speakers from diverse backgrounds and areas of expertise. In total, IDSS talks garnered more than 200 attendees across 9 events. We kicked off the year with an expert panel led by Krishna Kumar on global and local governance and the role of development programs in promoting it. These timely discussions have contributed in not only establishing valuable connections between students and world-renowned researchers but also elevating the dialogue of the world’s most pressing issues and RAND’s unique capabilities to address them.

(Left to right) Claire O’Hanlon, Gursel Aliyev, Amanda Edelman, Margaret Chamberlin, Sara Turner, and John Speed Meyers. (Not shown) Rachel Perera.

(Left to right) Sangita Baxi, Sohela Amiri, Etienne Rosas, Juliana Chen-Peraza, Karishma Patel, Keren Zhu, and Jalal Awan. (Not shown) Gulrez Azhar, Alexandra Huttinger, Diogo Prosdocimi, Uzaib Saya, Mahlet Tebeka, Agnes Wang.
CoCom has preserved the events that students have come to know and expect while exploring new areas for expansion. Mental Health Week, which focuses on mindfulness activities and self-care events to promote student well-being, has been extended to include activities throughout the year. Mental Health Happy Hours have included building terrariums, writing thank-you cards, musical jam sessions, and more. CoCom also worked to support many student-led initiatives, including a Python workshop, a Student Seminar Speaker Series, and a new student/researcher crossover organization called the Mixing Lab. They also worked to innovate a new way of running events—student led and run, CoCom supported and funded—that allows for a greater variety of events and more flexibility in responding to student needs.

This year, CoCom comprised Sangita Baxi, Maya Buenaventura, Steve Davenport, J. Luke Irwin, Rachel Perera, and Hilary Smith.
RESIDENCIES

Distinguished Visiting Faculty

Robin Hanson, associate professor of economics at George Mason University and research associate at the Future of Humanity Institute of Oxford University, hosted four events during his residency, focusing on prediction markets, artificial intelligence, and the hidden motives that infect policy design. Hanson has pioneered prediction markets, also known as information markets and idea futures, since 1988; developed new technologies for conditional, combinatorial, and intermediated trading; studied insider trading, manipulation, and other foul play; and written and spoken widely on the application of idea futures to business and policy. His most recent book is *The Elephant in the Brain: Hidden Motives in Everyday Life* (2018).

Adam J. Foss, former assistant district attorney in the Juvenile Division of the Suffolk County District Attorney’s Office in Boston, gave a talk focusing on the most powerful yet least understood role in the justice system: the prosecutor. After his presentation, Jessica Saunders, then a senior policy researcher at RAND, moderated a Q&A. The Mandela Foundation recognized Foss as the 2017 Nelson Mandela Changemaker of the Year. Fast Company named him one of the Most Creative People in Business of 2017. He was named Graduate of the Last Decade by his alma mater, Suffolk University Law School, and is a visiting senior fellow at Harvard Law School.

Mae Jemison delivered the 2018 Haskins Lecture on Science Policy, speaking on Pursuit of the Extraordinary. Jemison made history in 1992 as a crew member aboard the shuttle *Endeavour*, becoming the first woman of color to travel in space. Today, she leads the 100 Year Starship, an initiative designed to help enable interstellar travel in the 2100s. Jemison’s lecture featured insights from her experience as a physician, inventor, environmental studies professor, science literacy advocate, development worker in Africa, and founder of two tech start-ups. A podcast of the lecture is available at www.rand.org/a180123.

Martin Feldstein, the George F. Baker Professor of Economics at Harvard University and President Emeritus of the National Bureau of Economic Research, returned to Pardee RAND to discuss the economy, recent tax and spending legislation, and monetary policy and financial instability.

Pardee RAND welcomed back Paul Light, the Paulette Goddard Professor of Public Service at NYU’s Robert Wagner School of Public Service and founding principal investigator of the Global Center for Public Service. Light delivered two talks: The Revolution in How to Innovate, where he discussed his ongoing effort to pattern the field of social entrepreneurship and innovation and where the richest veins of potential research might be for future breakthroughs, and The State of the Federal Service, where he reviewed the administration’s potential impact on the federal service while exploring the president’s reform agenda and the state of the federal service more generally.

Pardee RAND welcomed two visiting scholars, the cofounders of the Coalition of Immokolee Workers (CIW): MacArthur “genius grant” awardee Greg Asbed and longtime social justice lawyer Steve Hitov. During their time here, they participated in a panel discussion with Professor Kathryn Edwards, moderated by Dean Marquis, titled “How Do We Create and Lead Social Change? Perspectives on Law, Policy, and Social Justice in the U.S.”

Mae Jemison

Adam J. Foss
Brown Faculty Chairs

From weekly chats to a panel discussion of behavioral economics; dance lessons to a ping pong tournament; and local picnics to an Olvera Street outing, the three Brown Faculty Chairs in 2017–18 went out of their way to engage with students and staff academically and socially.

Kathryn Pitkin Derose organized a Día de los Muertos outing, a salsa and bachata lesson, and a trip to the “Radical Women: Latin American Art, 1960–1985” exhibit at the Hammer Museum at UCLA. Derose also led two seminars: “What’s Faith Got to Do with It? Reflections on the Roles of Religious Congregations in Addressing Health Disparities” and “Immigrant Health Advantage or Immigrant Health Care Disadvantage? Policy Challenges for a Nation of Immigrants in the 21st Century.” She also hosted talks by a visiting scholar, the Rev. Noelle Damico, on faith-based accountability.

Sebastian Linnemayr scheduled his residency to coincide with a winter quarter course he taught with Sean Grant on “Applying Behavioral Insights and Behavioral Economics.” He held regular office hours and small group events, such as picnic lunches in Tongva Park and on the Santa Monica Pier.

“This opportunity gave me dedicated time to interact with and mentor students, which is one of the activities that is most fulfilling for me,” Linnemayr noted. “It’s particularly enlightening to be embedded with the students in the same area so that I could ‘walk around’ and connect in the classic RAND style of propinquity. I got to know a lot of students I had never talked to before, and talked in more depth with those I had previously met.”

Andrew Parker eagerly collaborated with Linnemayr on both academic and social events. They hosted Pardee RAND’s inaugural Student Doubles Ping Pong Tournament.

Academically, they organized a panel discussion on “Behavioral Economics: Where Is It Coming From? Where Is It Going?” as part of Linnemayr and Grant’s class. They discussed whether behavioral economics is a discipline, a paradigm shift in economics, or simply a fad.

“During this residency, Sebastian and I were able to brainstorm new ideas for using the RAND American Life Panel to combine his interest in resolutions and habit formation with my interest in aging—a topic that may turn in to future research,” Parker said.
**Curriculum**

One of the objectives of the redesign is to increase student engagement by offering additional opportunities for experiential learning.

In academic year 2017–18, this was done primarily through the Tech and Narrative Lab. In the spring, four student teams participated in our first machine learning competition. The competition tackled two questions: “What makes online language toxic?” and “Can a machine recognize toxic online language?” The competition gave students a chance to practice their machine learning and text analysis skills. In addition, students and faculty members have recently deployed more than 20 low-cost air-quality sensors around Santa Monica. Students will use data visualization, machine learning, and narrative techniques to explore the possible applications and implications of "hyper-local" air-quality sensing, particularly as it applies to decisions made by individuals, families, neighborhoods, and local government.

We’ve also piloted new courses that are designed to prepare our students and RAND staff for engaging with a world that demands both a greater understanding of programming languages and modeling techniques as well as a deeper understanding of the role of ethics and culture.

**New Courses in 2018**

**Cultural Measurement and Analysis in Policy Research**
*Luke Matthews*

This course covers foundations of cultural measurement and analysis and the latest developments of this approach for policy research. Drawing from the cognitive and evolutionary anthropology traditions, the course conceptualizes culture as socially learned information that influences behavior and contributes to variation within and among societies. We will cover a broad set of mixed qualitative-quantitative methods for studying culture that operationalize culture into variables amenable to statistical analyses. We will cover statistical analyses common to cultural research including principal component analysis, cluster analysis, network analysis, autoregression, and supervised machine learning.

**R Programming for Scientific Analysis**
*Joshua Mendelsohn*

With scientific teams around the world contributing to its development, this free, open-source language has every tool an analyst needs to process data, conduct computational analyses, and visualize the results. This course will empower students to wield the R toolkit effectively, focusing on three power-programming fundamentals: getting comfortable working directly with the basic building blocks of the language, adapting programming style to be error robust and resource efficient for the task at hand, and building experience using R programming to solve diverse computational challenges. This course is suitable for beginner and intermediate R programmers.

**Introduction to Structural Equation Modeling**
*Andrea Richardson and Roland Sturm*

This course introduces students to structural causal models and structural equation modeling (SEM). SEM can handle multi-equation models, and allows estimation among latent (unobserved) and observed variables of multiple effects transmitted over combinations of paths. It combines measurement models (as in psychometrics) with path models (as in econometrics). Using graphical interfaces to describe the models makes relationships more transparent and usable for policy analysis. We will present an introduction to structural causal models, an overview of latent variables, measurement error, SEM equations, subset applications in latent growth curve modeling, and latent class analysis.

**Digital Anthropology: Exploring the Cultural and Policy Implications of the Rise in Human Use of Digital Technologies**
*William Welser and Katharine Sieck*

The emergence of and rise in technologies such as artificial intelligence, additive manufacturing, and cryptography, coupled with a growing democratization movement has resulted in an epoch where policy analysts and policymakers will be ineffective without real-time understanding of technology. In this course, we will explore the connection between humans, technology, and policy. How do we interpret and use the data, networks, and tools in the digital world to gain insights into human behaviors? How do we enable the positive benefits of technology while mitigating its negative consequences? How do policy analysts interpret signals related to human use and interaction with technology to build implementable and resilient policy frameworks?

**Issues of Modern Labor Economics**
*Kathryn Edwards and Philip Armour*

This is a survey course of the five most-debated issues in contemporary labor economics: the minimum wage, unemployment support, family-leave policies, wage gaps by gender and race, and the effect of immigrant labor on native labor. The class will be rooted in the labor economic literature and recent applied econometric research. The economic background will provide an introduction on how these issues are identified, measured, and debated. However, the economics will be complemented with sociological points/counterpoints, primary data sources, and advocacy papers.
The goal of this course is to equip students with a background in ethical frameworks and to sharpen analytical tools that can be applied to a range of policy cases and professional practice. The course is divided into three components. First, we will evaluate prominent ethical theories. Second, we will look at policy issues from an ethical standpoint, and we will consider other policy issues based on students’ interests and ongoing projects. Third, we will focus on ethics in practice, including an exploration of the ethical issues that arise in one’s professional life with respect to public policy work. Throughout the course, we will engage in facilitated discussion, review policy and strategy documents from governmental and nongovernmental organizations, and emphasize the development of critical analysis tools.
Engagement Survey

In the summer of 2017, Pardee RAND conducted our first formal engagement survey as part of a broader, RAND-wide engagement survey. In the summer of 2018, the school followed up with more detailed focus groups among students. The focus group topics were mentoring and feedback, women’s issues, diversity and inclusion, and communication and decisionmaking.

The survey and the focus groups provided the school with student insights on the work and academic environment. Students made clear their strong alignment with RAND’s mission. Students also reported a desire for clear and accessible feedback channels; additional and more personalized mentoring; concerns about the ability to find sufficient and appropriate work as part of the school’s OJT program; and a need for additional support for students with families.

They also generated productive conversations that will bolster efforts to create an increasingly diverse and inclusive work environment throughout RAND.

Pardee RAND administration, faculty, and students are developing and refining an action plan to respond to the recommendations coming out of the survey and focus groups. The Pardee RAND community will monitor progress and refine our approach as we learn in implementation. RAND plans to repeat the engagement survey in the near future.

Career Services

The Career Services team helps students more successfully engage with prospective employers by building their professional skills, enabling them to learn about different career paths, and providing networking and job application support. We are grateful for the work of Kathryn Dunst, our career services advisor, who retired early in 2018, and welcome our new career services director Sandy Buchan, who joined us in May.

Career Services hosted the following events this past year:

**CV Workshop**
Dave Baiocchi helped students learn how to read CVs from the perspective of a hiring manager and then update their own CVs. The experience was so well-received that Career Services plans to make this a recurring workshop.

**OEA Skills Workshop**
Career Services partnered with RAND’s Office of External Affairs for a series of skills workshops for students, including Writing for Policymakers, Writing Critical Parts of a Research Report, and Creating Compelling Presentations.

**Employer and Alumni Visits**
Career Services hosted several visits from employers, as well as talks by alumni working across the country in several policy areas. Employer talks included visits from Analysis Group, AEI, Northrop Grumman, and Deloitte. Alumni from Amazon, Gallup, Facebook, Mathematica, and The World Bank’s Young Professionals Program spoke to students about their career paths and current jobs.

Sandy Buchan
In July 2018, Pardee RAND held its sixth annual Faculty Leaders Program, a professional development workshop designed to engage with leaders from other institutions and encourage diversity in the next generation of policy analysts and leaders.

The school welcomed 14 faculty members from colleges and universities that serve students who are traditionally underrepresented in public policy.

Support for this year’s Faculty Leaders Program was generously provided by the Henry Luce Foundation. To date, this program has brought 76 faculty leaders from 46 institutions to Pardee RAND.

Faculty members come from a variety of disciplines and backgrounds and are selected based on their potential to effect change by influencing policymakers with their research and through their teaching and mentoring of the next generation of policy leaders. Faculty must have well-defined ideas for applying program components and have policy research interests that align sufficiently with the RAND portfolio to produce meaningful results. Fellowships are awarded for hotel and travel expenses.

This year, the keynote talk, “Investing in Diversity, Equity, and Inclusion,” was presented by Daryn Dodson, a passionate advocate for social and economic justice. He explored the idea of impact investing as a social intervention of inequity. Dodson is the founder and managing director of Illumen Capital.
AWARDS

2017–2018 Pardee RAND Dissertation Awards

Through the generosity of board members and additional friends, the Pardee RAND Graduate School was able to confer 31 dissertation awards totaling $396,730.

John M. Cazier Award in Sustainability

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

Lisa Jonsson for Case Studies in Local Governance. (Committee: Rosalie Pacula, Chair)

Sara Turner for Rapid Urbanization: Sustainability, Uncertainty, and Management Challenges. (Committee: Gery Ryan, Chair)

Lauren Kendrick for Ammonia Emissions from Industrial Hog Farming: Efficacy of Voluntary Control Strategies. (Committee: Craig Bond, Chair; Debra Knopman; John Raffensperger)

The Doris Dong Award

Ben Smith for Designing Better Alternatives to Fringe Banking Services. (Committee: Katherine Sieck, Chair)

Lauren Davis for Is Rural America Getting Their Fair Share of Federal Aid? (Committee: Krishna Kumar, Chair)

Melissa Felician for Assessing the Well-Being Effects of Supportive Housing in L.A. County. (Committee: Sarah Hunter, Chair; Dmitry Khodyakov; Bill Pitkin)

Lauren Kendrick for Ammonia Emissions from Industrial Hog Farming: Efficacy of Voluntary Control Strategies. (Committee: Craig Bond, Chair; Debra Knopman; John Raffensperger)

Lawrence Livermore National Lab Dissertation Fellowship

Pavan Katkar for The Cybersecurity of “Blockchained” Financial Systems. (Committee: C.R. Neu, Chair)

The JL Foundation Awards (via Jim Lovelace)

Prodyumna Goutam for Three Essays on Economic Growth and Human Welfare. (Committee: Shanthi Nataraj, Chair; Krishna Kumar; Peter Glick)

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)

Michele Abbott for Demystifying the Household: A Systems Perspective of Health and Well-Being. (Committee: Gery Ryan, Chair; Luther Brewster)
The Eugene and Maxine Rosenfeld Dissertation Awards

Crystal Huang for Health Behaviors in Improving Health Decisions and Outcomes for Chronic Diseases: The Impact of Incentives and Information. (Committee: Sebastian Linnemayr, Chair; Peter Glick; Roland Sturm)

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)

Mahlet Woldetsadik for Long-Term Effects of Wartime Sexual Violence on Women and Families: The Case of Northern Uganda. (Committee: Glenn Wagner, Chair; Jeanne Ringel; Ragnhild Nordas; Rhoda Wanyenze)

The Frederick S. Pardee Dissertation Awards for Global Human Progress

Crystal Huang for Health Behaviors in Improving Health Decisions and Outcomes for Chronic Diseases: The Impact of Incentives and Information. (Committee: Sebastian Linnemayr, Chair; Peter Glick; Roland Sturm)

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)

Mahlet Woldetsadik for Long-Term Effects of Wartime Sexual Violence on Women and Families: The Case of Northern Uganda. (Committee: Glenn Wagner, Chair; Jeanne Ringel; Ragnhild Nordas; Rhoda Wanyenze)

Eugene Han for The Impact of Geopolitical Tensions on Economic Activity. (Committee: Rafiq Dossani, Chair)
The Anne and James Rothenberg Dissertation Awards

**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; Regina Shih; Rosalie Pacula)

**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)

**Jesse Lastunen** for Technology and Labor Market Inequality: Modeling for Policy Analysis. (Committee: Krishna Kumar, Chair)

**Jakub Hlavka** for Three Essays in Health Economics: Towards Alternative Payment Models for High-Value, High-Cost Medical Treatments. (Committee: Soeren Mattke, Chair; Sarah Nowak; Andrew Mulcahy)

**Simon Hollands** for Improving Value in Antipsychotic Prescribing. (Committee: Marcela Horvitz-Lennon, Chair; Sharon-Lise Normand)

**Erin Duffy** for Balance Billing for Health Services. (Committee: Chapin White, Chair; Peter Mendel; Deborah Freund)

**Dan Basco** for Strengthening Federal Capacity to Conduct Evaluations to Inform Future R&D Program Planning. (Committee: Dave Baiocchi, Chair; Matt Lewis; Kei Koizumi)

**Christina Steiner** for Career Progression in Army Civil Service. (Committee: Michael Hansen; Larry Hansen; Nelson Lim)

**Lauren Kendrick** for Ammonia Emissions from Industrial Hog Farming: Efficacy of Voluntary Control Strategies. (Committee: Craig Bond, Chair; Debra Knopman; John Raffensperger)
The Arthur S. Wasserman Prize for Reducing Social and Economic Disparities

Meg Chamberlin for Exploring Barriers to Mental Health and Substance Use Treatment. (Committee: Lisa Meredith, Chair)

The Susan Way-Smith Memorial Dissertation Grant in Education

Cameron Wright for Choose Wisely: A Study of College Major Choice and Major Switching Behavior. (Committee: Charles Goldman, Chair; Trey Miller; Dermot Forde)

The James Q. Wilson Dissertation Fellowship

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)

Steven Davenport for Cannabis Legalization. (Committee: Beau Kilmer, Chair; Michael Robbins; Jonathan Caulkins)

Claire O’Hanlon for Accumulation, Autonomy, and Expectations: Three Essays on the Impact of U.S. Health Care Industry Consolidation. (Committee: Deborah Freund, Chair; Chapin White; Stephen Shortell)

The Charles Wolf, Jr. Dissertation Fellowship

Bill Gelfeld for Preventing Deviations from Presidential Term Limits in Low- and Middle-Income Democracies. (Committee: Nick Burger, Chair; Chris Paul; Francis Fukuyama)
AWARDS

2017–2018 FFRDC Awards

Federally funded research and development centers (FFRDCs) at RAND offer support to Pardee RAND students as well.

RAND Arroyo Center

Elizabeth M. Bartels for Building Better National Security Policy Games. (Committee: Steven Popper, Chair; Stacie Pettyjohn; Yuna Huh Wong)

RAND National Defense Research Institute

Bilyana Lilly for Defending Democracy in the Cyber Wild West: A Model to Explain, Predict, and Thwart Russia-Attributed Cyberattacks and Information Operations in National Elections of NATO Member States. (Committee: Christopher Chivvis, Chair; Igor Mikolic-Torreira)

John Speed Meyers for Conventional Strikes, Nuclear China. (Committee: Alan Vick, Chair; Forrest Morgan; Jennifer Kavanagh)

Nick Broten for Labor Market Outcomes for Veterans with Service-Related Disabilities. (Committee: James Hosek, Chair; Steven Popper; Philip Armour)

Nick Martin for Protection Strategies for National Security Space Systems. (Committee: Brien Alkire, Chair; Yool Kim)

RAND Project AIR FORCE

Diana Gehlhaus Carew for Mapping Youth Career and Educational Information Networks with Outcomes. (Committee: Bruce Orvis, Chair; Charles Goldman; Jennifer Li)

Pavan Katkar for Cyber Security of “Blockchained” Financial Systems. (Committee: C.R. Neu, Chair; Angela O’Mahony; Philip Evans)

John Hamm for Improving the Air Force Medical Service’s Expeditionary Medical Support System: A Simulation Approach. (Committee: Brent Thomas, Chair; Bart Bennett; Jose Sorto)

Balys Gintautas for Loosening the Okinawan Knot: A Mixed-Methods Study of Okinawan Public Perceptions of U.S. Military Problems and Benefits. (Committee: Sherrill Lingel, Chair; Ryan Brown; Thomas Weisner)
Spotlight Awards

Spotlight Awards recognize special, one-time contributions in support of Pardee RAND initiatives and RAND projects and operations.

Sangita Baxi for her many contributions to the Pardee RAND community during her first year—especially her extraordinary service on CoCom, her assistance with the Charles Drew mentoring program, and her overall positive and constructive approach to idea generation and problem-solving.

Meg Chamberlin for her work in initiating a new approach to diversity and inclusion at RAND and Pardee RAND and sharing ideas and actions to make a difference.

Jakub Hlavka for his contributions to CSAC and for his leadership, initiative, and collaboration with other CSAC members, students, and administration. He recommended and led two significant initiatives: the 2017 Career Services Survey with Students and the redesign of the Job Market Candidate Page in response to survey respondents’ desire for more flexibility and customization.

Alexandra Mendoza-Graf for her service on the FCCA, her assistance with the Charles Drew mentoring program, and her work in initiating a new approach to diversity and inclusion at RAND and Pardee RAND.

Rachel Perera for her service on the FCCA and CoCom, and her work in initiating a new approach to diversity and inclusion at RAND and Pardee RAND.

Faculty Recognition

Philip Armour was a recipient of the Association for Public Policy Analysis and Management’s 40 for 40 Fellowship, conferred to 40 outstanding early-career research professionals.

Chloe Bird was appointed to the American Sociological Association’s Public Engagement Advisory Committee, became chair of the RAND Diversity and Inclusion Forum, and was elected to Women of Impact for Health Care.

Natalie Crawford was invited to be the commencement speaker for the UCLA Department of Mathematics, and received an honorary Ph.D. in public policy from Pardee RAND.

Cheryl Damberg was elected to the AcademyHealth Board of Directors.

Allen Fremont received a lifetime achievement award for research that led to a 22 percent reduction in heart attacks in San Diego over a six-year period. The research was published in Health Affairs.

Susanne Hempel presented a workshop on Evidence Maps (a type of evidence synthesis method) to the Korea Institute of Oriental Medicine (KIOM), after which she was invited to spend a week in Seoul to introduce the method.

Sarah Hunter received the RAND President’s Gold Medal Award for demonstrating that investments in a program to reduce homelessness in Los Angeles County are more than cost-effective—they save money.

Martin Iguchi was elected to the American Psychological Association’s Board for the Advancement of Psychology in the Public Interest.

Robert Lempert was a chapter lead for the 2018 U.S. National Climate Assessment, and was appointed to represent the U.S. as a coordinating lead author for the Sixth Assessment Report of the Intergovernmental Panel on Climate Change.

C. Richard Neu was elected a trustee of the American Composers Orchestra in New York City.
Donor Spotlight

Frederick S. Pardee, the school’s eponymous and most generous donor, has pledged $3 million to help the school institutionalize a focus on global issues, which will be woven throughout the redesigned school.

This generous gift expands upon Pardee’s Initiative for Global Human Progress, which was launched in 2013 with a $3.6 million investment to advance RAND’s work in international development by drawing on the talent and innovation of Ph.D. candidates and RAND researchers. The Pardee Initiative has supported innovative work on tough international policy issues such as affordable housing, youth employment, food insecurity, mental health, the impact of trade, resource conservation, and sexual violence.

Leading the effort to globalize the school is Krishna Kumar, who has worked on or advised many of the projects undertaken as part of the Pardee Initiative. Kumar says of this work, “Fred Pardee makes possible this opportunity to build on the school’s global DNA as the redesign takes shape. I am especially looking forward to exploit the synergies opened up by my appointment as the director of international research, further integrating the school with the rest of RAND in all aspects international.”

Fred Pardee is a longtime supporter of the school and RAND, and he currently serves as a member of the school’s Board of Governors. He worked as an economic analyst at RAND from 1957 to 1971. After leaving RAND, he founded a privately held real estate investment firm that owns and operates apartment complexes in and around Los Angeles. Even with his success in business, his interest in policy never diminished.

Krishna Kumar is director of international research and a senior economist at the RAND Corporation. He also leads the Rosenfeld Program on Asian Economic Development at Pardee RAND, and has been selected as the primary lead to implement the globalization of all aspects of the school’s redesign.
In Memoriam

Harold Brown, a nuclear physicist and weapons designer who helped shape Cold War-era national security policy during a career that included terms as secretary of defense and secretary of the Air Force, died in January 2019. For RAND, Brown was many things: consumer, client, collaborator, mentor, and, ultimately, trustee and donor. In recent years, Brown and his wife endowed the Harold and Colene Brown Faculty Chairs, which support monthlong residencies at Pardee RAND for RAND researchers. He served on RAND’s board for more than 35 years and was the founding chairman of the RAND Center for Global Risk and Security Advisory Board.

Frank Carlucci, a former RAND trustee, died in June 2018. Carlucci served as defense secretary in the Reagan administration and had a long career as a senior-level government official in both Republican and Democratic administrations. Frank and Marcia Carlucci were generous donors to both RAND and Pardee RAND; both served on the RAND President’s Council, on which Marcia continues to serve. In 2012, they endowed an annual scholarship that supports two to three students a year. They have also provided critical support for dean’s initiatives and investigator awards to allow researchers at RAND the freedom to pursue ideas beyond the scope of client-funded research projects. Carlucci generously left Pardee RAND a legacy gift, bringing the Carluccis’ total philanthropic support to RAND and the school to more than $2.5 million.

Dana G. Mead, a member of the Board of Governors since 2008, died in October 2018. Mead served as deputy director of the Domestic Council in the Nixon White House and spent much of his later career as a business and industry leader. Dana and Nancy Mead were longtime, generous donors to Pardee RAND, contributing more than $1 million to the school. He was also the first to donate to the school’s redesign efforts—helping to open the floodgates for the school’s ambitious development of a new model for public policy graduate education. His numerous contributions supported everything from dissertation and scholarship awards to sustaining the school’s endowment and helping establish the James Q. Wilson endowed tribute.

Robert Weintraub, a former member of the Los Angeles school board and longtime supporter of Pardee RAND, died in January 2019. Weintraub founded and was executive director of the Policy Academy Magnet School Program, which offers a police officer–led curriculum developed for L.A. high school students interested in careers in law enforcement. In the 1960s, she earned a certificate in state and local government from the Harvard Kennedy School of Government. According to her Los Angeles Times obituary, “She entered politics as an anti-busing activist, [and] later formed alliances across ideological lines.” She later hosted an Emmy-winning TV show, School Beat. She and her husband, Ira Krinsky, were instrumental in the establishment of a career services program at Pardee RAND.
The execution and redesign of the academic program absorbed 32 percent of funding resources in FY18 followed by the costs of administering the program at 30 percent and student and faculty support at 29 percent.

Tuition covered 38 percent of the school’s operating and programmatic costs for FY18, with restricted gifts covering 31 percent and a steadily growing endowment covering 17 percent.
In FY18, RAND Health was the single largest source of funding for student work on RAND projects followed by the RAND National Security Research Division and RAND Project AIR FORCE.

Endowed funding for core student support and scholarships continued to grow steadily in FY18, along with the rest of the Pardee RAND endowment funds.
During the past year, Pardee RAND students made significant contributions to project teams through their work on RAND publications and peer-reviewed journal articles. Below is a sampling of reports on which they collaborated this past year.

**Eric Apaydin and Sangita M. Baxi**
“The Use of Technology in the Clinical Care of Depression: An Evidence Map,” *The Journal of Clinical Psychiatry*

**Gabriela Armenta**

**Guirez Shah Azhar**
Evaluation of the Mental Health Services Act in Los Angeles County: Implementation and Outcomes for Key Programs, RAND Corporation

**Guirez Shah Azhar and Michele Abbott**
Participatory Modeling of Climate Change Impacts on Public Health in Long Beach, California: Discussion from a Workshop Hosted by the RAND Frederick S. Pardee Center for Longer Range Global Policy and the Future Human Condition, RAND Corporation

**Nicholas Broten**

**Wage Loss Monitoring for Injured Workers in California’s Workers’ Compensation System: 2013 Injury Year Findings (First Interim Report), RAND Corporation**

**Maya Buenaventura**
Local Evaluation Report for Los Angeles County’s Mentally Ill Offender Crime Reduction (MIOCR) Program, RAND Corporation

**Diana Gehlhaus Carew and Alexandra Mendoza-Graf**
Designing and Implementing Corequisite Models of Developmental Education: Findings from Texas Community Colleges, RAND Corporation

**Christopher M. Carson and Christine Chen**

**Erin L. Duffy**
Are Private Health Care Providers Ready to Treat Veterans? Evidence from New York State, RAND Corporation


“Racial Residential Segregation, Socioeconomic Disparities, and the White–Black Survival Gap,” *PLOS ONE*

Ready or Not? Assessing the Capacity of New York State Health Care Providers to Meet the Needs of Veterans, RAND Corporation
Amanda F. Edelman and Rachel Perera
Results from the Teach For America 2017 National Principal Survey: School Leader Perspectives on Induction, Support, and School Partnerships, RAND Corporation
Teach For America Passes the Test with Most Participants in Principal Survey, RAND Corporation

Bill Gelfeld
Data and Family Planning: An Evaluation of Two Programs of the Bill & Melinda Gates Foundation, RAND Corporation
Evaluation of Two Programs Supporting Global Family Planning Data Needs: Assessing Achievements, Informing Future Directions, RAND Corporation
Evaluation of Two Programs Supporting Global Family Planning Data Needs: Summary, RAND Corporation

Jakub P. Hlavka
U.S. Presence and the Incidence of Conflict, RAND Corporation

Haijing Crystal Huang and Cameron Wright
Examining Consumer Responses to Calorie Information on Restaurant Menus in a Discrete Choice Experiment, RAND Corporation

J. Luke Irwin
Additive Manufacturing in 2040: Powerful Enabler, Disruptive Threat, RAND Corporation

Lisa Jonsson
Breaking Down Barriers: Experiments into Policies That Might Incentivize Employers to Hire Ex-Offenders, RAND Corporation

Rouslan I. Karimov
The Public Health Impacts of Gaza’s Water Crisis: Analysis and Policy Options, RAND Corporation

The Public Health Impacts of Gaza’s Water Crisis
Analysis and Policy Options
Rouslan I. Karimov

Gaza’s Water Crisis: Analysis and Policy Options
Rouslan I. Karimov

The Public Health Impacts of Gaza’s Water Crisis
Analysis and Policy Options
Rouslan I. Karimov

Rouslan I. Karimov
Felix Knutson
An Assessment of the Military Survivor Benefit Plan, RAND Corporation

Jesse Lastunen
Understanding the Economic Benefit Associated with Research and Services at the National Institute for Occupational Safety and Health: An Approach and Three Case Studies, RAND Corporation

Kathleen Loa
Understanding Scientists’ Computational Modeling Decisions About Climate Risk Management Strategies Using Values-Informed Mental Models, RAND Corporation

John Speed Meyers
Is the USAF Flying Force Large Enough? Assessing Capacity Demands in Four Alternative Futures, RAND Corporation

Phuong Giang Nguyen and Xiaoyu Nie
Practice Expense Methodology and Data Collection Research and Analysis, RAND Corporation

Uzaib Saya
“How Am I Going to Live?": Exploring Barriers to ART Adherence Among Adolescents and Young Adults Living with HIV in Uganda,” BMC Public Health

Nima Shahidinia

Asya Spears
“Evaluating Community Partnerships Addressing Community Resilience in Los Angeles, California,” International Journal of Environmental Research and Public Health

Mahlet Atakilt Woldetsadik
“Stigma Gets in My Way: Factors Affecting Client–Provider Communication Regarding Childbearing Among People Living with HIV in Uganda,” PLOS ONE

Stefan Zavislan
Understanding Demographic Differences in Undergraduate Pilot Training Attrition, RAND Corporation
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All photos by Diane Baldwin unless otherwise indicated.
For more information on this publication, visit www.rand.org/t/CP716-2018.