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DEAN'S REPORT

PARDEE RAND GRADUATE SCHOOL

FY12 Report to the Board of Governors

Susan L. Marquis, Dean
When I became dean of the Pardee RAND Graduate School in January 2009, I was well aware, because of my background in the U.S. Department of Defense (DoD), of the innovative contributions RAND had made to U.S. national security. Throughout those years, RAND frequently emerged as the credible source for research and analysis and creative solutions to big and daunting problems in the military. I became acquainted with many affiliates of RAND and the graduate school, and had numerous encounters with alumni pursuing public service careers.

Of course, I knew that RAND had long ago branched out into social policy—in areas such as education, health, and civil and criminal justice—but the breadth and depth of RAND’s research agenda became truly apparent to me when I arrived at the School and got more familiar with the policy questions being pursued by our graduate students. My appreciation for what the School was, what it could be, and what it could provide to RAND grew exponentially.

Last year, RAND’s president and CEO Michael Rich and I discussed how the graduate school is among the organization’s most unique assets—none of RAND’s competitors had this built-in and ongoing influx of young talent—and concluded that the School could play a significantly more active and explicit role as an engine of innovation at RAND. He asked me, as the dean, to take on a second role as Vice President, Emerging Policy Research and Methods. In this capacity, the dean now oversees and integrates not only the graduate school and its formal doctoral and non-degree programs but also the activities of the intellectual property and technology offices; RAND’s program of self-initiated research, including the methods lab; and the Pardee Center for Longer Range Global Policy and the Future Human Condition.
And so, with eyes trained toward the future, we are finding ways to exploit this uniqueness in ways that can help RAND and the School better serve the public good. We are successfully launching a series of donor-funded faculty fellowships that enable RAND researchers to delve more deeply into the challenges of our time, and to not be restricted by current client interests or the necessarily short time horizons of client work. We profoundly thank Maxine and Gene Rosenfeld, Harold Brown, and Jim and Ann Rothenberg for their generosity and leadership as we ramp up this program and pursue increasingly adventurous possibilities for which traditional funding sources are ever more scarce.

We are also committed to devising distinctive new courses that encourage applying the whole range of disciplines and techniques to complex policy problems. This year, we offered an Introduction to Social and Behavioral Sciences, in which faculty select a policy problem and then examine it from multiple perspectives—e.g., political science, anthropology, psychology, and sociology. We are likewise developing coursework on cutting-edge methodologies such as social network analysis and on emerging issues such as food policy. Feedback from students has been extremely positive: They find themselves venturing into new worlds of multidisciplinary skills and crosscutting policy issues, different from their previous educational opportunities.

I hope you’ll read this FY12 Dean's Report to the Board of Governors and join us in our excitement as the School enters the next phase in securing our role as an exceptional public policy graduate school, preparing our Ph.D. graduates with the breadth of knowledge and intellectual agility required to start solving seemingly intractable problems throughout the world.

– Susan L. Marquis

“I have long believed that RAND’s collection of activities—commissioned client research projects, public outreach and engagement, and graduate education—has colossal power that we can leverage much more effectively. We have competitors in each area of activity, but no other organization does all three things at the level we do.”

Michael Rich, President and CEO, RAND Corporation
By the Numbers

35 percent of the new cohort hails from outside the United States.

9 countries of origin: Belgium, Germany, Mexico, Nigeria, Russia, South Africa, Ukraine, United States, Uzbekistan.

1 first-time country of origin: Nigeria (adding to an African contingent at the School that includes Ethiopia, South Africa, and Togo).

45 percent female (the highest in a new cohort in several years).

60 percent hold advanced degrees, including the MA, MBA, MCP, MPH, MPP, and MS.

1 fellow from the Public Policy & International Affairs (PPIA) fellowship program. PPIA has an outreach focus on students from groups who are underrepresented in leadership positions in government, nonprofits, international organizations, and other institutional settings.

1 MD/PhD candidate.
Experience
This year’s cohort brings a high degree of prior professional experience to the Pardee RAND Graduate School, and to RAND at large. Here are some of their previous employers:

• City of Oakland Affordable Housing Office
• European People’s Party
• Headquarters Marine Corps
• Heritage Foundation
• International Organization for Migration, Human Trafficking
• Los Angeles Mayor’s Office of Economic and Business Policy
• Mexico Ministry of Finance
• Microsoft Mexico
• National Nuclear Security Administration
• Risk Management Solutions
• Veterans Affairs Medical Center
• World Bank
• World Energy Council
• World Health Organization

As is our tradition, the incoming class represents diversity in work experience; academic training; country of origin; and race, gender, and ethnicity. This diversity reinforces our core values of quality and objectivity by promoting creativity, deepening understanding of the practical effects of policy, and ensuring multiple viewpoints and perspectives are heard in the classroom and beyond.
A New Beginning

“The role of the Pardee RAND Graduate School is to complement the heart and passion and intelligence you bring to the school, to provide you with a set of tools and experience that reaches beyond academics to the real world, with its very real problems. What we teach is not the end point. It is a resource you draw upon as you develop an understanding, start the unraveling, and begin taking on the insecurity, instability, and inequity of the world we live in,” Dean Susan L. Marquis told graduating students and an audience of 300 friends, family, and RAND staff at the School’s commencement ceremony on June 23.

The School awarded 32 doctoral degrees and 42 master’s degrees, along with honorary degrees to commencement speaker Robert B. Zoellick, president of the World Bank; Jim Thomson, RAND’s former president and CEO; and Francis Fukuyama, a RAND trustee and senior fellow at the Center on Democracy, Development and the Rule of Law at Stanford University.

“I have always considered public service to be the highest calling,” said Zoellick. He offered the graduates five lessons to keep in mind as they start their careers: Know the history of a problem; consider a problem from multiple dimensions; don’t just analyze a problem—solve it; don’t forget the “public” in public policy; and be sure to build in feedback loops because plans inevitably change.

“Be a doer. Keep your eye on achieving results, on accomplishing things. This is what’s exciting about your future careers. You can make a difference.”

RAND’s president and CEO Michael Rich reminded the graduates that “the work you have dedicated yourself to is ultimately about making a real difference in people’s lives: helping individuals, societies, and the world become healthier, safer, more secure, more prosperous.”

In her address, Elizabeth Denison Brown outlined the challenges facing her fellow graduates as they move on to jobs in the public and private sectors and encouraged them to draw on the skills and knowledge acquired at the School.

Commencement was followed by a luncheon for graduating students and their families, alumni and their families, and others in the Pardee RAND Graduate School community. The experience was recorded and a gift DVD of highlights was sent to graduates, alumni, friends, and supporters. The video is online at www.prgs.edu/alumni/commencement. If you would like to obtain a copy of the DVD, contact us at prgs@prgs.edu.
The weekend’s activities also included the presentation of the first PRGS Alumni Leadership Award, to Mark J. Albrecht (cohort ’73), chair of the board of U.S. Space LLC and an influential figure in the U.S. space program. Alumni board member Samantha Ravich (cohort ’92) is shown presenting to Mark.

The School’s commencement weekend kicked off on Friday evening with a panel discussion featuring the honorary degree recipients, followed by an alumni gathering and dinner. Dean Susan Marquis moderated this year’s discussion with Jim Thomson, Francis Fukuyama, and Robert Zoellick. Forty-one alum from throughout the United States, Canada, and as far away as Turkey attended the weekend festivities. Alumni representing cohorts from as far back as 1970 joined the celebration.

The School unveiled its official academic regalia at commencement. Students and alumni offered input after being presented with several alternatives. Assistant Dean Jeffrey Wasserman (cohort ’85) wore the new robes, as did Susan Marquis and Michael Rich.
We are delighted to announce that 14 students graduated from the program in academic year 2011–12. As has been the case for the past decade, our graduates are in demand and find work, usually with multiple offers, across a wide range of policy issue areas and across the United States.

Liz Brown
Ph.D. date: June 2012
Position: TBD
Dissertation topic: Entrepreneurship in India and the United States: Policies, Social Ties, and Mobility

Jack Clift
Ph.D. date: September 2012
Position: Consultant, Boston Consulting Group, Los Angeles, CA
Dissertation topic: The Labor Supply, Savings, and Investment Behavior of Older Workers

Claudia Diaz
Ph.D. date: June 2012
Position: Senior Lecturer, University of New Mexico, Department of Economics, Albuquerque, NM
Dissertation topic: Dynamics and Determinants of Family Transfers: The Mexican Case

Diana Dunham-Scott
Ph.D. date: June 2012
Position: Consulting Analyst, Kestrel Technology Group, Los Angeles, CA
Dissertation topic: Understanding and Engaging Muslims of the Southern Philippines

Adam Gailey
Ph.D. date: March 2012
Position: Senior Associate (Finance), CRA International, Los Angeles, CA
Dissertation topic: Planning for an Aging Nation: New Estimates to Inform Policy Analysis for Senior Health

Jianhui Hu
Ph.D. date: March 2012
Position: Research Associate, Henry Ford Health System, Detroit, MI
Dissertation topic: Old-Age Disability in China

Ryan Keefe
Ph.D. date: December 2011
Position: Operations Research Analyst, Volpe National Transportation Systems Center, Cambridge, MA

John Langley
Ph.D. date: September 2012
Position: Student Pilot, United States Air Force
Dissertation topic: Occupational Burnout and Retention Among Air Force Distributed Common Ground System Intelligence Personnel
Kevin O’Neill
Ph.D. date: August 2012
Position: Air Mobility Command, United States Air Force
Dissertation topic: Sustaining the U.S. Air Force’s Force Support Career Field Through Officer Workforce Planning

Sarah Outcault
Ph.D. date: June 2012
Position: TBD
Dissertation topic: Saving for the Future: Trends, Patterns, and Decisionmaking Processes Among Young Americans

K. Kartika Palar
Ph.D. date: June 2012
Position: Postdoctoral Scholar, UCLA Fielding School of Public Health

Jeffery Tanner
Ph.D. date: June 2012

Brian Weatherford
Ph.D. date: April 2012
Position: Fiscal and Policy Analyst, Legislative Analyst’s Office, Sacramento, CA

Helen Wu
Ph.D. date: September 2012
Position: Research and Policy Analyst, UC Davis Health System, Institute for Population Health Improvement, Sacramento, CA
Dissertation topic: What’s on the Menu? Evaluating the Food Environment in Restaurants
Mark J. Albrecht (cohort ’73) was the inaugural recipient of the Alumni Leadership Award. The award was presented at the celebratory dinner during commencement weekend. Mark has served and led with distinction in both the public and private sectors. A leading figure in the American space program, he was the principal advisor on space to President George H. W. Bush as executive secretary of the National Space Council. Mark has also been a senior aerospace executive as president of Lockheed Martin’s International Launch Services company. Currently, Mark is the chairman of U.S. Space LLC. Throughout his thirty-four-year career, he has made significant contributions to the well-being of the national and international community. As the president’s principal assistant on military, civil, and commercial space policy matters, Mark helped ensure that space cooperation played an important role in post–Cold War relations in the early 1990s. Mark has demonstrated both discipline and a passion for his work, while also striving to make a difference throughout his career. When scientists, policymakers, and space enthusiasts think of one of the strongest advocates of the U.S. space program, they think of Mark Albrecht.

“PRGS trains students to meet and engage monumental policy problems better than any other institution, but it is up to each individual to seize the moment, step up to the challenge, and be the answer.”

Mark Albrecht, during a commencement weekend address

Yılmaz Argüden (cohort ’80), president of Arge Consulting, recently published Keys to Governance: Strategic Leadership for Quality of Life. Yılmaz attended this year’s commencement weekend activities, traveling all the way from his home in Turkey.

Edward (Ted) Harshberger (cohort ’86) became the vice president and director of RAND Project AIR FORCE. Ted originally joined the RAND staff in the 1980s and held several different management positions, including director of the Aerospace Force Development and the Strategy and Doctrine programs in PAF; and associate director, Operations and Planning, in the RAND National Security Research Division. Under the Intergovernment Personnel Act (IPA), Ted served from 1993 to 1995 as special assistant to the director of Modeling, Simulation, and Analysis for the U.S. Air Force. Ted left RAND in 2006 to become corporate director for strategic development at Northrop Grumman Corporation. Before returning to RAND in May, he had most recently served as senior director, global operations for Harman International.
The 290 Ph.D. graduates who constitute our alumni continue to prove the value of their education and experience at the Pardee RAND Graduate School across a range of sectors. As of 2012, 33 percent of our alumni are working in academia; 26 percent in research institutions; 19 percent in government; 16 percent in private industry; and 6 percent in nonprofit and international organizations.

David Maxwell-Jolly (cohort ’77) was appointed chief operations officer at the inaugural California Health Benefit Exchange, one of many state-based exchanges established as a result of the Patient Protection and Affordable Care Act.

Elizabeth McGlynn (cohort ’83) received the 2012 AcademyHealth Distinguished Investigator Award. One of the highest honors in the field of health services research and health policy, this award recognizes individuals who have made significant and lasting contributions to the field of health services research through scholarship and teaching, advancement of science and methods, and leadership. Beth, formerly associate director of RAND Health, now directs the Kaiser Permanente Center for Effectiveness and Safety Research. Among her many contributions to our understanding of the level and appropriateness of U.S. health care is the landmark 2003 RAND study “The Quality of Health Care Delivered to Adults in the United States,” published in the New England Journal of Medicine, which found that, on average, American adults receive about half of recommended care.

Amber Moreen (cohort ’06) was appointed chief of staff to the Milwaukee County Executive.

Athar Osama (cohort ’99) received the prestigious World Technology Network (WTN) award and was elected as a fellow of the WTN.

Samantha Ravich (cohort ’92 and member of the School’s Board of Governors) is cochair of the congressionally mandated National Commission for Review of Research and Development Programs of the United States Intelligence Community.

Anna-Marie Vilamovska (cohort ’05) was appointed Bulgaria’s Secretary for Healthcare, Education and Science, by the prime minister.

Casey Wardynski (cohort ’97) was named Outstanding Superintendent of the Year in the Huntsville school system. The Alabama PTA bestowed the honor upon Casey at the statewide parent-teacher organization’s annual convention in Mobile. Casey retired from the U.S. Army in 2010 and became superintendent in April 2012.

Alumni Events in FY12

October 2011—Albuquerque, New Mexico
Dinner hosted by Dean Susan Marquis

November 2011—Washington, D.C.
Association for Public Policy Analysis & Management (APPAM) reception with students and alumni, hosted by Associate Dean Rachel Swanger and Assistant Dean for Academic Affairs Jeffrey Wasserman

November 2011—New York City
Friends Dinner with board members and alumni, hosted by Dean Susan Marquis

May 2012—Santa Monica, California
PRGS/RAND Alumni Event

June 2012—Santa Monica, California
Commencement Weekend

October 2012—Washington, D.C.
PRGS/RAND Alumni Event at the National Press Club

October 2012—Berkeley, California
Bay Area Dinner hosted by Dean Susan Marquis
Helping Us Achieve Ambitious Objectives

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 School’s 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.

Scholarships are an essential part of the support we offer our students, and board members are primary providers of such support. We aspire to provide full scholarships to all entering students, which helps reduce debt buildup among our graduates and facilitates their public service careers. Thanks to ongoing support from past and present members of the Board of Governors, we offered full or partial scholarships to every student in the entering cohort of 2012.

Donor-supported dissertation awards are vital to the School’s students. The generosity of board members and other friends enabled us to award more than $230,000 in dissertation support in FY12.

Dean’s Dinners continue to be a most effective vehicle for bringing new donors, supporters, and board members into the School’s community. These dinners are hosted for small groups by members of our Board of Governors. Each dinner is oriented around a critical policy topic that showcases the expertise of our faculty and students.

The Dean’s Leadership Circle provides an opportunity for special engagement to those who have demonstrated commitment to and support of the School’s ideals. Circle members include donors, alumni, former and current trustees and governors, and other supporters.

Members of the Board of Governors are also primary providers of unrestricted funds: They understand our need for flexibility—to use money where it is needed most and when opportunities arise.

As you read through this FY12 Report, you’ll see innumerable specific examples of how the Board of Governors helps optimize the graduate school experience for our students and support our efforts to become an increasingly influential institution of higher learning.

2012 DEAN’S DINNERS

On March 31, 2012, Dan Grunfeld and Colleen Regan hosted guests, who participated in Focus on Mexico discussions led by Professor Lucrecia Santibañez, Ph.D. candidate Edmundo Molina-Perez, and board member Paco Gil Díaz. Lucrecia is an economist who has conducted extensive research and analysis on the education systems in Mexico, Los Angeles, and North Carolina. Edmundo is a second-year student and a recipient of one of our first scholarships specifically for Mexican students funded by former RAND trustee Carlos Slim. Before enrolling at the School, he worked for the Central Bank of Mexico as a planning analyst, and for UNAM’s Engineering Institute as a junior researcher.

On September 29, 2012, Jim and Anahita Lovelace hosted guests, who took a comprehensive and nuanced look at Iran: Beyond the Nuclear Challenge, led by Professor Dalia Dassa Kaye and Ph.D. candidate Mustafa Oguz. Dalia is a senior political scientist at RAND and director of the RAND Center for Middle East Public Policy. Before joining RAND, she served as a Council on Foreign Relations International Affairs Fellow at the Dutch Foreign Ministry in the policy planning division, specializing in transatlantic relations and Middle East policy. Mustafa’s research interests include counterinsurgency and application of simulation modeling and analysis to border security. He earned his undergraduate degree from Galatasaray University’s International Relations Department in Istanbul. He subsequently worked as a reporter for Turkish Daily News in Ankara, covering primarily Turkish domestic politics, before arriving at the School.
“We all benefit when the hard questions are being weighed, dissected, and ultimately decided by minds grounded in the kind of analytic depth, reason, and commitment that is an essential part of the Pardee RAND Graduate School experience.”

Pedro José Greer, Jr.
Career Services

Ira Krinsky and Kristina Wallace comprise our career services team, with support from Ingred Globig.

Ira joined the School in May 2009 as our first dedicated career services professional. He spent the first 10 years of his career in public education serving in a variety of roles including deputy superintendent of the public schools of Pomona, California. He spent the last 30 years as a partner in the international executive search firm Korn/Ferry International, where he founded and led the firm’s education specialty practice.

As program coordinator, Kristina is responsible for a variety of roles within the School, including logistical support and planning for all Career Services activities.

Ingred supports Ira in scheduling advising meetings and other activities.

Through the Office of Career Services, we partner with organizations interested in hiring our graduates. The office also encourages alumni to visit and share their post-graduation insights and experiences with current students. For instance, in March, Kristi Raube (cohort ’87) visited the School to have breakfast with several students and talk about her career path as a self-described “reluctant academic.”

Recruiting and Admission Highlights

Our efforts to attract next year’s cohort are in full swing. To broaden our international reach, the dean was joined by Stefanie Stern, our director of admissions, for a trek to Tbilisi, Georgia—a trip sponsored by Kakha Bendukidze, a member of the Board of Governors. More than 100 potential students requested information on the program and during this trip we led an information session on the School for dozens of highly qualified individuals from Armenia, Azerbaijan, and Georgia, interviewing a number of them individually. Our visit provided us a new understanding of some of the unique issues of international students. Georgia is undergoing a peaceful transfer of power for the first time in its democratic history, and those we spoke to indicated a pervasive need and hunger for advanced education in policy analysis. As a result of our outreach efforts in the region, we saw a surge in pre-applications from Armenia, Azerbaijan, Georgia, Ukraine, Turkmenistan, Uzbekistan, Moldova, Lithuania, Belarus, Kyrgyz Republic, Kazakhstan, and Russia.

In 2012 we continued to modernize the application experience by launching an online Letter of Recommendation that makes it easier for applicants and recommenders to submit materials. For the second consecutive year, we held webinars—online information sessions about the School—as our main outreach activity. Participants hear from the director of admissions; the assistant dean, Jeffrey Wasserman; and two students (one American and one international). An email blast marketing campaign announced the seminars and effectively spread the word to a wider audience: This year the number of webinar participants increased, and we reached more than 40 countries and a broad cross-section of the United States.
We’ve strengthened our relationship with the Public Policy and International Affairs (PPIA) fellowship program, which prepares underrepresented and first-generation college students for graduate school. PPIA will help promote our Diversity Scholarship, which, thanks to the support of David Wang, a member of the Dean’s Leadership Circle, we were able to offer for the first time in 2012.

Our faculty also contributed to raising the School’s profile in 2012. Their answers to the question “What books inspire you?” resulted in a new publication entitled *10 Books That Will Change the Way You Think: Essential Reading Selected by Our Faculty*. The books, covering a range of topics including statistics, analytic design, current events, cultural studies, and leadership, were selected because of their professional and personal influence on our professors. The list can be found at www.rand.org/t/CP689

**Social Media and Online Activities**

This year, our Facebook site turned a year old. We’ve exceeded 400 “likes” and make a concerted effort to update our page at least four times a week, with news and information about research from students, faculty, and alumni; award recipients; professional accomplishments among alumni; and photos from events at RAND and the School. We “push out” updates to prospective students and employers as well. In other social media news, our Linked In presence has evolved into a members-only site through which we share job announcements and other items of interest—such as information about commencement and ways to stay engaged with the School—with students, alumni, and faculty. We also use other Linked In groups in our recruiting efforts.

We’ve also put considerable energy into adding to our website regularly and strengthening links to RAND’s site. We now highlight a News & Featured Research section on the homepage at prgs.edu and an Alumni News feature on an all-new Alumni page.
**OJT Brokers**

The mission of the OJT Brokers is to facilitate positive on-the-job training (OJT) experiences for students and researchers. In 2012, members of the OJT Brokers team were Shmuel Abramzon, Susan Burkhauser, John Calloyeras, Deborah Lai, Yashodhara Rana, Caroline Tassot, and Eric Warner.

The 2012 OJT Brokers

- conducted 77 meetings with students and 96 meetings with researchers across RAND units
- matched 32 unique students with 31 projects resulting in 974.5 days of initial coverage
- met one-on-one with all first-year students throughout the year in their role as OJT mentors
- revised the flyer “Why Hire PRGS Students?” which advertises students to researchers
- collected and distributed updated student bios to unit heads and interested researchers
- administered and supervised analysis of the OJT Brokers Survey
- organized the Fall 2012 PRGS Policy Seminars
- hosted several information sessions for first-year fellows on OJT including
  - writing effective CVs, bios, emails, and statements of interest
  - working in RAND’s federally funded research and development centers
  - hitting the 215-day target by the end of year two.

**Mentors and Teaching Assistants**

Current students play an important role in welcoming and guiding new students, sharing their background and experiences during the intense first year of the program. Students who volunteered to be mentors were matched with incoming students who shared policy and personal interests.

All of the core courses are supported by teaching assistants (TAs) whose responsibilities include teaching study sections, assisting students with problem sets and exam preparation, and grading assignments. In addition to earning a modest stipend, serving as a TA offers our students the opportunity to hone their presentation and teaching skills.
Career Services Advisory Committee

The Career Services Advisory Committee (CSAC) is the student organization designed to promote events that enrich career awareness and job preparation. Since its inception in May 2009, the CSAC has worked with the student body to identify job-related skills in need of development, and to conduct career workshops and information sessions to help meet those needs. Recent events included a panel discussion on interviewing strategies, a “Job Talk” workshop, and a series of career talks from PRGS alumni representing the public, private, and nonprofit sectors.

During FY12, CSAC

• introduced a new organizational model that helps students organize job search events that best match their career interests
• held job information sessions with recruiters from the Congressional Budget Office, the World Bank, and the Harvard Strategic Data Project.

Students who served in FY12 include John Caloyeras, Amber Jaycocks, Alessandro Malchiodi, Mollie Rudnick, and Eric Warner.

CoCom

The student organization known as CoCom (derived from “coordinating committee”) is dedicated to representing and addressing the concerns and needs of students. The five student members elected by their peers in FY12 were Kevin Chlebik, Kim Hale, Beth Katz, Ashley Pierson, and Chris Sharon. Among its activities this year, CoCom

• surveyed the student body to solicit suggestions and assess opinions on a wide range of issues affecting student life
• conducted meetings with school administration to represent student views
• organized and facilitated 15 community-building events at the School (e.g., poster sessions, receptions, and barbecues)
• welcomed and led area tours for students during Preview Weekend
• organized the first joint CoCom/CSAC meeting to discuss how the organizations can work together to provide services more effectively to the student body.
Events

Los Angeles Policy Symposium

The student-led Los Angeles Policy Symposium—a joint effort of the Pardee RAND Graduate School, the UCLA Luskin School of Public Affairs, the USC Sol Price School of Public Policy, and the Pepperdine School of Public Policy—is the premier annual policy research meeting in Southern California. Now in its sixth year, the symposium is a unique forum for researchers, faculty, and graduate students from the four leading policy schools in Los Angeles County to address the major policy challenges facing Los Angeles and the United States. The symposium also has served as a venue for leading policy practitioners to interact with the foremost policy researchers in their field, with keynote speeches and panel discussions on a range of topics, including health; security; crime and drugs; education; Social Security and Medicare; immigration; transportation and infrastructure; climate change; and fiscal challenges at the local, state, and national levels.

Since 2008, this symposium has provided an opportunity for the next generation of policy analysts to showcase their work and receive feedback from their peers in a series of student presentations. This year’s keynote address was presented by Dr. Jonathan Fielding, director of Los Angeles County Department of Public Health. Several students—including Annie Boustead, Kevin Chlebik, Jack Clift, Adam Gailey, Ashley Pierson, and Clinton Saloga—were the driving force behind Dr. Fielding’s visit to RAND, which also included a lunch with members of the RAND Health community and other students.

International Development Speaker Series

The International Development Speaker Series (IDSS) provides a forum for visiting policymakers, scholars, and development practitioners to stimulate research ideas and dialogue on international development–related topics. Created in 2008 by three students, the IDSS continues to be led by students. In 2012, the leadership team consisted of Edmundo Molina-Perez, Caroline Tassot, Zhimin Mao, and Abdul Tariq. This year’s external speakers included best-selling author and National Science Medal recipient Jared Diamond, professor of geography, University of California, Los Angeles; Richard Easterlin, professor of economics, University of Southern California; Anne Krueger, professor of international economics at the School for Advanced International Studies, Johns Hopkins University; Dean Karlan, professor of economics, Yale University; and Eli Berman, research director for international security studies.
at the University of California Institute on Global Conflict and Cooperation. First-year student Tobi Oluwatolu (shown below) is this year’s newest IDSS student leader.

**Participation in Conferences**

The School funded eighteen students (in excess of $11K) to attend professional conferences throughout FY12. Their participation included presenting research and/or serving on a panel.

**Poster Presentations**

- **Ruopeng An**, at the 12th Annual Scientific Meeting of the American Association of Health Behavior, March 2012, Austin, TX
- **Lopa Das**, at an AcademyHealth event in June 2012, Orlando, FL
- **Kartika Palar** (two first-authored posters), at the Conference on HIV Prevention and Treatment Adherence, June 2012, Miami, FL

**Paper Presentations**

- **Ben Bryant** on “The Importance of Population Characteristics and Market Structure in Determining the Benefits of Establishing Tradable Water Rights” at the Dubrovnik Conference on Sustainable Development, September 2011, Dubrovnik, Croatia
- **Susan Burkhauser** on “First-Year Principals in Urban School Districts” at the American Educational Research Association Annual Meeting, April 2012, Vancouver, British Columbia
- **Stephanie Chan** on “Fighting Obesity in the United States with State Legislation” at the USPHS Scientific and Training Symposium, University of Maryland
- **Claudia Diaz** on “Living Longer in Mexico: Income Security and Health” at the Addressing Common Challenges Across Borders AARP conference, October 2011, Washington, DC
- **Steven Fox** on “Engineering Complex Systems for Uncertain Demands” at the Santa Fe Institute Short Course on Complexity, September 2012, Stanford, CA
- **Jianhui Hu** on “SES and Disability Among the Elderly: Evidence from China” at the APHA Annual Meeting, October/November, Washington, DC
- **Eileen Hlavka** and **Debbie Lai** each presented at APPAM, November 2011, Washington, DC: Hlavka on “Subsidy Effects of Production of Research on Solar and Wind Technology” and Lai on “Evaluating Adolescent Residential Drug Treatment Programs.”
- **Evan Bloom** and **David Johnson** presented at Adaptation Futures: 2012 International Conference on Climate Adaptation, May 2012, Tucson, AZ. Their panel was on “Robust Adaptation Planning in Practice.”

**Other Professional Activities**

- **Amber Jaycocks** briefed the RAND Center for Corporate Ethics and Governance Advisory Board, May 2012, Washington, DC.
- **Mike Scarpatic** attended the International Conference on Data Mining, April 2012, Anaheim, CA.
- **Dan Waxman** moderated a panel at an AcademyHealth event in June 2012, Orlando, FL.
Maintaining a rigorous and relevant curriculum is central to our goal of being the nation’s premier public policy Ph.D. program. We strive to produce a curriculum that offers students both an excellent classroom experience and an opportunity to extend their training outside of the classroom. To that end, each year we review and refine the curriculum, all the while ensuring that we maintain our distinct advantage in cross-disciplinary analytic tools and methodologies.

Inside the Classroom

Working with our Faculty Committee on Curriculum and Appointments, the School’s administration is always searching for ways to ensure that our students become acquainted with cutting-edge methods and policy perspectives.

During the 2011–12 academic year, we modified the core curriculum to include a new course on the particular contributions of social and behavioral sciences to policy analysis. The course is designed to expose students to some of the important analytic frameworks found in political science, sociology, psychology, and anthropology, and to convey how these frameworks generate insight into policy problems.

We also launched three elective courses during 2011-12:

- Regulation of Network Systems
- Performance Measurement: Social, Behavioral, and Political Science Perspectives on Design and Implementation

As part of our efforts to leverage faculty from across RAND’s offices, Inform, Influence, and Persuade was taught by Christopher Paul in Pittsburgh, and Regulation of Network Systems was taught by Boston’s Ingo Vogelsang.
Outside the Classroom

As part of the newly launched Joint Certificate Program, the School welcomed three students from Southwestern Law School (SWLS) in its Fall 2012 courses. SWLS students are taking Policy Analysis I and the Federal Budget Review Process, and are very excited to be part of the inaugural class of students adding a policy background to their law degree and receiving a Certificate in Public Policy. Our faculty and students have offered positive feedback, appreciating the SWLS students’ perspectives, experience, and skill sets. Our students have the option of participating in the Certificate in Legal Studies Program or taking individual courses at SWLS; thus far, our students have chosen the latter. Curriculum changes made in Fall 2012 may encourage more of our students to join the Certificate in Legal Studies Program.

Students from our Principles of Client-Oriented Policy Analysis course were once again out in the Santa Monica community working on behalf of local agencies and organizations. In the Upward Bound House project, third-year students Beth Katz and Jessica Yeats examined alternative ways to house homeless families. An appreciative client wrote of their work, “It is no exaggeration that your work has accelerated our thinking on housing . . . and has greatly enhanced our strategic planning.”

Steven Isely, Todi Mengistu, and Steven Fox took on the issue of affordable housing for their class project. The City of Santa Monica faced a series of difficult choices in 2012 when state funding for its extensive affordable housing program was abruptly terminated. The Pardee RAND Graduate School report provided what the city called a credible “outside view,” which presented both the issues and options openly, not filtered through a specific stakeholder’s history or priorities. The report informed the public discussion of necessary trade-offs and fostered a more open consideration of previously neglected alternatives.

The Washington Experience. Recognizing the importance of learning opportunities outside of the classroom, the School introduced The Washington Experience in 2010, an experiential learning program that provides students a firsthand understanding of the federal policymaking environment and culture through extended exposure to, and interaction with, members of the government and related organizations in Washington, D.C. In addition, the program helps introduce our Santa Monica–based students to RAND’s Washington office research staff, fostering their ability to collaborate remotely upon returning to California. In FY12, four students participated in The Washington Experience: Megan Clifford, Chaoling Feng, Abigail Haddad, and Jessica Yeats.

Our Faculty Inside and Outside the Classroom

The recipient of the Edwin E. and Mary T. Huddleson Outstanding Teacher Award for 2011 was Brien Alkire, for excellence in teaching Operations Research I; and the 2012 recipient was Marco Angrisani, for excellence in teaching Advanced Econometrics II.

Each year this honor is presented to a professor in recognition of his or her excellence in teaching. The award recognizes careful lesson preparation; challenging and interesting classroom instruction; availability to students; excellence in communication; attention both to theoretical issues and to practical applications in a policy context; providing an atmosphere of mutual respect and intellectual curiosity; and engaging, encouraging, and inspiring students to their highest levels of achievement.

Because we hold commencement ceremonies every two years, the 2011 and 2012 recipients were formally recognized at commencement exercises in June 2012.
In a talk delivered to our faculty earlier this year, Michael Rich, RAND’s president and CEO, articulated a vision of the Pardee RAND Graduate School as a “primary engine of innovation for the whole of RAND” and added that RAND “should look to the School for new ideas and methodologies.” “RAND,” he concluded, “has something that none of our competitors has: a top-tier graduate school. I want RAND to make the absolute most of this advantage, harnessing the potential of PRGS to a greater extent than ever before.”

To exemplify ways in which the synergy between RAND and the School has already resulted in groundbreaking approaches to problem-solving, we can look at a significant body of work by Professor Rob Lempert, whose use of a relatively novel methodology called robust decisionmaking (RDM) began at RAND in the late 1990s. Since 2000, Lempert has authored more than 18 publications in which RDM was employed—a dozen of which featured Pardee RAND Graduate School students as coauthors.

One of those students, David Groves, is now a RAND researcher and professor, and has been using RDM in work that contributed to the development of the state of Louisiana’s 2012 Coastal Master Plan. Benjamin Bryant, Matthew Hoover, Jordan Ostwald, Chris Sharon, and Jordan Fischbach are among the other students who have also worked on different aspects of the plan as part of their on-the-job training (OJT).

RAND played a prominent role in supporting the development of Louisiana’s plan through the development of two models: a new hurricane flood risk model to assess effects of projects designed to reduce damage from flooding; and a planning framework and decision support model, called the Planning Tool, to develop and compare different coast-wide groupings of risk reduction and restoration (land-building) projects.

The Louisiana legislature unanimously approved the Master Plan after several months of public comment and review. The plan’s technical appendices, including RAND’s contributions (Appendix D25 and Appendix E), are available on the Louisiana website at www.coastalmasterplan.louisiana.gov. A presentation given by David to the 2012 State of the Coast conference, “Applying a Planning Tool for the Louisiana Coastal Master Plan,” is also available.

Professor Rob Lempert was a member of the 2007 Nobel Peace Prize–winning Intergovernmental Panel on Climate Change. He directs the RAND Frederick S. Pardee Center for Longer Range Global Policy and the Future Human Condition and is a member of the National Academy of Science’s Climate Research Committee.

A video in which David discusses RAND’s role in the development of Louisiana’s Coastal Master Plan is online at www.rand.org/v120604
Pardee RAND Graduate School students—building on research and innovative methodologies developed at RAND by Professor Robert Lempert—have been using these methods for more than a decade to solve problems in a range of policy areas, from greenhouse gas reduction and water resource management to risk management and coastal restoration.
On-the-job training (OJT) is a defining feature of the Pardee RAND Graduate School experience. Students work alongside RAND researchers on client projects, gaining skills and knowledge as members of RAND’s research teams while also offering fresh perspectives to pressing policy challenges facing governments, businesses, and communities around the world. In FY12, several students were recognized with Impact Awards for contributions made to RAND projects as part of their OJT requirement.

Aviva Litovitz was recognized for being an invaluable team member for RAND’s analysis of the water and air impacts of shale gas extraction in the Commonwealth of Pennsylvania. Aviva took the lead in reading and synthesizing all of the literature on water impacts and in writing up the detailed technical appendix. She helped complete an emissions inventory for the commonwealth and translate it into monetary damages using a publicly available damage model.

Greg Midgette was recognized for his inputs to a project for the Office of National Drug Control Policy on drug trends in the United States. Greg’s above-and-beyond efforts helped ensure that RAND met an unusually tight deadline for a key deliverable.

David Johnson and Chris Sharon were recognized for their contribution to RAND’s work for the Office of Coastal Protection and Restoration for the State of Louisiana. Under the guidance of professors David Groves and Jordan Fischbach (both former students who are now RAND researchers), RAND is creating a master plan to help decide those projects that if selected will best help protect and restore the coast over the next 50 years. David and Chris worked to build, operate, and fix an extraordinarily complex modeling component—one that involves output with hundreds of thousands of calculations, and is linked to models designed by other groups.

Ruopeng An was a Judy K. Black Early Career Research Award finalist. The award is conferred by the American Academy of Healthy Behavior; his was one of the top three papers recognized for innovative and important contributions to health behavior research.

Jordan Fischbach and David Groves—alumni who are now professors at the School—received RAND’s President’s Choice Award for innovative research and analysis that played a prominent role in the development of Louisiana's 2012 master plan for a sustainable coast. Louisiana has engaged several modeling teams to help it better understand how it can improve coastal conditions through new investments in storm protection and coastal restoration projects. Jordan and David conceptualized and created foundational models that are a key part of this effort. Their modeling efforts stand at the forefront of work on this topic and have had a major impact on Gulf state infrastructure planning, with implications at the national level. The Louisiana state legislature approved the plan in May, and state leaders have made it clear that these RAND tools will be used for years to come to guide major investment decisions that will help protect the Louisiana coast from rapidly accelerating land loss and all the costs that would entail.

Andrew Hackbarth has been working closely with the head of the Centers for Medicare and Medicaid Services on the issue of reducing waste in the U.S. health care system; for this work, he received the Center for Medicaid and CHIP Services Award for Excellence. This is also the topic he has chosen for his dissertation, for which he received the inaugural James Q. Wilson Dissertation Award.

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Eileen Hlavka received the Special Plenary Paper Prize of the 13th Global Conference on Environmental Taxation for her paper, “The Federal Tax Credit Impacts on Wind and Solar Innovation.” The research was conducted using the Cazier Award and EPA STAR Fellowship she received in her third and fourth years at the School. The Global Conference on Environmental Taxation is an international conference that hosts a wide range of theoretical and applied policy research, providing global leadership in policy discussions on environmental policy instrument choice. This year’s conference featured a special call for papers on the potential for environmental taxation to induce technological progress in reducing greenhouse gases; hers was selected as “the paper providing the most original and substantial contribution to climate policy.”

Idrees Rahmani received an award from the two-star U.S. general who leads the research analysis task force of International Security Force Assistance (ISAF) in Afghanistan. Idrees presented his dissertation research on “Cultural Consensus on Characteristics of Ideal Political Leaders in Afghanistan” to the general and a large team of senior researchers at the ISAF headquarters in Kabul.

Sinduja Srinivasan’s working paper, “What Is the Impact of Labour Market Regulation on Employment in LICs? How Does It Vary by Gender?” (with coauthors Shanthi Nataraj, Francisco Perez-Arce, and Krishna B. Kumar), was listed on the Social Science Research Network’s Top 10 download list for the Development Economics: Women, Gender, and Human Development eJournal. The research was supported by funding from the UK Department for International Development.

Stefanie Stern and Mary Parker, the School’s director of admissions and registrar, respectively, received RAND’s Silver Medal Award, for improving, streamlining, and increasing the effectiveness of the processes and communications associated with the School’s annual recruiting, application and admissions process, and accepted-students weekend. Their innovations fall in several areas: instituting an online application capability; increasing the impact of outreach via a mix of focused campus visits, information sessions hosted in RAND’s U.S. offices, webinar information sessions, and social media; establishing a full “alumni interview” process for applicants; and revamping the accepted-students weekend to produce a more positive and informative experience. All these changes not only streamlined processes but also reduced costs.

Award winners Stefanie Stern and Mary Parker enjoying themselves at the Merit Bonus Awards dinner.
2011–2012 Dissertation Awards

Through the generosity of board members and additional friends, the School was able to confer 16 dissertation awards totaling $233,250.

**John Cazier Award in Sustainability**

$21,250 to Amber Jaycocks for her work on “Understanding Sustainable Practices Through the Use of Sentiment and Topic Modeling within Environmental Finance and Corporate Social Responsibility” (Committee: Sid Dalal, Elvira Loredo, Tom Sullivan)

$21,250 to Aviva Litovitz for her work on “Efficient Government Funding for Sustainable Energy Research in the Academy” (Committee: Jim Hosek, Paul Heaton, Constantine Samaras)

**Energy and Environment Dissertation Awards**

$13,250 to Evan Bloom for his work on “Identifying Adaptive Strategies Under Conditions of Deep Uncertainty: Applications in Water Management on the Colorado River” (Committee: Rob Lempert, David Groves, Craig Bond)

**JL Foundation Awards (via Jim Lovelace)**

$23,750 to Liz Wilke for her work on “Improving Former Child Soldiers’ Economic Outcomes” (Committee: Krishna Kumar, chair; Howard Shatz, Daniel Egel)

$23,750 to Amber Smith for her work on “Do Children Motivate Adults to Be Vaccinated for Influenza? New Evidence from a National Survey” (Committee: Jeanne Ringel, chair; Rebecca Kilburn, Katherine Harris)

**The Frederick S. Pardee Multi-Nation Regional Analysis Dissertation Fellowships**

$23,500 to Matt Hoover for his work on “Affecting Rural Development Programming in Afghanistan and Pakistan: A Social Network Analysis Approach” (Committee: Hank Green, chair; Gery Ryan, Dana Burde)

**The Eugene and Maxine Rosenfeld Dissertation Awards**

$10,000 to Diana Dunham-Scott for her work on Identifying and Engaging Moderate Muslims” (Committee: John Peters, chair; Tom Sullivan, David Kennedy)

$10,000 to Xiao Wang for her work on “Estimating the Impact of Economic Development Zones on Foreign Direct Investment and Industrial Output Growth in China” (Committee: Keith Crane, chair; Shanthi Nataraj, Qin Xiangdong)

$5,000 to Jianhui Hu for her work on “Long-Term Care for the Elderly In China: Addressing the Increasing Needs of Frail Elderly Chinese with Disabilities” (Committee: Megan Beckett, Lisa Shugarman, Paul Heaton)
The Anne and James Rothenberg Dissertation Awards

$30,000 to Adam Gailey for his work on “New Estimates for Healthcare for the Elderly” (Committee: Nicole Maestas, chair; Pierre-Carl Michaud, Michael Hurd)

$10,000 to Brian Dille for his work on “Ensuring the Vitality of Symphony Orchestras” (Committee: Dick Hoffmann, chair; Jeffrey Wasserman, Martin Wachs)

$10,000 to Ruopeng An for his work on “The Evaluation of a Nationwide Rewards Program for a Healthy Diet” (Committee: Roland Sturm, chair; Chloe Bird, Emmett Keeler)

$10,000 to Helen Wu for her work on “What’s on the Menu? Exploring the Restaurant Industry’s Role in Obesity” (Committee: Jeffrey Wasserman, chair; Roland Sturm, Chloe Bird)

$4,500 to Xiao Wang for her work on “Estimating the Impact of Economic Development Zones on Foreign Direct Investment and Industrial Output Growth in China” (Committee: Keith Crane, chair; Shanthi Nataraj, Qin Xiangdong)

The Susan Way-Smith Dissertation Grant in Education

$7,500 to Ashley Pierson for her work on “Improving Principal Effectiveness: Connecting Background Characteristics with Hiring Policy” (Committee: Susan Gates, chair; Paco Martorell)

The Charles Wolf Fellowship Award

$9,500 to Chaoling Feng for her work on “Collaboration and Competition: Three Papers on U.S.-China Energy Security” (Committee: Charles Wolf, chair; Debra Knopman, Constantine Samaras)

Pardee RAND Graduate School scholarships were awarded this year thanks to the generosity of the following donors:

- The Bedi Family Foundation
- Kakha Bendukidze (through the Jeremy R. Azrael Scholarship Fund)
- Thomas Epley and Linnae Anderson
- Carlos Slim Helú
- Ambassador Thomas Korologos and The Honorable Ann M. Korologos
- James and Anahita Lovelace
- Dana G. Mead
- Santiago Morales
- Frederick S. Pardee
- Donald B. and Susan F. Rice
- Anne and James F. Rothenberg
- Joyce and Donald Rumsfeld
- The SahanDaywi Foundation
- Sharon Stevenson
A few years ago, leadership at the School and at RAND determined that as we continued to grow, an infusion of resources would be needed to provide students with the training, education, and tools necessary to develop and lead policies that foster peace, opportunity, and prosperity throughout the world. Through feedback from board members, RAND leadership, trustees, and friends via a formal campaign study, and with Don Rice graciously agreeing to serve as chair of our Be the Answer fundraising campaign, we determined that we could address our most pressing needs by raising a minimum of $15 million in new cash, new pledges, and designated funds for the School over the next five years. Early on, we established four funding priorities: scholarships; dissertation support; faculty research; and educational resources and student support.

May 2011 marked the successful launch of what has already been a transformative campaign for the School. By the close of FY12, leadership gifts from seven contributors provided $7 million; an additional realized bequest brought the leadership gifts total to $8 million. A total of $10 million in contributions has been committed thus far.

We recognize the following donors for their profound impact on the successful launch of the campaign. Their support has been essential throughout the campaign’s initial phase—setting the tone, raising the bar, and helping students “be the answer” while pursuing policies that will positively change the world.

**Leadership Contributors ($500K–$2M)**
as of September 29, 2012
Colene and Harold Brown
Marcia and Frank C. Carlucci
The Estate of Doris Dong
James and Anahita Lovelace
Donald B. and Susan F. Rice
Anne and James F. Rothenberg
The Speyer Family Foundation

**Major Contributors ($100K–$499K)**
as of September 29, 2012
Ann McLaughlin Korologos
Dana G. Mead
Paul H. and Nancy J. O’Neill
Maxine and Eugene S. Rosenfeld
The SahanDaywi Foundation
Planned Gifts

An additional $1.5 million has been received in new planned gift commitments. Planned giving commitments count above and beyond the $15M campaign goal. Membership in the Be the Answer Legacy Society includes all who, through the campaign, have made a provision in their estate plans, trust, annuities, retirement plans, or insurance policies to support the Pardee RAND Graduate School.

Legacy Society
as of September 29, 2012

Colene and Harold Brown
Ann McLaughlin Korologos
Donald B. and Susan F. Rice
Joyce and Donald Rumsfeld Foundation

Supporting Innovation

The late Doris Dong was a graphic artist at RAND from 1959 to 1977, and was a member of the adjunct staff until 2002. She is widely known among current RAND staffers for her weekly post-retirement trips to the library at RAND’s Santa Monica headquarters campus, to which she donated intricate, handmade floral displays. Dong made RAND the beneficiary of her estate, giving $1.1 million that will provide an endowed scholarship and dissertation to help support innovation and the development of groundbreaking new ideas at the Pardee RAND Graduate School.

James Q. Wilson (1931–2012): A Legacy of Ideas and Ideals

No one knew better than Jim Wilson that from concentrated study and intellectual freedom come ideas that change the world. In recognition of Jim Wilson’s long-standing dedication to the Pardee RAND Graduate School (including service on the Board of Governors), his inimitable and enduring scholarship, and his lifelong commitment to teaching, we are establishing a $1 million endowment to support dissertation fellowships and a permanent library collection of his books, articles, essays, personal papers, and the scholarship of so many others he inspired.

Kip Hagopian helped initiate the effort with a generous personal contribution. Don Rice followed suit, and both Kip and Don are to be commended for outreach efforts to raise awareness about the giving opportunity. The initial response has been remarkable; $876,000 was immediately committed—of which $718,000 has already been received. A significant portion of the pledges came from current and former members of the Pardee RAND Graduate School Board of Governors and trustees of the RAND Corporation.

$100,000 and up
Hagopian Family Foundation,
Mary Ann & Kip Hagopian
Paul H. and Nancy J. O’Neill
John S. and Cynthia Reed Foundation
Gene and Maxine Rosenfeld
Anne and James F. Rothenberg

$10,000 to $24,999
Peter B. Clark
Koret Foundation, Michael J. Boskin
Eloisa and Santiago Morales
Jane and Ronald L. Olson
Paul A. Volcker

Up to $10,000
Ambassador Frank and Kathy Baxter
Ambassador Barbara M. Barrett
Albert and Robin Carnesale
Natalie W. Crawford
Rosaliee and John Dilulio
Thomas Epley and Linnae Anderson
Francis Fukuyama
John D. Graham
Joe and Janus Greer
Herbert Kaufman
Robert E. Klitgaard
Ann McLaughlin Korologos
Susan L. Marquis and
Christopher J. Thompson
G.G. Michelson
Michael Rich and Debra Granfield
Joyce and Donald Rumsfeld
T. C. Schelling
Theresa and Charles Wolf, Jr.

as of September 29, 2012
**FY12 Funds: Sources**

In FY12, tuition remained the single greatest source of funding for the Pardee RAND Graduate School. Growth in the School’s endowment combined with unrestricted giving for core student support further solidified the School’s funding base.

**FY12 Funds: Uses**

The School continued to spend the majority of its resources on the academic program, student support, and scholarships and dissertation awards.
FY12 Student Work on RAND Projects

In FY12, RAND Health served as the single largest source of funding for student project work, but students are in demand for project work throughout RAND.

FY12 Endowment

The Pardee RAND Graduate School endowment has seen significant growth since 2011, particularly in the areas of scholarships, faculty fellowships, and core student support.
Student Authored or Coauthored Publications, 2012

**Ruopeng An**  

“Effectiveness of Subsidies in Promoting Healthy Food Purchases and Consumption: A Review of Field Experiments,” *Public Health Nutrition*


“School and Residential Neighborhood Food Environment and Diet Among California Youth,” *American Journal of Preventive Medicine*

**Ruopeng An and Victoria Shier**  
“Is There a Robust Relationship Between Neighbourhood Food Environment and Childhood Obesity in the USA?” *Public Health*

**Evan Bloom**  
*Characterizing the U.S. Industrial Base for Coal-Powered Electricity,* RAND Corporation

**Susan Burkhauser**  
*Challenges and Opportunities Facing Principals in the First Year at a School,* RAND Corporation

**First-Year Principals in Urban School Districts: How Actions and Working Conditions Relate to Outcomes,* RAND Corporation

**John Caloyeras**  
“Cost-Effectiveness Analysis of Interferon Beta-1b for the Treatment of Patients with a First Clinical Event Suggestive of Multiple Sclerosis,” *Clinical Therapeutics*

**John Caloyeras and D. Steven Fox**  
*Dissemination and Adoption of Comparative Effectiveness Research Findings When Findings Challenge Current Practices,* RAND Corporation

**Claudia Diaz,**  
**Mary Manqing Fu,**  
**and Ashley Pierson**  
*Living Longer in Mexico: Income Security and Health,* RAND Corporation

**Chaoling Feng and Xiao Wang**  
*Creating an Innovation System for Knowledge City,* RAND Corporation

**Andrew Hackbarth**  
“Eliminating Waste in US Health Care,” *Journal of the American Medical Association*

“Racial and Ethnic Disparities in Hospital Care Resulting from Air Pollution in Excess of Federal Standards,” *Social Science & Medicine*


**Abigail Haddad**  
*The Use of Standardized Scores in Officer Career Management and Selection,* RAND Corporation

**Scott Hiromoto**  
*Building Partner Country Capacity for Stability Operations,* RAND Corporation

*Toward Affordable Systems III: Portfolio Management for Army Engineering and Manufacturing Development Programs,* RAND Corporation
David R. Johnson

David R. Johnson, Benjamin P. Bryant, Matt Hoover, and Jordan Ostwald
Coastal Louisiana Risk Assessment Model: Technical Description and 2012 Coastal Master Plan Analysis Results, RAND Corporation

Beth Katz
Deregulating School Aid in California: How Districts Responded to Flexibility in Tier 3 Categorical Funds in 2010–2011, RAND Corporation

More Freedom to Spend Less Money: What Happened When California School Districts Gained Spending Flexibility and Budgets Were Cut, RAND Corporation

Lisa Klautzer and Tewodaj Mengistu
Medicines as a Service: A New Commercial Model for Big Pharma in the Postblockbuster World, RAND Corporation

Sarah Kups
United States and Mexico: Ties That Bind, Issues That Divide, RAND Corporation

Deborah Lai and Elizabeth Wilke
Moving Toward the Future of Policing, RAND Corporation

Russell Lundberg

Alessandro Malchiodi
Measuring IPR Infringements in the Internal Market: Development of a New Approach to Estimating the Impact of Infringements on Sales, RAND Corporation

A New Look at Gender and Minority Differences in Officer Career Progression in the Military, RAND Corporation

Aaron L. Martin and Gregory Midgette
Could a Rotational Equipping Strategy Save the Army Money? RAND Corporation

Tewodaj Mengistu
Prospects for Democratization in the Arab World, RAND Corporation

Democratization in the Arab World: Prospects and Lessons from Around the Globe, RAND Corporation

Mustafa Oguz and Yashodhara Rana
Understanding and Influencing Public Support for Insurgency and Terrorism, RAND Corporation

Sarah Olmstead
“Establishing Desirable Economic Conditions,” in Dilemmas of Intervention: Social Science for Stabilization and Reconstruction, RAND Corporation

Yashodhara Rana
“A Qualitative Exploration of the Economic and Social Effects of Microcredit Among People Living with HIV/AIDS in Uganda,” AIDS Research and Treatment

“A Qualitative Exploration of Sexual Risk and HIV Testing Behaviors Among Men Who Have Sex with Men in Beirut, Lebanon,” PLoS ONE

Victoria Shier
“Changes in Body Mass During Elementary and Middle School in a National Cohort of Kindergarteners,” Pediatrics
Amber Smith
*Developing a Framework for Establishing Clinical Decision Support Meaningful Use Objectives for Clinical Specialties*, RAND Corporation

Amber Smith and Daniel Waxman
*An Evaluation of the Use of Performance Measures in Health Care*, RAND Corporation

Sinduja Srinivasan
*Threats Without Threateners? Exploring Intersections of Threats to the Global Commons and National Security*, RAND Corporation

Jesse Sussell
*Nurse Practitioners and Sexual and Reproductive Health Services: An Analysis of Supply and Demand*, RAND Corporation

Xiao Wang
*An Outline of Strategies for Building an Innovation System for Knowledge City*, RAND Corporation

Daniel Waxman
*“Can Quality-Adjusted Life-Years and Subgroups Help Us Decide Whether to Treat Late-Arriving Stroke Patients with Tissue Plasminogen Activator?”* *Annals of Emergency Medicine*

*Eliminating Discretionary Use of Anesthesia Providers During Gastroenterology Procedures Could Generate $1.1 Billion in Savings per Year*, RAND Corporation

*“Utilization of Anesthesia Services During Outpatient Endoscopies and Colonoscopies and Associated Spending in 2003–2009,”* *Journal of the American Medical Association*

*“Worlds Apart,”* *Journal of the American Medical Association*

Elizabeth Wilke
*“Establishing Social Conditions of Trust and Cooperation,”* in *Dilemmas of Intervention: Social Science for Stabilization and Reconstruction*, RAND Corporation

Helen Wu
*“The Role of Law in Public Health Preparedness: Opportunities and Challenges,”* *Journal of Health Politics*

*“What’s on the Menu? A Review of the Energy and Nutritional Content of US Chain Restaurant Menus,”* *Public Health Nutrition*