RAND is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous.
Contents

1  Message from the Chair and the President
2  RAND’s Impact in 2023
8  RAND Army Research Division
10  RAND Australia
12  RAND Education and Labor
14  RAND Europe
16  RAND Global and Emerging Risks
18  RAND Health Care
20  RAND Homeland Security Research Division
22  RAND National Security Research Division
24  RAND Project AIR FORCE
26  RAND Social and Economic Well-Being
28  2023 Staff News
30  Pardee RAND Graduate School
32  The Campaign for RAND
34  Congressional Outreach
36  Leadership
38  By the Numbers
Message from the Chair and the President

RAND’s mission—to help improve policy and decisionmaking through research and analysis—has never been more important for a world that is facing some of its most daunting challenges in memory. In 2023, we were focused on expanding our efforts to help make communities throughout the world safer and more secure, healthier and more prosperous.

We launched a new research division—RAND Global and Emerging Risks—which will deliver rigorous and objective public policy research on the most consequential challenges to civilization and global security. The division’s initial focus will explore the safety of artificial intelligence (AI) systems and synthetic biology, understanding China beyond the military domain, and the broad implications of extreme climate effects.

RAND experts delivered testimony to Congress on a significant number of timely and critical policy matters—such as challenges to the U.S. Department of Defense posed by AI, Russian military operations in Ukraine, U.S.–China aviation competition, treatment for veterans with mental health conditions, firearm laws and suicide risk, and more.

RAND Europe opened a new office in Rotterdam, the Netherlands, enhancing our capacity to inform European policymaking.

We began the process of expanding the Pardee RAND Graduate School beyond RAND’s Santa Monica headquarters, where the graduate school has been based for more than 50 years. This will help RAND produce the next generation of global policy leaders—leaders with an unsurpassed education in policy analysis.

And more than $97 million was raised as part of RAND’s Tomorrow Demands Today campaign—a record-breaking fundraising year for the organization.

On behalf of the entire RAND and Pardee RAND Graduate School community, we thank our clients, grantors, and donors for their ongoing support and for the trust that they place in RAND.
RAND’S IMPACT IN 2023

At RAND, we help decisionmakers in the United States and throughout the world make better decisions on some of the most consequential policy challenges of our time: How to regulate artificial intelligence. How to compete with China. How to adapt to a changing climate.

We believe that facts matter, that research and analysis can still break through the noise and point the way to a better future. We do not pick sides; we do not serve interests or ideologies. We answer to the common good.

Here are some of the important RAND research initiatives that had an impact in 2023.
Handling Artificial Intelligence Competition and Risks

Faced with an onrushing new era of artificial intelligence, the White House brought together experts to develop a new set of guidelines and guardrails. The result was an executive order that seeks to unlock AI’s potential while preventing potentially grave threats to safety and security.

RAND performed analysis that the White House adopted when setting reporting requirements for companies working at the frontier of advanced AI. To ensure that the U.S. has an adequate stockpile of safe, reliable, and effective AI, the executive order requires those companies creating frontier AI, or the high-performance computers that make them, to report their existence. They must also report how they assess and secure their models. Future AI used in national security applications must be highly reliable and secure against accident or theft. Companies must also submit test results on AI which could lower the barrier to developing chemical, biological, or nuclear weapons. Such models could be disastrous if accessed or stolen by an adversary. Adequate testing of this kind is also essential for the international competitiveness of American AI, as the new EU AI Act bans advanced AIs that create systemic risks, such as through weapons of mass destruction.

The order also establishes “know your customer” rules for AI and biotechnology firms. RAND experts have recommended such rules to prevent criminals and competitors from gaining access to those technologies. The order seeks to position the United States as an international leader in safe and smart AI regulation. That also follows previous RAND recommendations.

A growing body of research at RAND has looked at more-immediate harms of the AI era. RAND researchers have shown, for example, that AI systems trained with historically biased data often just repeat those same biases. They developed software to identify and remove those baked-in biases from systems that could be used for personnel decisions, such as promotions. RAND researchers in 2023 also looked at how health care companies are using AI and identified 18 equity-related concerns, including the widespread use of biased data. And they explored the use of AI tools to identify school students who could be at risk of suicide—as well as the privacy and equity concerns those tools raise.

Countering China, Resisting Russia

How would the United States respond if Russia started to mobilize nuclear weapons to use against Ukraine? Researchers turned to game theory to help the Pentagon assess its options.

The challenge, they found, would be convincing Russia that U.S. leaders would be willing to escalate to meet the threat. The U.S. should work to assure the Kremlin that its warnings in that situation would not just be severe, but also credible.

The study is one example of how RAND is helping military leaders manage the two most pressing strategic challenges facing the United States: China and Russia.

As the war in Ukraine ground through its second year, researchers also analyzed Russia’s military logistics problems and its military performance in Ukraine. They calculated that the war cost Russia $40 billion in direct military losses in just the first six months—but many times that in damage to its economy. And they drew lessons from civilian resistance in Ukraine: “a glimpse into what future civilian contributions to war could look like.”

The Pentagon also asked RAND to study whether Taiwan could hold off a Chinese attack long enough for the U.S. to intervene. Researchers concluded that the strength of Taiwan’s political leadership—even more than the strength of its military—would be the decisive factor. The speed, clarity, and credibility of any U.S. pledge to help would also be critical.

Researchers also compared how the U.S. and China are preparing for the possibility of a great-power war. They showed that the Chinese army is modernizing with a focus on possible regional conflicts—like in Taiwan—that could draw in the U.S. But it lacks direct combat experience, which could give U.S. forces an advantage. The U.S. Army also asked RAND to evaluate how it could counter Chinese military actions short of all-out war, such as cyberattacks or disinformation campaigns. Researchers identified five “pressure points” that could deter Beijing, including fear of escalation and fear of inadvertently provoking instability at home.
Adapting to Climate Change

Storms, floods, and extreme temperatures will strain basic services like water and electricity in the years to come. RAND has been working with the U.S. Department of Homeland Security to assess strategies that could help the nation adapt.

Researchers identified 25 “national critical functions” at highest risk from climate change. Those are government or private-sector functions that are essential for national security, economic security, or public health and safety. They include providing housing, managing wastewater, and enforcing laws.

The researchers then worked with experts and reviewed academic studies to identify feasible solutions for each function. Weather extremes could challenge the nation's ability to reliably supply water by 2030, for example. The researchers found 19 strategies that could help, from equipping water treatment plants with backup power supplies to investing in systems to recycle water.

The electricity distribution network will also struggle to meet the demands of a changing climate. Its substations, for example, were not designed for the weather extremes they will increasingly face. Worse, a failure in the electricity network could threaten nearly two dozen other critical functions, such as food production and medical care. The researchers identified more than 20 unique strategies to better prepare the network for the conditions to come. Developing new design standards, for example, would have a major effect, they found—but they ranked its feasibility as medium.

Federal, state, local, and tribal governments can use the strategies RAND identified to prioritize their planning and investments for climate change. The researchers also created a free online tool that shows each critical function, its exposure to climate change, and strategies that could help mitigate the risks.

Helping Military Families

A quarter of all active-duty U.S. service members may qualify as food insecure, RAND researchers found. The reasons are not clear, but the implications are: Potentially tens of thousands of military families struggle to get enough healthy food. The House Armed Services Committee described that as unacceptable—“a crisis that the Secretary of Defense must address and solve.”

Citing RAND’s findings, the committee directed the Pentagon to review whether the military provides adequate allowances for food. It specified that the review should pay particular attention to disparities between more-junior and more-senior service members.

The work continues at RAND. Researchers are merging survey data with pay and personnel data to better understand the relationship between military compensation and food insecurity. They also are looking into whether the military’s system of special and incentive pays might worsen the problem by making it harder for families to plan their budgets.

One other possible cause: frequent moves, which can cost military spouses their jobs. Previous RAND research has linked military moves with spousal unemployment, underemployment, and loss of earnings.

Based in part on that research, Congress included the Military Spouse Employment Act in the National Defense Authorization Act for Fiscal Year 2024. The act allows federal agencies to hire military spouses as remote workers. That will enable them to maintain a federal career—and provide a second source of income for their families—even when the military says it’s time to move.
**Informing Immunization Decisions**

The respiratory virus known as RSV kills as many as 10,000 older Americans every year. It sends tens of thousands of young children to the hospital. RAND research helped support the U.S. Centers for Disease Control and Prevention (CDC) in recommending immunizations to protect both young and old.

RAND has partnered with the University of Iowa in recent years to field rapid surveys to better understand whether people would get new vaccines. The CDC’s approval committee uses the results to inform decisions on whether to recommend a new vaccine, for whom, and under what circumstances. Earlier RAND surveys helped guide the committee’s decisions on COVID vaccines.

Researchers found that more than two-thirds of people in their 60s or older would definitely or probably get an RSV vaccine if one was available. They also found that 70 percent of parents would get an RSV antibody injection for their babies if it was shown to be safe and effective.

The CDC committee cited RAND’s findings as evidence that the people most in need of protection from RSV would value having immunizations available. It approved two vaccines for adults 60 and older and antibody injections for children up to 19 months old.

**Strengthening School Safety**

The U.S. Department of Homeland Security provided new guidance to schools to help them prevent shootings and other acts of violence. Its recommendations came from RAND research that identified how schools could better track and respond to threats.

Researchers looked at what students do when they hear about a possible threat from a classmate. Too often, the answer is nothing. Students may decide not to report their concerns because they don’t want to get involved or because they don’t take the threat seriously. But the result is that school officials often don’t have the information they need to act until it’s too late.

The Homeland Security Operational Analysis Center, a federally funded research and development center operated by RAND under contract with the Department of Homeland Security, provided step-by-step instructions for schools to change that. It recommended they provide anonymous tip lines and clear instructions for when students should report a possible threat. It emphasized that schools need to create an environment in which students and other members of the school community feel comfortable coming forward.

Those recommendations became *Improving School Safety Through Bystander Reporting: A Toolkit for Strengthening K–12 Reporting Programs*. Two agencies within the U.S. Department of Homeland Security—the U.S. Secret Service and the Cybersecurity and Infrastructure Security Agency—issued the guide as a free resource for schools. Its purpose, they said, is to provide schools with “actionable, practical, and cost-efficient steps toward preventing harm or acts of violence among our most important populations.”
Lowering Drug Prices

Americans pay 2.5 times more for prescription drugs, on average, than people in many other countries, RAND research has found. Federal policymakers have made it a bipartisan priority to bring U.S. prices down.

The U.S. Department of Health and Human Services (HHS) short-listed a handful of promising ideas that could help. It pointed to RAND research for evidence that several could be successful.

For example, one Medicare model would set a $2 maximum copay for a set of around 150 high-value generic drugs. That closely follows a separate Medicare model that set a maximum $35 copay for insulin. A RAND evaluation found that model increased the use of insulin, decreased out-of-pocket expenses, and did not meaningfully raise costs for Medicare.

HHS also called for more research into biosimilar drugs, which are similar to generic drugs but for biological treatments like insulin or some cancer treatments. RAND research found that greater uptake of biosimilars would make the drug market more competitive, driving down prices. That could save U.S. buyers more than $38 billion over ten years.

Protecting California Workers

At least 20 workers died in California from occupational heat stress between 2010 and 2017. Seven of them were working in sweltering conditions inside. The California Department of Industrial Relations is finalizing a new regulation that would protect indoor workers from exposure to extreme heat. It asked RAND to analyze the likely economic impact.

The proposed rule would require that indoor workers have access to drinking water, cool-down areas, and other protections when the temperature in their work area gets into the 80s. RAND found that the annualized costs for California companies to comply with the rule would be around $102 million. That would mostly cover measures such as air conditioning, ceiling fans, and ventilation systems, as well as employee training on safety procedures.

But in return, RAND found, companies would see annualized benefits of around $402 million. Those would include higher productivity from more-comfortable workers, as well as fewer heat-related illnesses and injuries. On a macroeconomic basis, the proposed rule would likely increase the size of California’s economy by around $500 million per year.

The California Occupational Safety and Health Standards Board is expected to vote on the proposed rule in 2024. California has had similar rules for outdoor workers for nearly 20 years, which have reduced occupational injuries among workers at risk of heat stress across the state. It would become only the third state—and by far the largest—to protect indoor workers as well.
**Building a New Space Force**

Unlike all other military service branches, the U.S. Space Force will not have a reserve component. Instead, a team of researchers and Department of the Air Force officials developed an entirely new personnel management structure. It aims to better serve the interests of both Space Force itself and current and future Space Force Guardians.

The team worked through the procedural and policy implications of allowing Guardians—especially those who are officers—to move more easily from part-time to full-time and back again. That structure is more responsive to the changing needs of Space Force. For example, if a part-time Guardian has unique technical experience, Space Force can quickly transition him or her for a period of sustained active duty, without the lengthier process required in other military branches.

Space Force described that change as its top legislative priority. The team of Air Force officials and researchers identified and drafted revisions in federal statutes required to implement the new management structure. Congress adopted their proposed revisions as the Space Force Personnel Management Act, part of the National Defense Authorization Act for Fiscal Year 2024. Researchers highlighted remaining issues in statutory pay and benefits provisions that still need to be addressed.

**Reining in Hospital Prices**

For years, RAND has documented the high costs that patients with private health plans pay for hospital services compared with those using Medicare. Indiana decided to do something about it.

The state had the seventh-highest hospital costs, on average, in RAND’s latest review of prices nationwide. Patients there paid three times more than Medicare for the same hospital services.

In response, the state legislature passed a sweeping law that limits hospital facility fees and sets hospital price benchmarks. It also establishes a task force to continue studying health care costs in the state and make further recommendations to lower them. The law passed on the final day of the legislative session with support from both Democrats and Republicans.

Its provisions go into effect in 2025. RAND researchers estimate it will lower health care spending in Indiana by around $1.3 billion a year.

RAND’s purpose is to ensure that the most important decisions—the ones that affect the most people and involve the most public resources—are made with the best-possible evidence. These examples of RAND’s impact in 2023 underscore how vital research and analysis are in the search for solutions to tackle the United States’—and the world’s—biggest problems.
**RESEARCH PROGRAMS**

The **Strategy, Doctrine, and Resources Program** analyzes the implications of the dynamic security environment for future strategic concepts, Army roles and missions, force structure, capabilities, doctrine, and resourcing requirements.

The **Forces and Logistics Program** integrates the development and employment of forces with operational logistics and the end-to-end process to acquire, sustain the readiness of, and modernize equipment.

The **Personnel, Training, and Health Program** focuses on policies that help the U.S. Army attract and retain the right people—and train and manage them in a way that maximizes their capabilities, saves lives, and advances wellness.

**RAND ARMY RESEARCH DIVISION**

Founded in 1982, the Arroyo Center is the United States Army’s sole federally funded research and development center for studies and analysis. At RAND, the center is housed within RAND’s Army Research Division.

Arroyo enables the Army to maintain a strategic relationship with an independent, nonprofit source of high-quality, objective analysis that can sustain deep expertise in domains of direct relevance to perennial Army concerns.

Arroyo’s mission is to conduct objective analytic research on major policy concerns, with an emphasis on mid- to long-term policy issues; help the Army improve effectiveness and efficiency; provide short-term assistance on urgent problems; and be a catalyst for needed change.

The Army’s oversight and management of RAND Arroyo Center are stipulated by Army Regulation 5-21. The regulation establishes a governing board of Army leaders known as the Arroyo Center Policy Committee, cochaired by the Under Secretary of the Army and the Vice Chief of Staff of the Army. The committee provides overall guidance, reviews the annual research plan, and approves individual projects.
to identify potential sources of data that could be used in measuring interviews with stakeholders across the Army and DoD, developed a logic and policy documents related to workforce readiness, conducted In conducting this research, the RAND team reviewed relevant literature definition of Army civilian readiness that RAND researchers developed particularly when potentially escalatory options rooted in conventional can disrupt nation-state competitors' efforts to win without fighting, opportunity for strategic gains across diplomatic, informational, military, how strategic disruption campaigns can create the time, space, and short of armed conflict. The United States and its allies may be the Army's civilian workforce plays a critical role in team, organizational, state, and societal levels that could be targeted to diminish the motivation to fight among individual perception of the quality of their care and more-positive views of VBH than respondents were less likely to deliver VBH care than private-sector providers and relied heavily on technology such as a computer or cellular phone. The U.S. Army asked behavioral health (VBH) care: remote patient access to BH care using disease 2019 (COVID-19) pandemic led to a dramatic expansion of virtual technology.

**SELECTED 2023 PUBLICATIONS**

- Virtual Behavioral Health for Army Soldiers
- Creating Readiness Metrics for the Army Civilian Workforce
- Strategic Disruption by Special Operations Forces
- Disrupting the Chinese Military in Competition and Low-Intensity Conflict
- The Backbone of U.S. Joint Operations
- Will to Fight of Private Military Actors
- Machine Learning for Operational Decisionmaking in Competition and Conflict
- Army Aviation Special and Incentive Pay Policies to Promote Performance, Manage Talent, and Sustain Retention
- Performing Strategic Disruption
- Adjusting the PLA’s Strategy
- Enhancing PLA Performance
- Operationalizing China’s Strategy
- The PLA in the 21st Century
- The PLA’s Strategy in the 21st Century
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For more than 75 years, RAND has worked in the public interest to provide policy research and analysis to clients around the world. RAND Australia does work for Australian clients on defense-related topics, as well as economic and social issues. RAND Australia differs from a traditional management consulting firm in that we rely upon data-driven solutions and strong analytic methods.

RAND Australia’s research draws on staff based in Canberra, as well as a rich pool of research staff from the United States and Europe. With global expertise in defense, national security, health care, education, transport, employment, innovation, energy, and the environment behind it, RAND Australia is ideally positioned to help improve policy and decisionmaking in Australia.
RESEARCH FOCUS AREAS

Defense. RAND Australia conducts research on complex strategy, acquisition, force employment, and administrative challenges facing Australia’s national security leaders. Our strategic work focuses on the most pressing and difficult strategy, policy, and defense stewardship concerns of high-level policymakers—from warfighting doctrine and technology to personnel management and health care. Our acquisition and management analyses—on cost trends and estimating techniques, production and workforce management, risk controls, contracting, inventory management, facilities planning, process improvements, and related factors—help Australian leaders control costs and hedge against risk.

National Security. RAND Australia has significant global experience supporting national security agencies that are confronted with emerging technological, social, political, and demographic challenges. RAND has provided support across these types of organizations, both to address immediate threats and to better position organizations to respond to future threats. RAND has extensive experience working with national security agencies in Australia, including the Department of Home Affairs, the Attorney-General’s Department, and the Department of the Prime Minister and Cabinet.

Health and Social Well-Being. RAND Australia has strong capabilities for improving the health, safety, security, prosperity, and resilience of people and communities in Australia. RAND’s research has been applied to improve outcomes in community health, criminal justice, and the environment. RAND also has a long history of health research to improve service delivery and overall system performance.

Education and Labor. RAND’s experience assessing the effectiveness of educational programs, strategic reforms, and labor policies spans more than 40 years. RAND Australia’s research on workforce needs for Australia’s naval shipbuilding industry led the Commonwealth to announce a $62 million commitment to found a new Naval Shipbuilding College to stimulate training in vocational and higher education specialties needed by the enterprise.
Communities across the United States and the world are striving to improve access to quality education, workforce preparation, and meaningful economic opportunities. RAND Education and Labor supports these efforts by helping policymakers and practitioners recognize challenges and by designing policies, programs, and practices that can further the goal of ensuring that everyone is able to contribute to the development of a knowledgeable and productive society.

Our research and analysis help policymakers, educators, employers, and employees understand the challenges and choices they face in today’s quickly evolving education, labor market, and financial arenas.

RAND Education and Labor draws on the expertise of more than 200 staff from across RAND, including economists, behavioral scientists, organizational analysts, political scientists, psychometricians, sociologists, demographers, policy analysts, and statisticians. We use the best available analytical tools and methods to evaluate existing policies and programs and recommend new ones. Our research sponsors include government agencies, foundations, and private-sector organizations. We disseminate our research findings as widely as possible to benefit the public good.

We focus on issues that are vital to today’s school-to-work pipeline. Our work covers concerns, programs, and policies related to such areas as education technology and personalized learning, workforce development, postsecondary education, labor markets, early childhood education, K–12 educator effectiveness, K–12 accountability and assessments, out-of-school time, financial decisionmaking, and social and emotional learning.
Artificial Intelligence–Based Student Activity Monitoring for Suicide Risk

Recent Trends in Housing Cost Burden Among U.S. Military Veterans

The Budgetary Effects of Climate Change and Their Potential Influence on Legislation

Supporting the Mental Health Needs of Community College Students

Designing and Implementing Micro-Credentials to Support STEM Teaching

Teachers’ Perceptions of Coherence in K–12 English Language Arts and Mathematics Instructional Systems

Artificial Intelligence and the Labor Force

A Data-Driven Approach to Identifying Exposed Occupations

What Americans Think About Veterans and Military Service
In fast-changing times, it is even more crucial to use evidence-based insights to inform complex decisions, ensure that scarce resources are used most effectively, and maximize payback from investments. Emerging trends—such as changes to the geopolitical order and established conventions, growing data overload, accelerating technological advances, and shifts in the workplace, to name just a few—pose new questions that require new approaches. As debates become more polarized, the trust that the public places in expert opinion and empirical research needs renewing.

The answer is not to retreat from evidence—which only increases risk and leaves decisions more vulnerable to challenge—but to reaffirm and demonstrate its value. At RAND Europe, we believe that good evidence helps shape sound answers to pressing societal challenges.

For nearly 30 years, we have built an empirical understanding of critical topics: from education and employment to health and well-being, home affairs and social policy to infrastructure and defense and security issues, through to innovation policy and research impact.

We approach each project as unique, informed by a deep understanding of the policy context. Our strength is in designing policy, providing analysis, and making recommendations grounded in disciplined research. Believing in the power of facts, we help our clients reach better decisions with the greatest public benefit, to help make communities safer and more secure, healthier and more prosperous. In short, we work to bring about a world where people thrive.
RESEARCH GROUPS

In a climate of uncertainty and rapidly evolving threats, the **Defence and Security** research group at RAND Europe equips clients with the evidence-based analysis they need to inform their decisionmaking.

The **Home Affairs and Social Policy** research group at RAND Europe conducts research in the fields of education, employment, and crime and justice.

The **Science and Emerging Technology** research group at RAND Europe helps clients understand how to maximize the gains that science, technology, and innovation can bring to society and the economy and how unintended consequences can be mitigated through effective regulation and stakeholder engagement.

The **Health and Well-Being** research group at RAND Europe draws on expertise from across a range of disciplines and methodological backgrounds to bring an innovative perspective to our projects. Our well-established reputation in health care research is complemented by extensive science policy expertise, particularly in the field of research evaluation. A specialist evaluation group brings rigorous and cutting-edge methodologies to a broad range of projects. And our extensive experience in employment policy has led to high-impact work on the increasingly prominent topic of mental well-being in the workplace.

**SELECTED 2023 PUBLICATIONS**

- **Examining the financial stability of UK military families**
  Linda Slapakova, Kristin Thue and Luke Huxtable

- **A night-time lighting analysis of Tibet’s prisons and detention centres**

- **Strategic advantage in a competitive age**
  Definitions, dynamics and implications

  Report by James Black, Diana Dascalu, Megan Hughes and Ben Wilkinson
  Case Studies by Maeve Ryan, Ahron Bregman, Peter Carlyon, Jennifer Chung, Lawrence Freedman, Rebecca Lucas, Alessio Patalano, Patrick Porter, Fiona Quimbre, Sam Stockwell and Mann Virdee

- **Feasibility Study for a What Works Centre for Safety**
  Giulia Maistrello, Robert Donoghue, William Phillips, Avery Adams, Jessica Dawney, Eliane Dufresne, Fifi Olumogba, Richard Heron, Christian van Stolk, Nick Fahy

- **Data collection and sharing for pathogen surveillance**
  Making sense of a fragmented global system
  Sarah Parkinson, Jessica Dawney, Avery Adams, Ben Senator

- **Exploring red teaming to identify new and emerging risks from AI foundation models**
  Summary workshop report
  Marie-Laure Hicks, Ella Guest, Jess Whittlestone, Jacob Ohrvik-Stott, Sana Zakaria, Chryssa Politi, Cecilia Ang, Imogen Wade and Salil Gunashekar

- **Climate change dilemmas for UK defence and security**
  Exploring implications, challenges, opportunities and threats through future scenarios
  Jacopo Bellasio, Lucia Retter, Nicolas Jouan, Kristin Thue, Maria Chiara Aquilino, Pauline Paille

- **A roadmap for the global energy transition**
  Conference proceedings
  Marco Hafner, Robert J. Romanelli, Erez Yerushalmi & Wendy M. Troxel

- **An international study: The societal and economic burden of insomnia in adults**
  Alternatives to profit-maximising commercial models of cannabis supply for non-medical use
  Mafalda Pardal, Beau Kilmer, Sara d’Auria, Tamara Strabel, Silvia Galimberti, Stijn Hoorens, Tom Decorte, Ben Senator
RAND GLOBAL AND EMERGING RISKS

Established in 2023, RAND Global and Emerging Risks is the newest research division in the organization. RAND Global and Emerging Risks delivers rigorous and objective public policy research on the most consequential challenges to civilization and global security.

RESEARCH CENTERS

The Meselson Center is dedicated to reducing risks from biological threats and emerging technologies. The center combines in-depth policy research with state-of-the-art technical research to provide policymakers with the information and expertise needed to prevent, prepare for, and mitigate large-scale catastrophes.

The Technology and Security Policy Center researches how high-consequence, dual-use technologies change the global competition and threat environment, then develops policy and technology options to advance the security of the United States, its allies and partners, and the world.

The RAND Frederick S. Pardee Center for Longer Range Global Policy and the Future Human Condition pursues ambitious objectives: to improve our ability to think about the longer-range future—from 35 to as far as 200 years ahead—and to develop new methods of analyzing potential long-range, global effects of today’s policy options in order to design sound policies that are sensitive to those effects.

A forthcoming China Research Center will seek to understand the nonmilitary aspects of China, such as social, economic, demographic, technological, and environmental factors. This broader aperture for understanding China will be comparable to RAND’s historical research and analysis of the Soviet Union.

INTERNATIONAL CHAIRS

RAND Global and Emerging Risks houses RAND’s international chairs for select countries to conduct regionally focused research on global and emerging risks.

The Tang Chair in China Policy Studies undertakes research on the critical factors that will influence China’s future, particularly in education and health.

The Hu Taiwan Policy Initiative is positioned at the center of important Taiwanese policy issues and contributes research on the critical factors that will influence Taiwan’s future, with particular focus on its long-term growth, socioeconomic development, domestic policy, and security.

The Korea Policy Chair will undertake research on challenges to East Asian security and prosperity of interest between the Republic of Korea and the United States.

The Israel Policy Chair will undertake research on the critical factors that will influence Israel’s future—with particular focus on its long-term growth; socioeconomic development; domestic policy; and its relationship with the region, the United States, and the world.

FELLOWS

RAND Global and Emerging Risks also deepens and develops RAND’s talent pool of technical experts through the Technology and Security Policy Fellowship, which develops new generations of policy analysts and implementers at the intersection of technology and security issues.
Initial focus areas include cutting-edge research on the safety of artificial intelligence systems and synthetic biology, understanding China beyond the military domain, and the broad implications of extreme climate effects.
RAND Health Care promotes healthier societies by improving health care systems in the United States and other countries. We provide health care decisionmakers, practitioners, and the public with actionable, rigorous, objective evidence to support their most complex decisions.

Key policy areas include health insurance costs and financing; health insurance, including Medicare and Medicaid; price transparency for hospital care and prescription drugs; the opioid epidemic and other substance use issues; mental health and illness; health care delivery, including technology and telemedicine; quality of care, including measurement and patient experience of care; equity and health care access; health care organization, systems, and consolidation; infectious disease and COVID-19; and women's and children's health.

Areas of methodological research and innovation include microsimulation modeling; data collection and analysis; policy and program evaluation; survey development and focus group research; clinical trials and evaluation; expert elicitation; BISG, a racial and ethnic disparity estimation method; and interactive tools, including those on mental health systems, critical care surge capacity, and hospital costs.

The division also leads initiatives on Mental Health Systems and Caregiving in the United States.

RAND Health Care helps local, state, and national governments throughout the world identify health system policy challenges, develop and evaluate options to address them, implement needed change, and evaluate their effects. We also conduct research for foundations, nongovernmental organizations, private businesses, professional associations, and community groups. We work collaboratively with clients and research partners to enhance their capabilities and decisionmaking capacity. Support from generous donors allows RAND Health Care to pursue innovative research on issues that reach beyond the boundaries of traditional client funding.

Complex health care policy questions must be tackled from multiple perspectives. We draw on the expertise of our interdisciplinary teams, who integrate their diverse skills to focus on critical health care policy issues. Our staff includes more than 200 experts from more than a dozen disciplines. We attract the best in their professions—physicians, economists, psychologists, mathematicians, organizational analysts, political scientists, psychometricians, medical sociologists, policy analysts, and statisticians.
SELECTED 2023 PUBLICATIONS

Key Findings from RAND Health Care Research on Telehealth Policy

A thorough review of telehealth literature and RAND Health Care research on telehealth have highlighted the need for ongoing analysis of the pandemic’s impact on telehealth policies. The fleet of telehealth use during the COVID-19 pandemic revealed that providers pivoted away from in-person visits to telehealth, suggesting that a significant amount of services shifted to the virtual realm. RAND Health Care researchers have been studying the impacts of telehealth use in various settings, including hospitals, primary care clinics, and mental health clinics.

Evaluation of Los Angeles County’s 2023 Mental Health Campaigns

Identifying the Reach and Impact of the Take Action for Mental Health Los Angeles County and Do Worthwhile Work Campaigns

Evaluation of Los Angeles County’s 2023 Mental Health Campaigns

Identifying the Reach and Impact of the Take Action for Mental Health Los Angeles County and Do Worthwhile Work Campaigns

Birth-Centered Outcomes Research Engagement (B-CORE) in Medi-Cal

Stakeholders of the U.S. health system have attempted to address the deficit in healthcare workforce. RAND Health Care researchers have partnered with the Association of American Medical Colleges (AAMC) to build this understanding using system dynamics (SD) modeling methods. The SD model could help these stakeholders identify and assess the effectiveness of policies to address the imbalances in the health care workforce. Gaining a better understanding of physician workforce dynamics could help stakeholders identify and assess the effectiveness of policies to address the imbalances in the health care workforce.

Improving Mental Health Care Systems in the United States

From Inadequate to Adequate: A Long Road for Improved Mental Health Care Systems in the United States

Identifying Strategies for Strengthening the Health Care Workforce in the Commonwealth of Virginia

Increased use of telehealth offset only about half of the decline in in-person visits, suggesting that a significant amount of services were deferred.
The RAND Homeland Security Research Division focuses its analytic efforts on enhancing the security, safety, and resilience of communities by improving their ability to prepare for, respond to, and recover from dynamic and emerging threats and hazards, which include natural disasters, transnational crime, acts of terrorism, large-scale accidents, and domestic attacks perpetrated by nation-states.

The division operates the Homeland Security Operational Analysis Center, a federally funded research and development center sponsored by the U.S. Department of Homeland Security (DHS). The division also conducts research and analysis for other federal, state, local, tribal, and public- and private-sector organizations that make up the homeland security enterprise. In addition, the division conducts research and analysis on homeland security matters for U.S. allies and private foundations.

**FELLOWS**

Each year, DHS and RAND select a small number of senior DHS personnel to work and study at RAND. The DHS–RAND Fellowship seeks to:

- develop emerging government leaders with the strategic analysis and planning skills needed to meet the challenges of an organization with a complex mission set
- help achieve DHS’s missions and evidence-based decisionmaking by integrating applicable operational concepts into cutting-edge research, analysis, and evaluation with renowned RAND researchers on critical homeland and national security issues
- strengthen partnerships with leading researchers in homeland security
- support the innovation needed to better manage DHS resources.

In addition, each year the U.S. Coast Guard selects officers to attend senior service schools, of which RAND is one. The Coast Guard sends officers to these programs to develop senior leaders with the strategic thinking and planning skills needed to meet the challenges of Coast Guard missions and to prepare the Coast Guard for the future, to provide superior public service across all missions, to form effective partnerships inside and outside the service, and to support the innovation needed to more effectively manage Coast Guard resources.
RESEARCH PROGRAMS

The Disaster Management and Resilience Program assists DHS and the broader emergency management community in identifying strategies to mitigate, plan for, respond to, and recover from natural and human-caused disasters, hazards, and catastrophic incidents.

The Infrastructure, Immigration, and Security Operations Program supports a broad range of operational components inside DHS, as well as sponsors across the homeland security enterprise, to proactively adapt to changing opportunities, threats and hazards, and resulting risks.

The Management, Technology, and Capabilities Program seeks to strengthen DHS and assist sponsors across the homeland security enterprise by advancing research and analysis that ensure that the overall organization, workforce, resources, and technological capabilities are appropriately aligned to confront urgent threats and execute missions.
The RAND National Security Research Division is an international pacesetter in defense research and analysis. To help world leaders overcome seemingly intractable security challenges and manage complex defense institutions, the division builds multidisciplinary teams who bring to the table unique perspectives, extensive experience, and diverse skill sets.

We support the U.S. Department of Defense (DoD), as well as a number of non-DoD entities in the United States and abroad.

The division operates the National Defense Research Institute, a federally funded research and development center whose sponsors include the Office of the Secretary of Defense, the Joint Staff, the Unified Combatant Commands, the defense agencies, and the Department of the Navy.

Our research and analysis also support the governments of a number of U.S. allies and partners, a variety of foundations, and several non-DoD entities, including the U.S. intelligence community and the U.S. Department of State.

**RESEARCH PROGRAMS**

The **Acquisition and Technology Policy Program** helps ensure that U.S. and allied forces have the materiel they need to accomplish their missions in every warfighting domain: space, air, ground, sea, and cyber.

The **International Security and Defense Policy Program** conducts in-depth research that helps U.S. and allied leaders make tough decisions about national and international security.

The **Navy and Marine Forces Program** helps the U.S. Navy and U.S. Marine Corps, allied maritime and amphibious forces, and other clients manage acquisition, sustainment, personnel, force development, and strategy issues.

Decades of defense manpower analyses by the **Personnel, Readiness, and Health Program** have helped military leaders manage recruiting and retention crises, the transition to an all-volunteer force, the post–Cold War drawdown, and the post–9/11 buildups.
11 subject-matter experts (SMEs) on three aspects of 5G across a variety of tasks during 5G in countries of interest. The authors also conducted a literature review of primary outcomes in both peaceful and contested unification scenarios. This should be a to mitigate its global economic risk.

The importance of semiconductors in the broader economy means that strategic semiconductor supply chain that would result if China attempted to unify of industries that rely on semiconductors. The exercise revealed that there are external occupation. Third, the authors identify indicative future researchers in 2021 to analyze civilian-based resistance against and activism across all segments of Ukrainian society. Second, of the con/f_l ict. First, the authors offer a short overview of pertinent backgrounds and perspectives.

Resisting Russia

Can Taiwan Resist a Large-Scale Military Attack by China?

Opportunities and Risks of 5G Military Use in Europe

Options for Strengthening ROK Nuclear Assurance

Alternative Futures for Digital Infrastructure

A Diverse and Trusted Workforce

Supply Chain Interdependence and Geopolitical Vulnerability

An Assessment of U.S.-Allied Nations’ Industrial Bases in Quantum Technology

Understanding the Risk of Escalation in the War in Ukraine
The mission of RAND Project AIR FORCE (PAF) is to conduct an integrated program of objective analysis on issues of enduring concern to U.S. Department of the Air Force leaders. PAF addresses far-reaching and interrelated questions: What will be the role of air and space power in the future security environment? How should the force be modernized to meet changing operational demands? What should be the size and characteristics of the department’s workforce, and how can that workforce be most effectively recruited, trained, and retained? How should sustainment, acquisition, and infrastructure be streamlined to control costs?

Originally known as Project RAND, PAF was established in 1946 by General H. H. “Hap” Arnold as a way of retaining the considerable benefits of civilian scientific thinking that had been demonstrated during World War II. Since its founding, PAF has remained the only Department of the Air Force federally funded research and development center concerned entirely with studies and analyses rather than systems engineering or scientific laboratories.

**RESEARCH PROGRAMS**

The **Strategy and Doctrine Program** seeks to increase knowledge and understanding of geopolitical and other problems in the national security environments that affect Department of the Air Force operations. PAF maintains expertise in grand strategy; evolving security challenges; power projection; expeditionary operations; and the changing roles of air, space, and cyber power in current and future operations.

The **Force Modernization and Employment Program** identifies and assesses ways in which technological advances and new operational concepts can improve the Department of the Air Force’s ability to satisfy a range of future operational demands. This research involves assessments of technology feasibility, performance, cost, and risk. PAF assesses major air, space, and cyber force components needed in the future and the systems and infrastructure supporting their operations. Areas of specialization include intelligence, surveillance, reconnaissance, mobility, long-range strike, combat air forces, command and control, space, cyber, and nuclear.

The **Resource Management Program** analyzes policies and practices within three themes: (1) resilience of Department of the Air Force installations, assets, and information; (2) efficient and effective allocation of resources; and (3) health of the defense industrial and technology base. The goal of the research conducted within the program is to maximize the efficiency and effectiveness of operations in a resource-constrained environment.

The **Workforce, Development, and Health Program** examines the Department of the Air Force’s workforce size and composition and addresses the best ways to define, sustain, renew, deliver, and coordinate critical workforces. PAF also considers personnel development, such as training, job opportunities, and career advancement, and analyzes the physical and mental health of the workforce. PAF’s research encompasses the total workforce: active-duty, guard, reserve, civilian, and contractor personnel.
RAND Social and Economic Well-Being seeks to actively improve the health and social and economic well-being of populations and communities throughout the world. Our aim is to produce high-quality and consumable research and analysis that address critical factors necessary to promote health and social and economic well-being and to support decisionmakers and policy influencers in using the best and most practical approaches to solve social and economic problems.

Hallmarks of our research include objective, innovative approaches to problem-solving; comprehensive understanding of history and context in relevant policymaking; impartial, expert analysis of complex—and sometimes controversial—policy issues; clearly communicated findings and recommendations subject to rigorous quality assurance; engagement at all levels of government (national, regional, local) and with the private sector; and capabilities that cut across traditional policy boundaries and span multiple economic sectors, often at once.

RESEARCH PROGRAMS

The **Community Health and Environmental Policy Program** focuses on such topics as infrastructure, climate change, science and technology (including commercial space policy), industrial policy, energy transitions, disaster response and resilience, community design, community health promotion, migration and population dynamics, transportation, and broader environmental quality. We also focus on policy concerns that are influenced by the natural and built environment, technology, and community organizations and institutions that affect well-being.

The **RAND Justice Policy Program** addresses public safety and the performance of the civil and criminal justice system for federal and state agencies, local police departments, and the private sector. The program addresses key policy issues in the criminal and civil justice systems: effective policing, extremism, access to justice, border security, corrections reform and recidivism, drug policy, the courts, and the role of corporate ethics and accountability.

The **Social and Behavioral Policy Program** aims to improve the quality of life for people of all ages; socioeconomic backgrounds; and physical, mental, and cognitive abilities. Cross-disciplinary teams help decisionmakers advance solutions to improve the effectiveness of economic and social programs; support marital and family well-being; raise people out of poverty; improve the lives of older adults, populations living with disabilities, and their caregivers; and further the positive development of children, youth, and young adults. The program also develops and evaluates prevention and treatment programs to address substance use and abuse, mental health, active and independent living, and other factors that are critical for well-being.
Congress’s request, RAND researchers assessed the progress that the commercial spaceflight industry has made in adopting voluntary safety standards, the industry’s progress in meeting key metrics set by the Federal Aviation Administration (FAA) in 2017, and whether the industry has matured such that areas identified in FAA reports are ready for regulatory action. The Commercial Space Launch Competitiveness Act of 2015 imposes a moratorium on safety regulations until October 1, 2023. The FAA will be authorized to propose and issue regulations upon expiration of the moratorium (if it is allowed to expire). The RAND team reviewed the existing literature and public data. They also conducted interviews with subject-matter experts and stakeholders across the space domain, including government, industry, and standards development organizations. In the authors’ assessment, the readiness of the commercial space industry for regulation, or for further development of voluntary consensus standards, does not only depend on the progress of adopting standards and meeting metrics. Regulatory readiness depends also on five key factors: access to, and understanding of, the regulatory process; security of regulatory support; the effectiveness of the regulatory support for the technology; environmental effects, costs, and security issues related to the regulation; and the ability to pass the regulation. The authors found that regulatory action is appropriate in the following form: allowing the moratorium to expire as per current law, continuing the development of voluntary consensus standards, and instituting Space Aerospace Rulemaking Committees. These regulatory actions should be accompanied by additional resourcing of the FAA.
Lester L. Arnold, Sr., a human resources leader with extensive experience in the private sector and academia, joined RAND as vice president, human resources. Prior to joining RAND, Arnold was chief human resources officer and vice president for human resources and payroll at George Mason University and chief human resources officer and associate vice chancellor for human resources at Winston-Salem State University. He has also held senior positions at Focus Brands, Aramark Healthcare, Lowe’s, and Wells Fargo. He has overseen functional areas including benefits, classification and compensation, employee relations, faculty and staff engagement, organizational development, learning, payroll, and talent acquisition.

Ray Block, Jr., joined RAND as its inaugural Michael D. Rich Chair for Countering Truth Decay. Block joins RAND from Penn State, where he remains an associate professor of political science and African American studies and the Laurence and Lynn Brown-McCourtney Endowed Career Professor in Penn State’s McCourtney Institute for Democracy. Prior to Penn State, Block was an associate professor at the University of Kentucky; the University of Wisconsin, La Crosse; and Florida State University. The chair was established in 2022 in honor of Michael Rich, RAND’s former president and CEO, who initiated RAND’s truth decay research and made it an integral part of RAND’s mission. Block will continue to build the truth decay agenda, develop new research streams, and expand the impact and reach of this research.

Rekha Chiruvolu joined RAND as chief diversity officer and executive director, diversity, equity, and inclusion (DEI), overseeing all diversity initiatives at RAND. Over the past decade, Chiruvolu held various DEI roles at international law firm Nixon Peabody LLP, most recently serving as chief DEI officer. She worked with the recruiting, talent development, marketing, and business development teams to ensure that DEI was woven into all core areas of the organization and all personnel had equitable access to the resources and opportunities needed to succeed. As an attorney, Chiruvolu has spent her career advocating for greater diversity, equity, and inclusion in the profession. Prior to Nixon Peabody, she was associate director of the Office of Career Services at the UCLA School of Law.

Michele Colón became vice president, workplace services and real estate. For more than 20 years, Colón has been a key leader and collaborator in large-scale efforts across the organization. As the lead for the opening of several U.S.-based locations, as well as RAND Australia, she played a vital role in determining requirements, handling lease negotiations, and starting up the new offices. As a member of the COVID-19 Incident Command Team, Colón led Facilities Services’ efforts to support RAND staff during the height of the COVID-19 pandemic, working closely with office directors to help enable our offices to remain open and safe.
Raymond Kuo is the inaugural director of the Hu Taiwan Policy Initiative at RAND. Kuo, a senior political scientist, published two books in 2021: Following the Leader: International Order, Alliance Strategies, and Emulation (Stanford University Press) and Contests of Initiative: Countering China’s Gray Zone Strategy in the East and South China Seas (Westphalia Press). His other research has appeared in International Security, The Journal of Conflict Resolution, The National Interest, The Diplomat, and other outlets. He previously worked for the United Nations, the National Democratic Institute, and the Democratic Progressive Party (Taiwan).

Christine Lanoie-Newman is RAND’s new chief development officer. As part of the leadership team, she oversees all of RAND’s development efforts, including all philanthropic and foundation fundraising efforts. Lanoie-Newman has served in several senior development roles at RAND. Prior to RAND, she spent eight years at UCLA, rising to the position of deputy director of corporate, foundation, and research relations. She has also held development positions at the Hammer Museum and ArtworxLA and served as a consultant for several community-based nonprofits.

Jim Mitre is the inaugural vice president and director in RAND’s newest research division, RAND Global and Emerging Risks. Mitre most recently served as program director of International Security and Defense Policy within the RAND National Security Research Division. He previously served as a senior adviser to the deputy secretary of defense, charged with establishing the Chief Digital and Artificial Intelligence Office. He also spent time in the private sector as the chief strategy officer at Govini, an early-stage national security technology company, and as an adjunct research staff member at the Institute for Defense Analyses. Prior to that, Mitre spent a decade in the strategic planning offices at the U.S. Department of Defense (DoD), where he had responsibility for defense strategy, strategic analysis, and force development. He served as the principal director and twice as the acting deputy assistant secretary of defense for strategy and force development in the Office of the Secretary of Defense and as the executive director of the 2018 National Defense Strategy. Mitre oversaw the development of DoD’s defense planning guidance and defense planning scenarios; directed assessments of the performance of future forces; and led the development of DoD’s strategic approach to defense posture in the Indo-Pacific, Europe, and Middle East. Mitre was a presidential management fellow in the Office of the Secretary of Defense and served in Kabul, Afghanistan, and Nairobi, Kenya. Prior to joining DoD, he cofounded a private counterterrorism research organization, the SITE Institute.
2023 was a pivotal year for the Pardee RAND Graduate School, which laid the foundation for future expansion of its multidisciplinary policy analysis graduate program.

This year, the school welcomed a dynamic cohort of 30 new doctoral and master’s students—continuing to grow the master of philosophy (M.Phil.) program launched in 2022. This new program was the first step in bringing Pardee RAND’s vision for a global school of public policy to life—a vision which will continue to grow and evolve over the next several years.

The plan for expanding the school is ambitious, but also necessary. As the world continues to face even bigger, more consequential challenges, the need for RAND-trained policy researchers continues to grow—and that’s a need the school can and must meet.

A key component of the vision is to expand on what the school has successfully done for more than half a century, which is leverage its unique connection to RAND and RAND researchers to offer a world-class postgraduate education experience.
In the same way that RAND’s Santa Monica headquarters has served as Pardee RAND’s campus since its inception, other RAND offices across the country and world will create campus expansion opportunities—affording students even more opportunities to study, work, learn, and grow. Additional campuses co-located with RAND offices will also create more opportunities for RAND researchers to mentor and teach.

Along with campus, staff, and faculty expansion, the school also plans to grow its degree program offerings, starting with a master’s in national security policy, which will be offered in both Santa Monica and Washington, D.C. In 2023, the school cut the ribbon on a new, larger, state-of-the-art classroom in Santa Monica to accommodate more students, and it has laid the groundwork for a similar classroom in Washington, to be completed in the fall of 2024.

While Pardee RAND looks toward the future and building its vision, its people remain laser-focused on mission—to provide the next generation of global policy leaders with an unsurpassed education in policy analysis. Today’s students remain Pardee RAND’s highest priority because as long as there are complex, global challenges, there will be demand for RAND, Pardee RAND, and its exceptional students.
TOMORROW DEMANDS TODAY

The Campaign for RAND

More than $97 million was raised in 2023 as part of RAND’s Tomorrow Demands Today campaign. The record-breaking fundraising year is thanks to the many philanthropists and foundations who made gifts and grants to support RAND in addressing the most critical issues of our time. The $400 million campaign aims to help tackle humanity’s greatest problems and is RAND’s most ambitious campaign to date.

Fundraising highlights in 2023 include the following:

**Gifts** to establish two centers within RAND Global and Emerging Risks, RAND’s newest research division.

- The Technology and Security Policy Center researches how high-consequence, dual-use technologies change the global competition and threat environment, then develops policy and technology options to advance the security of the United States, its allies and partners, and the world. Much of the center’s research is independently initiated through unrestricted funding designated by RAND’s president and CEO to study these topics. Initial sources of funding include Founders Pledge, Jaan Tallinn, Open Philanthropy, and the Waking Up Foundation.

- The Meselson Center is dedicated to reducing risks from biological threats and emerging technologies; it combines policy research with technical research to provide policymakers with the information needed to prevent, prepare for, and mitigate large-scale catastrophes. Much of the Meselson Center’s research is independently initiated through unrestricted funding designated by RAND’s president and CEO to study these topics. Initial sources of funding include Open Philanthropy.

**A $1,000,000 gift** to establish the Morton B. Berman Endowed Scholarship Fund at the Pardee RAND Graduate School.

**A $1,000,000 gift** from The Greenwald Family Impact Foundation to establish the Greenwald Family Gun Policy Chair. This gift will expand upon research conducted by RAND’s Gun Policy in America initiative, which launched in 2016.
A total of $13.9 million in grants from the Bill & Melinda Gates Foundation to strengthen RAND’s research panels by extending the American School District Panel, adding preschool teachers to the American Teacher Panel, and creating two new panels: the American Youth Panel and the American Parent Panel.

A grant from The Stanton Foundation to establish the Stanton Nuclear Security Practitioner Fellowship, which will focus on mid-career and senior experts in the nuclear security field. The fellowship will allow military and civilian experts to have immersive experiences at RAND’s office in Washington, D.C.
CONGRESSIONAL OUTREACH

RAND’s mission is to help improve policy and decisionmaking through research and analysis. RAND’s Congressional Relations office helps to further that mission by offering policymakers in Congress and U.S. federal agencies access to research and expertise that is relevant to current congressional priorities.

RAND communicates its research findings through a variety of vehicles.

**Briefings and Testimony.** Congressional Relations arranges for RAND staff to provide briefings to members of the federal executive and legislative branches. RAND staff can provide tailored briefings in specific policy areas and testimony on the most relevant issues in the public policy debate.

**Publications.** Congressional Relations provides RAND publications to congressional offices and U.S. federal agencies on request, at no charge.

**Additional Resources.** Congressional Relations provides a variety of additional resources to members of Congress, including email alerts and newsletters that highlight recent work in selected policy areas, briefs on key topics, and research assistance to congressional offices.
Testimony by RAND Staff in 2023

Vermont Early Care and Education Financing
Lynn A. Karoly, Aaron Strong, and Christopher Joseph Doss | Testimony presented before the Vermont Senate Committees on Appropriations, Health and Welfare, and Finance and the Vermont House Committees on Appropriations, Human Services, and Ways and Means | January 18 and January 19, 2023

China’s Overseas Military Diplomacy and Implications for U.S. Interests
Kristen Gunness | Testimony presented before the U.S.–China Economic and Security Review Commission | January 26, 2023

State Firearm Laws and Suicide Prevention
Andrew Morrall | Testimony presented before the Vermont House Committee on Health Care | February 14, 2023

Russian Military Operations in Ukraine in 2022 and the Year Ahead
Dara Massicot | Testimony presented before the Senate Armed Services Committee | February 28, 2023

Challenges to U.S. National Security and Competitiveness Posed by AI
Jason Matheny | Testimony presented before the U.S. Senate Committee on Homeland Security and Governmental Affairs | March 8, 2023

Evaluation of the California County Resentencing Pilot Program: First-Year Findings
Lois M. Davis | Testimony presented before the California Committee on Revision of the Penal Code | March 17, 2023

U.S.–China Aviation Competition: Military, Commercial, and General Aviation Are Different
Chad J. R. Ohlandt | Testimony presented before the U.S.–China Economic and Security Review Commission | April 13, 2023

The Chinese Acquisition Process
Christian Curriden | Testimony presented before the U.S.–China Economic and Security Review Commission | April 13, 2023

Artificial Intelligence: Challenges and Opportunities for the Department of Defense
Jason Matheny | Testimony presented before the U.S. Senate Committee on Armed Services, Subcommittee on Cybersecurity | April 19, 2023

Solving the Mental Health Crisis: Tackling Psychiatric Bed Shortages in California
Nicole K. Eberhart | Testimony presented before the California State Assembly Committee on Budget, Subcommittee No. 1 on Health and Human Services | May 1, 2023

Addressing the Recruiting Crisis in the Armed Services: Insights from Research
Beth J. Asch | Testimony presented before the U.S. House Transportation and Infrastructure Committee, Subcommittee on Coast Guard and Maritime Transportation | May 11, 2023

Health Care Price Transparency: Opportunities to Improve Affordability and Data Effectiveness
Christopher M. Whaley | Testimony presented before the U.S. House of Representatives Committee on Ways and Means | May 16, 2023

Chinese Strategy in the Freely Associated States and American Territories in the Pacific: Implications for the United States
Derek Grossman | Testimony presented before the U.S. House of Representatives Committee on Natural Resources, Subcommittee on Indian and Insular Affairs | May 16, 2023

Health Care Consolidation: The Changing Landscape of the U.S. Health Care System
Cheryl L. Damberg | Testimony submitted to the U.S. House of Representatives Committee on Ways and Means, Subcommittee on Health | May 17, 2023

Geographic Availability of Substance Use Disorder Treatment for Veterans
Jonathan H. Cantor | Testimony presented before the U.S. Senate Committee on Veterans’ Affairs | June 14, 2023

Tailoring Disaster and Public Health Emergency Preparedness, Response, and Recovery to the Needs of Older Adults and Disabled Americans
Mahshid Abir | Testimony presented before the U.S. Senate Special Committee on Aging | June 15, 2023

Advancing Trustworthy Artificial Intelligence
Jason Matheny | Testimony presented before the U.S. House Committee on Science, Space, and Technology | June 22, 2023

Ensuring That Government Use of Technology Serves the Public
Benjamin Boudreaux | Testimony presented before the U.S. House of Representatives Committee on Oversight and Governmental Affairs | June 22, 2023

Preparing the Federal Response to Advanced Technologies
Jeff Aistott | Testimony presented before the U.S. Senate Committee on Homeland Security and Governmental Affairs, Subcommittee on Emerging Threats and Spending Oversight | September 19, 2023

Improving Treatment Outcomes for Veterans with Mental Health Conditions
Rajeev Ramchand | Testimony presented before the House Committee on Veterans’ Affairs, Subcommittee on Health | November 14, 2023

Enhancing U.S. Coast Guard Interdiction: Information-Sharing, Technology, and Interagency and International Cooperation and Collaboration
Aaron Davenport | Testimony presented before the U.S. House Transportation and Infrastructure Committee, Subcommittee on Coast Guard and Maritime Transportation | November 14, 2023

Enhancing Security in a Changing Arctic
Abbie Tingstad | Testimony submitted to the U.S. House Committee on Homeland Security | November 29, 2023
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Rekha Chiruvolu  
Executive Director, Diversity, Equity, and Inclusion, and Chief Diversity Officer

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Frank and Marcia Carlucci Dean, Pardee RAND Graduate School
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Senior Vice President, Research and Analysis

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Michele Colón  
Vice President

As of March 2024
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TRUSTEE EMERITUS

Donald B. Rice
Retired President and Chief Executive Officer, Agensys, Inc.; Former U.S. Secretary of the Air Force

As of March 2024
BY THE NUMBERS

RAND is a global organization with offices in North America, Europe, and Australia. RAND’s U.S. locations include Santa Monica, California, the home of its headquarters campus and the Pardee RAND Graduate School; Arlington, Virginia; Pittsburgh, Pennsylvania; and Boston, Massachusetts. RAND also has U.S.-based researchers living and working in more than 35 other states and the District of Columbia. RAND Europe has offices in Cambridge, United Kingdom; Brussels, Belgium; and Rotterdam, the Netherlands. RAND Australia has its office in Canberra.

>50 COUNTRIES
RAND attracts top talent from more than 50 countries.

1,925 STAFF
Our people bring a diverse range of professional, educational, and cultural backgrounds to their project teams.

53% HOLD DOCTORATES
Well over half our research staff of ~1,140 hold one or more doctorates in an array of disciplines.

~85 LANGUAGES
Many of our staff are multilingual. Languages spoken include Arabic, Chinese, Farsi, French, German, Japanese, Korean, Russian, and Spanish.

Research Talent

- 53% Doctorates, including MDs and JDs
- 39% Master’s
- 8% Bachelor’s

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<td>Computer sciences</td>
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<tr>
<td>Economics</td>
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<td>Engineering</td>
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<td>International relations</td>
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<tr>
<td>Life sciences</td>
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<tr>
<td>Mathematics, operations research, statistics</td>
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<tr>
<td>Policy analysis</td>
<td>13%</td>
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<tr>
<td>Physical sciences</td>
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<tr>
<td>Political sciences</td>
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<tr>
<td>Social sciences</td>
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