DEAN’S REPORT
REPORT TO THE BOARD OF GOVERNORS
SUSAN L. MARQUIS,
FRANK AND MARCIA CARLUCCI DEAN
THE PARDEE RAND GRADUATE SCHOOL IN SANTA MONICA, CALIFORNIA
A whole new model of public policy graduate education—
a school designed for this century, not the last
MESSAGE FROM THE DEAN

“Together, we built a better program, reimagined a policy school designed for the 21st century, and brought that vision to life.”

IT’S BEEN A WONDERFUL RUN. Now, after serving nearly 13 years as dean, the time has come to take on my next adventure and to support the transition to the next dean. Let me end as I began—grateful, proud, and excited about the future of the Pardee RAND Graduate School.

For this 2021 Dean’s Report to the Board of Governors, let’s start with a statement of fact: the board has been my true partner since I arrived. Don Rice, Pedro José “Joe” Greer, and Jim Lovelace have served as chair and 43 have served
on the board during my tenure. They’ve come from academia, the business community, government, health care, and the tech world. I quickly realized that the board was my secret weapon—bringing to me and the school vast experience and perspectives distinct from those within RAND. In our meetings, both official and informal, board members have been trusted advisors, thoughtful critics, and partners in solving emerging challenges and developing a strategy for the future. Thank you.

I’ve served as the Frank and Marcia Carlucci Dean. I have worn this title with both pride and humility. To be the “Carlucci Dean” is an honor—one that recognizes the public service and accomplishments of Frank Carlucci and is an exemplar of the extraordinary support we’ve had from the many individuals who have believed in our students, graduates, and the power of the possibilities for the school’s future. Pardee RAND operates almost entirely through the belief and optimism of our philanthropic supporters. What we’ve accomplished these 12+ years has only been possible because of our donors, who, among other things, provide scholarships and dissertation support; make Los Angeles affordable for our students; enable our students to live and work in our partner communities; and help us to build policy analysis skills and increasingly take action to solve problems. Thank you.

Of Pardee RAND’s 441 graduates over 51 years, I’ve attended 213 of their dissertation defenses. I am grateful for these students, always teaching as much as they have been taught—and whose insights built our Career Services program; strengthened student support; and are driving the conversation on what we must do to establish a truly diverse, equitable, and inclusive Pardee RAND community. Thank you.

I also feel deep pride toward my colleagues on the Pardee RAND team. Together, we effectively eliminated student debt through tuition scholarships, dissertation fellowships, keeping tuition low, and prudent management of fellowship awards. Together, we created the groundbreaking Faculty Leaders Program, for faculty from minority-serving colleges and universities. And most significantly: Together, we built a better program, reimagined a policy school designed for the 21st century, and brought that vision to life. Our reimagined—and now fully reaccredited—program emphasizes new tools and methods designed for a comprehensive approach to complex problems; looks at new technology in terms of the public interest and of leveraging that technology for better solutions; and recognizes that to effect real and sustainable positive change, we must work in true and respectful partnership with communities. I stand in awe of this team, these leaders, and their commitment to our students and the future of public policy graduate education. Thank you.

I leave with memories of Commencements that I will always treasure: John Lewis, Mike Mullen, and Elizabeth Dole as our Commencement speakers, of course. But also, our Pardee RAND regalia; alumni gatherings; and, most of all, that extraordinary pause when a new graduate has their Ph.D. hood placed on their shoulders; turns to face their family, friends, and faculty; and we declare, “Ladies and Gentleman, Dr. ...”

My husband and I are returning to our home just outside of Washington, D.C., where we both intend to dive in and get involved with our community, with direct service nonprofits, with voting rights, with serving others. We intend to Be the Answer.

I have also accepted an appointment as the Charles and Marie Robertson Visiting Professor at the Princeton School of Public and International Affairs. I bring to this new chapter experience and wisdom that I’ve been privileged to amass during my time at Pardee RAND.

This is my Commencement.

SUSAN MARQUIS
Frank and Marcia Carlucci Dean
August 2021
“We are fortunate that the home to our program is in RAND’s headquarters building, which in addition to being beautiful had a significant amount of outdoor space with very few people on-site because of the pandemic. We were able to draw on the scientific expertise within RAND to ensure safe practices in compliance with guidance and directives from local and state governments.”

SUSAN L. MARQUIS

WITH 33 MEMBERS, THE 2020 COHORT IS THE largest class of new students in the school’s history, the first to be admitted to the school’s three new policy engagement streams and enter the fully redesigned program. The new streams are Research, Analysis, and Design; Community-Partnered Policy and Action; and Technology Applications and Implications.

Although they arrived in September 2020, they connected earlier through online discussions of the Dean’s Summer Reading List and joined in virtual town halls. The result was an incoming cohort that had more interaction prior to arriving than any prior cohort. In a message to the school, Dean Susan Marquis said of the new cohort, “They applied and were admitted at the very start of 2020, and since then have been together through the onset of the COVID-19 pandemic, nationwide protests calling for social justice and racial equity, record-setting hurricanes and fires, and one of the most contentious presidential elections in U.S. history. The 2020 cohort is one for the ages.”

The school worked with RAND’s support operations staff—including those in Facilities, Information Services, Conference Services, and Audiovisual Infrastructure and Services—to develop and implement protocols for in-person, hybrid, and fully online classes and operations. It takes a village!
### BY THE NUMBERS

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They previously worked with, among others, the Florida Department of Health, NASA, the U.S. Army Veterinary Corps, the Robert Wood Johnson Foundation, and the United Nations Development Programme. Their colleges and universities include Brown University, Caltech, Emory University, Florida A&M University, Macalester College, the University of Houston, and Vellore Institute of Technology.
M. Avriette has a D.V.M. and an M.P.H. from the University of Minnesota and a B.S. in neuroscience from UC San Diego. She is an active-duty veterinarian in the U.S. Army. Prior to joining Pardee RAND, she was a medical desk officer for the U.S. military’s COVID-19 response within the United States. She has also run humanitarian missions in South Sudan, Tanzania, and El Salvador and has special operations experience. She has also worked as a scientist at an immunology startup and as a veterinary hospital director. Her research interests include national security, developing-nation economics, zoonoses, health and public health policy, and policies regarding health care delivery and quality.

Elliott Brennan has a B.A. in English from Yale University. Prior to joining Pardee RAND, he worked as a contract analyst on projects related to the mission of the U.S. Agency for International Development (USAID). His work for USAID focused on agricultural trade and markets in East Africa, as well as the application of digital and remote sensing technologies for farmers across sub-Saharan Africa, Latin America, and Asia. His research interests include food security, conflict prevention, and the intersection of development, diplomacy, and defense operations.
Nihar Chhatiawala has an M.S. in physics and entrepreneurship and a B.S.E. in engineering physics from Case Western Reserve University. Prior to joining Pardee RAND, he was a technical solutions engineer at Epic Systems Corporation, where he oversaw technical implementation and advised on best practices at hospitals to optimize clinical data exchange. He was also a fellow at the Great Lakes Energy Institute at Case Western Reserve, where he cofounded a renewable energy technology startup, and an analyst at a bioscience startup accelerator. His research interests include renewable energy transitions, sustainable cities, climate change mitigation, entrepreneurship and innovation policy, emerging technologies, and international development.

Catria Gadwah-Meaden has a B.A. in mathematical economics from Colgate University. Prior to joining Pardee RAND, she was a teaching assistant in applied econometrics in Colgate’s economics department. Most recently, she worked with Hudson Headwaters Health Foundation, where she collected data to assess the impact of grant work and provide recommendations for future funding. Her research interests include the social determinants of health, health disparities, impoverished and minority populations, welfare reform, heterogeneous policy implications, and social and economic well-being.

Khrystyna Holynska has a Ph.D. in political science from Taras Shevchenko National University of Kyiv and an M.B.A.+M.B.A.I. (business and management in artificial intelligence and data analysis) from the Kyiv School of Economics (KSE). Prior to joining Pardee RAND, she headed the defense and security policy research startup KSE StratBase and was an assistant professor of public policy and governance at KSE. She was also a strategic analyst at The Hague Centre for Strategic Studies, where she focused on Russia’s coercive behavior, nonproliferation, the future of NATO, geodynamics, and Africa’s stability. Her research interests include foreign, defense, and security policy; Russia; Eastern Europe; civil service; and education policy.

Jonah Kushner has an M.P.P. from the University of Chicago and a B.A. in political science from Reed College. Prior to joining Pardee RAND, he was a principal research associate at Oregon Health & Science University’s Center for Health Systems Effectiveness, where he led evaluations of Medicaid demonstration waivers in Oregon and Washington. He has also conducted policy research at a state Medicaid agency, a health insurance exchange, and a labor union. His research interests include policies to address the social determinants of health and promote health equity, increase access to high-quality affordable housing, and promote workforce development and economic security in response to automation and artificial intelligence.
**Ignacio Lara** has a B.S. in operations research from the United States Air Force Academy. Prior to joining Pardee RAND, he was the modeling and simulation lead on a yearlong Air Mobility Command/A5Q–sponsored project to support the development and validation of requirements for the Air Force’s executive airlift fleet. His research interests include optimization and machine learning applications in homeland defense, disaster preparedness and emergency response, and wargaming future concepts for close air support in near-peer conflicts.

**Justin Lee** has a B.A. in physics, political science, and international relations from Carleton College. Prior to joining Pardee RAND, he was a technology analysis intern and operations research analyst at Systems Planning and Analysis, Inc. In those roles, he researched the effects of emerging technologies on the military for the Strategic Intelligence Analysis Cell in the Office of the Under Secretary of Defense for Research and Engineering, as well as the impact of joint and combined exercises on military readiness for the Joint Assessment Enabling Capability Office at the Pentagon. His research interests include science and technology, space, environmental sustainability policy, international cooperation, and strategic competition.

**Shane Manuel** has an M.B.A. from the Naval Postgraduate School and a B.S. in economics from the United States Air Force Academy. He is an active-duty officer in the U.S. Air Force. Prior to joining Pardee RAND, he was an executive officer at Air Force Materiel Command, where he managed daily operations for the contracting staff. He was previously a contracting officer for protected military satellite communications systems at Los Angeles Air Force Base. His research interests include national security, military strategy, and acquisition.

**Will Shumate** has an M.A. in international affairs with a focus on China from UC San Diego, and a B.A. in political science from California State University, Northridge. Prior to joining Pardee RAND, he was a research analyst at TechPolis, where he created a lobbying campaign for the 5G network’s rollout. He also worked as a research assistant at UC San Diego’s Institute on Global Conflict and Cooperation, examining Sino-American 5G competition, and in its Laboratory on International Law and Regulation, designing a simulation of how international space law is made. His research interests include China’s rise, core emerging technologies, the nexus of security and development, and the implications for U.S.–China relations.
Mark Simpson has a B.S. in economics from the United States Air Force Academy. Prior to joining Pardee RAND, he conducted research on local drug policy, law enforcement, and links between weather patterns and community business demand. His research interests include national defense policy, international economics, economic development, and military suicide prevention.

Danielle Sobol has an M.P.A. in development practice from the Columbia University School of International and Public Affairs and a B.A. in history from the University of Wisconsin. Prior to joining Pardee RAND, she designed and managed research, evaluation, and data analysis projects for the World Bank Group. She was also vice president of analytics and insights at EA Consultants, a firm specializing in financial inclusion, and consulted independently with multilateral, academic, nonprofit, and public-sector institutions. Her work has concentrated on financial inclusion, education, and rural development in the United States, Africa, Asia, and the Caribbean. Her research interests include social protection, criminal justice reform and recidivism reduction, and natural resource management.

Cory Stern has a B.A. in economics and mathematics from Macalester College. Prior to joining Pardee RAND, he worked as a senior analyst at Analysis Group, Inc. (AG), where he performed econometric and financial analyses to support leading academic economists in their assessments of complex legal issues. His work for AG comprised mortgage-backed securities litigation and antitrust matters in the pharmaceutical sector. His research interests include health economics, household decisionmaking, and household finance.

Nathan Thompson has an M.Sc. in international relations from the London School of Economics and Political Science and a B.A. in political science and economics from Furman University. Prior to joining Pardee RAND, he worked for the U.S. Department of State and was a research assistant with the American Enterprise Institute. His research interests include international relations, organizational management, policy and strategy implementation, and economic mobility.
**Erik Van Hegewald** has a B.S. in astronautical engineering and applied mathematics from the United States Air Force Academy. Prior to joining Pardee RAND, he was a policy researcher at the Aerospace Corporation, where he focused on improving the use of airspace by the space-launch industry and commercial airline traffic. He has also helped develop organic radiation shielding for satellites and design low-cost hypersonic launch vehicles. His research interests include applications of artificial intelligence, space policy, and strategy and doctrine.

**Alex Wong** has a B.S. in economics from Harvard University. Prior to joining Pardee RAND, he was a consultant in science policy and research program design for both government and private clients. His research interests include national security, deterrence, space policy, and climate change.

**Brian Wong** has an M.B.A. in finance from the Williams College of Business at Xavier University and a B.S. in chemical and biomolecular engineering from UCLA. He is a chartered financial analyst. Prior to joining Pardee RAND, he was a senior financial advisor at Southern California Edison, where he mapped out a low-cost path to meeting California’s long-term decarbonization goals and analyzed distributed energy resources. He has also worked as a technology leader at Procter & Gamble, where he designed equipment, control systems, and supply chains to improve agility and sustainability in shampoo manufacturing. His research interests include global climate change, renewable energy, and sustainable energy development policy.
“Ten years ago, I never thought I would pursue a Ph.D. I was convinced of my ability to change the world through quicker means. After the experiences of the past decade, I see that in order to effect the change that I hope to see in climate policy and to reach my full career potential, I need the intellectual diversity and wide breadth of skills that Pardee RAND has concentrated into a single institution.” ALEX WONG
Throughout my career, and in my position at an education advocacy organization, I recognized the urgent need for sharper, more refined analyses of data to better identify existing inequities within neighborhoods, which impact public education. Schools are situated in a social context, amidst complex community relationships, local economies, and labor and housing markets. I want to deepen my understanding of these dynamics, particularly along the lines of race and income, that impact the implementation of any social policy.” — Lisa Berdie
Priya Gandhi has an M.S. in health care policy and management and a B.S. in policy and management from Carnegie Mellon University, as well as a training certificate in public health from Johns Hopkins University. Prior to joining Pardee RAND, she was a research associate at the Robert Wood Johnson Foundation in its Research, Evaluation, and Learning unit, where she developed and managed research initiatives to investigate how a breadth of policies, practices, and programs could help improve population health and well-being. Her research interests include health and racial equity, the social determinants of health, health care access and quality, public health preparedness, and community resilience.

Lucas Greer has an M.P.A. from The Ohio State University, an M.A. in economics from the University of Virginia, and a B.A. in economics from Le Moyne College. Prior to joining Pardee RAND, he was a development associate at the Noble Network of Charter Schools, where he coordinated fundraising operations and submitted grant proposals to support the network’s annual budget. Previously, he worked for United Schools Network, Public Children Services Association of Ohio, and the Upward Bound program at Le Moyne College. His research interests include labor market issues, the economics of education, postsecondary education accessibility and persistence, household financial decisionmaking, and welfare reform.

“Although there are always policies being made, they are not always translated and implemented with the intention of the policy. I want to combat these problems by including communities for more effective and efficient change. This cannot be done without knowing how to analyze a policy and break it down for those it will impact. My hopes for my future include aiding in writing policies that fix complex problems with communities in mind and researching how we can continue to solve these problems.”

Khadesia Howell has an M.P.H. from Florida Agricultural and Mechanical University and a B.A. in Hispanic studies from the University of Tennessee, Knoxville. Prior to joining Pardee RAND, she was the policy and legislative coordinator in the Florida Department of Health’s disease control and health protection division. She previously worked in the department as a state health improvement plan liaison and as a patient access specialist with Capital Regional Medical Center in Tallahassee. Her interests include the intersection of health policy and ethics/bioethics, public health policy, women’s health, the social determinants of health, and vulnerable populations.

Khadesia Howell
Zhan Okuda-Lim has an M.P.A. from the University of Pennsylvania, an Ed.M. in education policy and management from the Harvard Graduate School of Education, and A.B. in public and international affairs from Princeton University. Prior to joining Pardee RAND, he was director of policy and government relations at The Public Education Foundation in Las Vegas, Nevada, where he guided education, nonprofit, business, and government leaders in addressing problems in education policy and practice. He also held summer policy internships with Nevada’s Clark County School District. His research interests include K–12 education policy and equity, local and state education governance, school finance and funding, and the mobilization of cross-sector resources to support educators, families, and students.

Rebecca Wolfe has an M.S. in environmental health sciences from the Fielding School of Public Health at UCLA, an M.A. in elementary education from Loyola Marymount University, and a B.A. in political science and urban studies from Rhodes College. Prior to joining Pardee RAND, she developed STEM content and facilitated professional development workshops for K–8 educators as a curriculum specialist with the California Science Center and designed tools to evaluate STEM programming and quantify learning in informal museum spaces. She previously taught middle school math and science for Teach for America in Los Angeles. Her research interests include foster care advocacy, educational outcomes for children affected by fetal alcohol spectrum disorder, urban environmental health, STEM and environmental health literacy, and strengthening democratic systems.
Swaptik Chowdhury has an M.S. in structural engineering from Arizona State University and a B.Tech. in civil engineering from Vellore Institute of Technology. His research background includes the analysis of alternate cementitious materials and experimental and computational study of damage-sensing smart building materials. Prior to joining Pardee RAND, he was a forensic structural engineer working on public and private capital improvement projects in New York and Ohio. His writing has appeared in leading policy magazines, most recently The Diplomat. His research interests include science and technology policy, digital governance, and climate change adaptation and mitigation.

Ishita Ghai has an M.B.A. in business analytics and marketing from UC Davis, an Ed.M. in international education policy from Harvard University, and a B.Tech. in bioinformatics from Vellore Institute of Technology. Prior to joining Pardee RAND, she was a research assistant at UC Davis, where she helped set up the Center for Analytics and Technology in Society at the Graduate School of Management. There, she worked on projects related to health care and technology. She was also a consultant at a Dubai-based firm, working on projects pertaining to education strategy and policy and health policy. Her research interests include science and technology policy, health care technology, big data, biotechnology, artificial intelligence, and emerging technology policy.

“My father is in the construction business and I have been accompanying him to job sites, especially sites in a cement manufacturing plant. During my frequent visits, the image of chimney stacks releasing smoke made me ponder the extent of pollution over the world. The sight of migrant workers fetching water from a nearby river with the discharge of manufacturing refuse motivated me to pursue research in sustainable and alternate cementitious systems, which inadvertently led to my decision to pursue a career in public policy.”

SWAPTIK CHOWDHURY
Marissa Herron has an M.S. in aerospace engineering from the University of Colorado, Boulder, an M.S. in remote sensing intelligence from the Naval Postgraduate School, and a B.S. in aerospace engineering from the University of Arizona. Prior to joining Pardee RAND, she was a program executive at NASA Headquarters for the Sustainable Land Imaging partnership and Landsat spacecraft. She previously managed operations in the Conjunction Assessment Risk Analysis group at NASA’s Goddard Space Flight Center and supported human spaceflight operations and flight dynamics analysis for the Space Shuttle and Soyuz missions. Her research interests include artificial intelligence and machine learning, autonomous vehicles, space, and cyber capabilities, as well as science and technology policy and national security.

Swad Komanduri has a B.S. in engineering and applied sciences from the California Institute of Technology. Prior to joining Pardee RAND, he worked at Acumen LLC, where he conducted quantitative and qualitative research, including helping to develop metrics that reflected the quality of health care delivered to Medicare beneficiaries. He also developed recommendations for advanced manufacturing policy as a Venture for America fellow at NextEnergy in Detroit. His research interests focus on harnessing innovative technical methods across a broad range of potential applications, including health care, education, network science, and cybersecurity.

Edward López III has a B.S. in astronautical engineering from the United States Air Force Academy (AF Academy). Prior to joining Pardee RAND, he was a program manager at AF Academy, presenting at the U.S. Department of Defense Space Experiment Review Board and filling in as the star tracker structural lead for an upcoming satellite. He was also a research assistant at the Massachusetts Institute of Technology, where he worked with the thermodynamics and structural engineering group. His research interests include artificial intelligence, systemic racism, space, and health.

Jim Mignano has an M.S. in political science from Portland State University. Prior to joining Pardee RAND, he was an information technology consultant at the Oregon Center for Career Development in Childhood Care and Education at Portland State University, where he administered a statewide early-learning workforce development data system. He previously served as executive director of Emma’s Garden, a community-based training and advocacy organization. His research interests include international political economy, economic statecraft, science and technology policy, clandestine networks, collective action, and trust in cyberspace.
Brian Mills has a B.S. in physics and applied computational mathematics from Florida State University. Prior to joining Pardee RAND, he taught high school physics. His research interests include psychological warfare and perception management, science and technology policy, the influence of conspiracy theory on culture and politics, education, economics and finance, and international relations.

Jeannette Tsuei has an M.A. in anthropology and education from Columbia University Teachers College and a B.A. in anthropology from UCLA. Prior to joining Pardee RAND, she worked in a variety of industries on branding and commercialization strategies, as well as market and design research initiatives. She most recently managed a state-federal program to improve health care data interoperability across California. Her research interests include health care systems; health economics; health care technology; and science, technology, and innovation policy.

Carlos Villegas has an M.P.P., an M.A. in applied economics, a B.A. in political science, and a B.A. in economics from the University of Houston. Prior to joining Pardee RAND, he was a researcher at Rice University’s Kinder Institute for Urban Research, where he studied urban and metropolitan governance, disaster resilience, and smart cities and connected policymakers with big-data tools. Simultaneously, he taught introductory macroeconomics as an adjunct professor in the Lone Star College system. His research interests include cities, urban resilience, urban disparity, big data in metropolitan governance, econometrics, and national economic policy.
OUR NEW GRADUATES

Nicholas Broten
PH.D. DATE  December 2020
POSITION  TBD
DISSERTATION  Exploring the Influences of External Factors on the Veteran Disability Compensation Program

Margaret Chamberlin
PH.D. DATE  September 2020
POSITION  Associate Principal, Imaginative Futures
DISSERTATION  Improving Chronic Care: Perspectives on Navigating Management of Two Case Conditions Across a Fragmented Care Landscape

Christine Chen
PH.D. DATE  March 2021
POSITION  Artificial Intelligence Fellow, Insight Data Science
DISSERTATION  Dissemination of Vaccine Misinformation on Twitter and Its Countermeasures

Ifeanyi Edochie
PH.D. DATE  September 2020
POSITION  Data Scientist, World Bank Group
DISSERTATION  A Lot on Their Shoulders: Predictive Modelling Approaches for Addressing Shrinking Working Populations in Select Countries

Pavan Katkar
PH.D. DATE  September 2020
POSITION  Founder, Knegotiation
DISSERTATION  How I Learned to Stop Worrying and Love Blockchain: Implications and Applications of Blockchain

Bilyana Lilly
PH.D. DATE  June 2021
POSITION  Cyber Manager, Commercial Practice, Deloitte
DISSERTATION  Defending Democracy in the Cyber Wild West: Preventing and Countering Russian Information Warfare and Cyber Operations Against Election Infrastructure of NATO States and Partner Nations
Nicholas Martin  
**PH.D. DATE**  June 2020  
**POSITION**  TBD  
**DISSERTATION**  Youth Information Networks and Propensity to Serve in the Military

SuJeong Park  
**PH.D. DATE**  September 2021  
**POSITION**  Assistant Professor of Health Policy and Addiction Studies, Penn State Harrisburg  
**DISSERTATION**  Three Essays on the Broader Effects of the Opioid Crisis

Bryan Tysinger  
**PH.D. DATE**  June 2021  
**POSITION**  Director, Health Policy Microsimulation, Leonard D. Schaeffer Center for Health Policy & Economics, and Research Assistant Professor, Sol Price School of Public Policy, University of Southern California  
**DISSERTATION**  The Design, Validation, and an Application of the Future Adult Model: A Dynamic Microsimulation Model of Health-Related Outcomes in the United States

William H. Waggy II  
**PH.D. DATE**  September 2019  
**POSITION**  Acquisition Officer, U.S. Air Force  
**DISSERTATION**  Attracting the Right Volunteers: U.S. Army Functional Areas and the Voluntary Transfer Incentive Program

Russell Williams  
**PH.D. DATE**  September 2020  
**POSITION**  Pilot, USAF Air Education and Training Command  
**DISSERTATION**  Location, Location, Location: Can the USAF Leverage Its Basing Posture to Increase Pilot Retention?

Hilary Reininger  
**PH.D. DATE**  September 2021  
**POSITION**  Assistant Policy Researcher, RAND Corporation  
**DISSERTATION**  #KeepingItReal: Improving Social Media Users’ Resistance to False Information During Elections

Our New Graduates

**COMMENCEMENT**  In light of the pandemic, we postponed Commencement and Alumni Weekend until June 17–18, 2022. Save the date!
FACULTY LEADERSHIP PROFILE

Cynthia Gonzalez is the recently hired director of Pardee RAND’s Community-Partnered Policy and Action stream and director for Community Partnerships. Here she discusses her passion and insights for the school and why it’s time for a new approach to community well-being.

WHAT MOTIVATED YOU TO PURSUE COMMUNITY-BASED AND COMMUNITY ACTION-ORIENTED RESEARCH IN YOUR OWN CAREER?

My lived experience. As a first-generation Mexican-American born and raised in Watts, an inner-city neighborhood in Los Angeles and an epicenter of racial/ethnic and socioeconomic inequities, I grew up believing that personal merit ensured success in the United States. However, my upbringing taught me that the reality of a meritocracy was far from the truth for Black, Indigenous, and People of Color (BIPOC). I have learned that the status quo has benefited one population group over others, leading to an unjust reduction in well-being: e.g., poverty, chronic health outcomes, housing insecurity, limited education, and violence.

My passion to work with community and identify local solutions to local problems is motivated by how society taught me that the various social identities I was born into were different, other, and less than. My rich cultural identity makes me a proud daughter of Mexican immigrants, a first-generation citizen of this country, and product of Watts, but my academic journey taught me that inequities, discrimination, and biases produced a lot of what I experienced in Watts. In my institutions of higher learning, I met people from different backgrounds and learned that lived experience varied and that many had assumptions about my neighborhood. It is the paradox of the United States, where for people of color the dream is only to survive. This kaleidoscope of identities has grounded me in applied research methods to understand behavior and policy implications associated with well-being for low-income BIPOC populations.

My parents made the most difficult decision to immigrate to the United States, seeking an improved quality of life from the poverty and violence they encountered. Often, this decision lies on the need to improve well-being. As recent immigrants and monolingual Spanish speakers, my parents built a gardening business and rooted our family to a home in Watts that they serviced, ignorant to the social conditions and history that preceded the area. Our home provided relative stability and safety compared with what my parents encountered in Mexico. But unlike immigrants from Europe, my group has been stratified to a lower caste in a country that articulates equity.
In my efforts to ensure that community voice experience and perspectives are at the table, my parents often remind me that I was born with the desire to help humanity.

My motivation is rooted in civil rights. No individual should struggle to access basic resources for human dignity, especially not on the basis of the social constructs of identity; this motivation is fed by a sense of urgency, responsibility, and accountability to my family, friends, people of Watts, and those that share struggles that stem from inequities.

There is an urgency, responsibility, and accountability that one inherits when working with communities to find ways to address the intersection of inequities and discrimination for improved well-being for all.

**WHAT DOES THE COMMUNITY-PARTNERED POLICY AND ACTION FOCUS SEEK TO DO?**

In my course of study, I learned about many policies that influenced the physical and social structure of my neighborhood and its residents: redlining, racial covenants, and housing policies, to name a few. Watts is a 2.12 square mile neighborhood hanging at the edge of the City of Los Angeles, a place which has been influenced by these policies. As I continued, my course of study drew attention to the need and value of moving beyond community participation to community action, with the community at the decisionmaking table, coleading, I find the Community-Partnered Policy and Action stream to do exactly this.

Through this stream, we expect to bridge, to connect what is going on in communities of interest with the research skills and tools available to assist with identifying solutions: all in partnership. Our students engage in a course of study that includes rigorous courses across disciplines, experiential learning via externships and residencies, and dissertation completion that values community knowledge with specific commitments to community partners.

This holistic curriculum is what makes the learning under the stream distinct. The Pardee RAND curriculum already includes significant research training with the on-the-job training (OJT) led by RAND researchers, which remains a large part of the curriculum. But the added requirements under the stream will expose and prepare our students to be future scholars that are mindful of how social dynamics impact research. There is no time like the present to design these types of academic experiences.

**WHAT DO YOU THINK ARE THE MOST PRESSING CHALLENGES FACING THE INTERSECTION OF POLICY ANALYSIS, SYSTEMS ANALYSIS, AND COMMUNITY RESEARCH?**

While in high school, I benefited from a summer research program, funded by the NIH-NIDDK. This first exposure to research led me to Charles R. Drew University of Medicine and Science, where I assisted on community-engaged research and elevated my work in Watts. In this work, I was able to codevelop a collaborative of 50+ partners representing various sectors (e.g., nonprofit, faith-based, private, and government) to seek ways to improve quality of life in Watts, a neighborhood whose residents have the lowest life expectancy in the city. The collaborative received a $33.25 million state-funded infrastructure grant under the Strategic Growth Council of the State of California. I joined the Housing Authority of the City of LA (HACLA) to lead that collaborative, Watts Rising. During my time at HACLA, I was able to not only partner and witness firsthand the disconnect between policy and implementation (service), but I was working day to day on how to implement these projects, while significant community needs would continue to surface. Luckily, one of the most promising details of our proposal was that all of the projects were community-led, -centered, and -informed. But the issues of displacement, gentrification, and neighborhood cohesion came up. As the neighborhood improves, how will we ensure that current residents benefit from the added amenities that they have been advocating for? Policy research became the tool we needed to think critically about an answer to this question.

I use Watts as my own case example, but this case is not isolated and unique. We can apply similar social experiences across populations identified as underserved, vulnerable, and marginalized.

To read the full Q&A, visit www.rand.org/qa-cynthia-gonzalez
PARDEE RAND GRADUATE SCHOOL
IN JUNE 2021, the dean chartered Pardee RAND’s Diversity, Equity, and Inclusion Working Group to accelerate ongoing efforts to strengthen DEI within the school; identify concerns and ideas from across the school community; and recommend next steps both for the near-term and for the development of a longer-term plan and associated actions. Composed of students, faculty, and staff, the group was cochaired by students Alexandra Mendoza-Graf, Michael Gaines, and Rachel Perera. Members included students Heather Gomez-Bendana, Jamie Ryan, Nabeel Qureshi, Max Izenberg, and Tara Blagg; faculty Ben Boudreaux, Tepring Piquado, and Osonde Osoba; and staff Terresa Cooper and Amy Nabel. School leaders Stefanie Howard and Martin Iguchi were liaisons to the group.

The group first listened to and learned from the Pardee RAND community through surveys, focus groups, individual interviews, and a virtual retreat. Analyzing and considering this input, the group provided the dean with a comprehensive set of findings and recommended actions cutting across recruitment and admissions, the academic program, student support, and culture and climate. Its efforts have inspired and shaped the immediate steps taken in the late spring and summer of 2021 and the preparations for the longer term Pardee RAND strategy and plan.

STRENGTHENING DIVERSITY, EQUITY, AND INCLUSION: THE DEI WORKING GROUP AND NEXT STEPS

FIRST STEPS: SPRING/SUMMER 2021

• A first-look response from the school’s leadership to the Pardee RAND community
• Distribution of the DEI Working Group report to the Pardee RAND community
• Selection of faculty member Malcolm Williams as the lead for the school’s Social Justice and Racial Equity thread and the DEI Advisor to the deans
• Piloting of the school’s first annual Climate Survey
• Establishment of the school’s new DEI Council—including students, faculty, and school leadership, chaired by Williams

NEXT STEPS: EARLY FALL 2021

• Support faculty in integrating a DEI/SJRE lens into existing and new courses, working with Faculty Leaders Program alumni
• Pilot faculty training on DEI in the classroom and mentoring
• Clarify and streamline student reporting channels and procedures for DEI, academic, harassment, and other concerns
• Identify initial partner schools for collaboration and intensive recruiting from Faculty Leaders Program participant schools
THE ROLE OF the Pardee RAND Graduate School Board of Governors cannot be overstated. Board members serve as strategic partners for the school’s program and financial planning, offering not only their ideas and expertise but also, through their generous gifts, a solid financial foundation from which we can operate. They help us not just with fundraising but also with “friend-raising”—introducing others into the Pardee RAND community so that we can achieve our overarching objective to create the next generation of policy leaders and effect real and sustainable positive change in our communities through the school’s groundbreaking technology and community-partnership capabilities.

With delegated governance authority, the board reviews and oversees our budget, offers counsel to help ensure the quality of our curriculum, supports our approach to attracting and retaining the best and brightest from throughout the world, and helps us become an engine of innovation at RAND.

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

JAMES B. LOVELACE
CHAIR
Partner, Capital Research
Global Investors

DAVID BARCLAY
Partner (retired),
Capital Group Companies

JOHN SEELY BROWN
Cochair, Center for the Edge,
Deloitte LLP; Cofounder, Institute for Research on Learning

JANE CAVALIER
Founder and Chief Executive Officer,
BrightMark Corporate Directioning and Brand Consulting

MICHAEL DARDIA
Founder, DM Advisory

SUSAN FUHRMAN
President (retired), Teachers College,
Columbia University

FRANCIS FUKUYAMA
Olivier Nomellini Senior Fellow,
The Freeman Spogli Institute for International Studies, Center on Democracy, Development, and the Rule of Law, Stanford University

PEDRO JOSÉ GREER, JR.
Professor and Founding Dean,
Roseman University College of Medicine;
Trustee, RAND Corporation

RAYNARD S. KINGTON
Head of School, Phillips Academy,
Andover; Trustee, RAND Corporation

ANN MCLAUGHLIN KOROLOGOS
Chairman Emeritus, The Aspen Institute;
Former U.S. Secretary of Labor;
Trustee Emeritus, RAND Corporation

CAROL M. MANGIONE
Professor, Department of Health Policy and Management, Fielding School of Public Health, UCLA;
Codirector, Robert Wood Johnson Foundation Clinical Scholars Program, UCLA

WILLIAM E. MAYER
Cofounder and Partner, Park Avenue Equity Partners

R. PRESTON MCAFEE
Chief Economist (retired), Microsoft;
Visiting Professor of Economics,
California Institute of Technology

SANTIAGO MORALES
President, Maxiforce Inc.

SOLEDAD O’BRIEN
Journalist; Founder and Chief Executive Officer, Soledad O’Brien Productions; Trustee, RAND Corporation

FREDERICK S. PARDEE
Investor

HARPER REED
Technologist; Chief Executive Officer, General Galactic Corporation

DONALD B. RICE
Retired President and Chief Executive Officer, Agensys, Inc.; Former U.S. Secretary of the Air Force; Trustee, RAND Corporation

SHARON STEVENSON
Cofounder and Managing Director, Okapi Venture Capital, LLC

EX OFFICIO
MICHAEL D. RICH
President and Chief Executive Officer, RAND Corporation

As of August 2021
**WELCOME**

**Harper Reed**

Harper Reed joined the Board of Governors in October 2020 and is also a member of the Tech + Narrative Lab Advisory Group. Reed—a technologist who makes his living predicting the future—spends his life traveling around the world showing people the possibilities of tech and sharing his experiences to propel the greater good, all while raising the level of fun in the room.

Reed knows his incredible luck has led him to achieve many wonderful things. At PayPal, his roles as head of commerce and as an entrepreneur-in-residence allowed him to guide teams into the future of e-commerce. The technology he developed as cofounder at startup Modest Inc. had initially garnered the attention of PayPal, which led them to acquire Modest only a few years after launch.

Reed believes that human talent can transform an organization like nothing else and uses that belief to strengthen, deploy, and inspire every team he works with. Previously, Reed was chief technology officer (CTO) of the Obama 2012 campaign, where he was the first to bring the mentality and connective capabilities of tech to the political stage. He was also the CTO of Threadless.com, where he pioneered crowdsourcing and grew the company from a 12-person startup to a multimillion-dollar enterprise. Reed is an MIT Media Lab Director’s Fellow, sits on the advisory boards for IIT Computer Science and the Royal United Service Institute, and is on the Cornell College Board of Trustees.

You can find Reed hacking on personal projects and enjoying life in Chicago with his partner, Hiromi, and their beautiful and bizarre poodle, Lulu.

**FAREWELL**

**Tom Epley**

We offer warm and deep thanks to Tom Epley, who served on the Board of Governors from 2003 to 2020, during which time he provided his expertise and insight on committees (most recently, the finance task force); to students; and to deans Marquis, Graham, and Klitgaard. Longtime friends of the school, he and his wife Linnae have generously provided intellectual and financial support, have seen us through five deans (two of them interim), and have collaborated in making Pardee RAND the school it is today. We wish the very best to the Epleys, knowing that even as Tom steps down from his service on the board, he and Linnae will both continue as lifelong friends of Pardee RAND.
Raynard S. Kington joined the Pardee RAND Board of Governors in April 2021. Kington, head of school at Phillips Academy, also known as Andover, was also elected to the RAND Corporation Board of Trustees in February 2021. Prior to Andover, he served for 10 years as president of Grinnell College (2010–2020) and is now president emeritus. He also served in a range of positions at the National Institutes of Health (NIH), including principal deputy director and acting director, associate director for behavioral and social sciences research, and acting director of the National Institute on Alcohol Abuse and Alcoholism.

Before his time at NIH, he was a division director at the Centers for Disease Control and Prevention, a senior scientist at RAND, and an assistant professor of medicine at UCLA. He was elected to the Institute of Medicine (now, the National Academy of Medicine) in 2006.

His research has focused on the social determinants of health and, more recently, on diversity in the scientific workforce.

Kington attended the University of Michigan, where he received his B.S. with distinction and his M.D. and completed his residency in internal medicine at Michael Reese Medical Center in Chicago. He was a Robert Wood Johnson Clinical Scholar at the University of Pennsylvania, where he completed his M.B.A. with distinction and his Ph.D. with a concentration in health policy and economics at the Wharton School and was awarded a Fontaine Fellowship. He received his board certification in internal medicine, public health and preventive medicine, and geriatric medicine. He currently serves on the boards of the National Opinion Research Center, Partners in Health, and Beth Israel Lahey Health.

Kington is married to Dr. Peter Daniolos, a professor of child and adolescent psychiatry. They have two sons.
MARTIN YONEO IGUCHI passed away in June 2021. He was a senior behavioral scientist at RAND and a senior advisor on special projects at the Pardee RAND Graduate School, which included serving as program director for the school’s recent redesign.

A psychologist with a career spanning more than 40 years, Iguchi dedicated his teaching, research, and clinical practice to advancing understanding of the complex problem of addiction. Early on, as the country grappled with the AIDS epidemic, fueled by injectable drug use, Iguchi treated and implemented strategies to reach underserved populations. He would go on to design and launch the first methadone treatment program in Camden County, New Jersey, where he became one of the earliest clinicians to use motivational incentives to improve treatment adherence, often supplemented by his own salary.

Iguchi joined RAND in 1997 as codirector of the RAND Drug Policy Research Center and grew RAND’s reputation as a trusted source of methodologically rigorous drug policy research. Iguchi also led numerous studies evaluating the effectiveness of emerging models and approaches for treating addiction and other behavioral health disorders, with a specific focus on improving recovery rates for those at highest risk of relapse or not receiving treatment. In 2000, he testified twice before the U.S. House of Representatives Committee on Government Reform, Subcommittee on Criminal Justice, Drug Policy, and Human Resources, on what steps the federal government could take to improve support for local and state drug and alcohol treatment programs and on the potential for such programs to serve as alternatives to incarceration. Iguchi returned to the topic of drug use and criminal justice in several studies—exploring, for example, deficiencies in the U.S. drug court system and the effects of criminalization on communities.

Iguchi transitioned to an adjunct role at RAND in 2004 as he took on faculty and leadership positions at UCLA, where he chaired the Department of Community Health Sciences, and at Georgetown University, where he served as dean of the School of Nursing and Health Services.

He rejoined the RAND research staff in 2015, and had recently studied the impact of the COVID-19 pandemic on Los Angeles residents who rely on social services. Since 2018, Iguchi had been supporting the graduate school, advising on the school’s curriculum redesign and playing a pivotal role in the launch of its new Community-Partnered Policy and Action stream and in the school’s recent reaccreditation. In all his roles at RAND, Iguchi provided valuable guidance and mentorship to colleagues and Pardee RAND students.

“Martin was a true humanitarian, caring for the people around him and those who may be underserved, discriminated against, or generally disregarded in public policy and policy research. Martin sought out and listened to all of the voices that must be heard. This is his legacy and we will miss him in our lives and the work we do.”

SUSAN L. MARQUIS
WHEN THE PARDEE RAND Graduate School was coming into the home stretch of its transformation, bringing our redesigned program to life, the world was hit with a global pandemic.

For six years, we’d been preparing for and implementing the redesign. We were preparing for Preview Weekend for our admitted students, when the coronavirus hit and the rules changed for everyone.

We had to switch school operations, complete our admissions process, and keep pressing on with implementing our redesigned program, albeit virtually.

There were, for Pardee RAND, as was true for all schools, a lot of moving pieces. But we had the added complication of building a new program and preparing for reaccreditation. The situation intensified in the early summer with the protests that swept across the country after the murder of George Floyd by a Minnesota police officer. With an emphasis on taking action, rather than simply waiting for the pandemic tsunami to hit us, we quickly established three principles to guide our decisionmaking:

1. Be transparent, with frequent communications to students, staff, faculty, and the Pardee RAND community, using multiple channels;

2. Maintain the high quality of our program while prioritizing the health and safety of the entire Pardee RAND community;

3. Recognize the need for dialogue and action in addressing critical issues of social justice and racial equity.

We hit the ground running. On March 16, 2020, we moved fall quarter final exams online. On March 20, we held a virtual preview weekend with 45 accepted students from around the world. On March 23, we launched five COVID-related projects. On March 30, we started spring quarter, with all classes online. By April 15, we had a record 39 students accepting our program, including an 80 percent yield for the Technology Applications and Implications stream.

We moved just as quickly in the summer to continue operating our program in the midst of a pandemic, prepare for fall, and, like every school, address issues of social justice and racial equity. We ran virtual workshops for our Faculty Leaders program. We reconceived the Dean’s Reading List into a Dean’s Reading Group, which included book discussions throughout the summer for the entire Pardee RAND community. We held speaker events, such as one with Morehouse University’s president, Dr. David Thomas, to foster discussions on
diversity, equity, and inclusion. We invited incoming students to RAND talks and dissertation defenses, and held fireside chats to start building students’ ties to each other, the school, and RAND as early as possible. And, we worked with faculty on how best to tailor their courses to online or hybrid online and in-person teaching.

We also worked with the Facilities and Information Services teams at RAND to develop plans for each of our teaching models, and with Contracts and Grants Services to buy the equipment we would need to make all of our different teaching models work—from Wi-Fi adapters and desks to iPads, headsets, and interactive whiteboards.

Throughout it all, the school worked with RAND to provide care and support for all our students, staff, and faculty.

Then it was fall. Our new cohort arrived on September 21, and we ran a two-week virtual Bootcamp to welcome them. We onboarded all of our students to RAND remotely; ran math and economics refresher courses to prepare students for their first-year courses; created a virtual immersion experience focused on homelessness in Los Angeles to introduce students to policy problems as complex human systems; and included social events to help students get to know each and the school better.

We started instruction for the quarter on October 1. Our first-year economics course had 30 students show up in-person for the first day. Throughout the first half of the quarter, between 10 and 15 students showed up in-person. And on Monday, when it dipped down into the 50s, we saw six resilient students come in, prompting the addition of space heaters in the courtyard to fight off the chill.

This was our new normal. But our aspirations of nearly six years ago had now come to life.

We have a director for each stream. Phil Armour, a senior economist and longtime faculty member, directs the Research, Analysis, and Design stream. Todd Richmond, also the Tech and Narrative Lab director, leads the Technology Applications and Implications stream. And Cynthia Gonzalez joined the school in September as our first full-time lead for the Community-Partnered Policy and Action stream, which has established long-term relationships of 10 or more years with specific cities and towns. Our first two such partnerships, in Los Angeles and Sitka, Alaska, are up and running. Our students have completed the first externships of what will be a repeating series of externships and long-term residencies. Our Tech students have begun their first residencies in the Tech and Narrative Lab. And our Research, Analysis, and Design students are diving into new tutorials on complex models and methods.

In February, we admitted our 2021 cohort, our second in the fully redesigned program. This fall we will welcome 25 new students and will also hold our first in-person welcoming of the 2020 cohort.
BACK IN 2017, with the faint hope that it could be the start of a larger initiative, Professor Ben Boudreaux, working with colleague Professor Tepring Piquado, developed a new elective course for Pardee RAND: Ethics in Theory, Policy, and Practice. The course was the first step in bringing to life the first of the original two cross-cutting threads in the redesign of Pardee RAND.

Boudreaux, who received his Ph.D. in philosophy, has continued to teach and augment the course each year.

“Ethical reflection is essential for understanding the assumptions and implications of public policy and for making a positive impact in a complex and evolving world,” according to Boudreaux. Now, as the school plans for the arrival of Cohort ‘21, it is not just a required first-year course but part of the fully developed Ethics thread, woven into the school’s program as a whole.

With the Ethics thread providing the model, Pardee RAND has moved forward on developing three additional cross-cutting threads. Communications was the second thread included in the redesign. “Students need to be able to articulate their work effectively through multiple forms of media to a variety of audiences,” says Professor Molly Selvin, herself a former journalist. “Their ability to engage audiences also increases the potential for policy impact.”

Global Perspectives and Social Justice and Racial Equity are the two cross-cutting threads that have been added in the last 18 months. The former builds on the school’s long-standing Global Human Progress program and the latter responds to the events and questions of the Summer of 2020.

“The idea for each thread is that there should be five to seven touchpoints on these themes throughout the
“Ethics already includes touchpoints for personal and academic reflection during Bootcamp, the required ethics course, policy design studios, speakers, and dissertations.”

Selvin, who has been tapped to lead the Communications thread, has been working with colleagues to identify existing and potential touchpoints, including Todd Richmond’s Bootcamp session “Think Like a Filmmaker,” visual literacy and critique sessions in the policy design studios, externship reflections and Technology Applications and Implications stream portfolio requirements, and extracurricular opportunities like a Career Services-sponsored Toastmasters club.

Professor Krishna Kumar, director of both RAND International Research and the Pardee Initiative for Global Human Progress, was the obvious choice to lead the Global Perspectives thread.

“A multipolar perspective can help reveal pragmatic solutions on security and other policy issues, and a truly global point of view is needed to address globally entangled issues like climate change,” Kumar says. “Our hope is that this thread, regardless of their stream, helps prepare our students for global careers.”

He noted that the International Development Speaker Series is one of several touchpoints and added that in coming years he will be working with the Community-Partnered Policy and Action stream to develop international externship and residency opportunities.

In May 2021, Dean Marquis announced that longtime RAND researcher and Pardee RAND faculty member Malcolm Williams will lead the Social Justice and Racial Equity thread. Williams is working with his advisory group, students, faculty, and school leaders to finalize the concept paper and take first steps to implement in Fall 2021.
DEVELOPING A HIGH-QUALITY pipeline for careers in public service remains an enormous challenge, according to Sandy Buchan, executive director of Career Services and cochair of the Los Angeles–based Volcker Alliance for Public Service.

In 2020, Pardee RAND was invited to join the Volcker Alliance Government-to-University (G2U) Initiative. The initiative aspires to convene government and university leaders and strengthen government’s ability to attract top talent. At the core of the G2U Initiative is a network of local, state, and federal government leaders working with key faculty and administrators from colleges and universities; these regional networks will engage with nonprofit, civic, and private-sector leaders to strengthen the partnership.

In short, the Volcker Alliance fosters a “network of networks” to facilitate the rapid exchange of ideas and best practices and provide engagement opportunities with national organizations allied with G2U aims.

In 2021, Pardee RAND is driving a Volcker Alliance grant-based study on addressing barriers to talent and diversity in the Los Angeles region. The Southern California Association of Governments, the regional lead for the Volcker Alliance, joined this research effort with a generous donation to the grant.

The study will (1) document challenges to attracting talented and diverse college and university students into public-sector careers in the Los Angeles region; (2) produce videos to support recruiting talented and diverse individuals into public-sector careers; and (3) support the LA G2U team in formulating action plans to address challenges messaging for future communication campaigns.
“The G2U partnership hopes to identify areas we can all work on to reduce the talent pool gap in order to make our local, state, and federal governments more resilient, and have a more beneficial impact on our lives.”  SANDY BUCHAN
THE WASC SENIOR College and University Commission (WSCUC)—the institutional accrediting agency that serves various higher education institutions—recently reaffirmed accreditation for the Pardee RAND Graduate School for the maximum period possible—10 years. This is especially gratifying since the accreditation was awarded to the redesigned Pardee RAND, a one-of-a-kind graduate school reimagined to catalyze a new era of problem solving and better prepare the next generation of policy innovators.

The WSCUC commended Pardee RAND specifically on:
- the comprehensive planning process of the reimagined academic program;
- the built-in feedback mechanisms allowing nimble responses to future policy education and practice needs;
- the implementation of three new streams of study and action;
- the establishment of a Bootcamp to aid in onboarding entering students;
- a strong spirit of collaboration among faculty, staff, and students; and
- the development of the Social Justice and Racial Equity thread plus expanded engagement with diverse community partners.

And they applauded the school for accomplishing all of this during a global pandemic.

Among WSCUC’s recommendations were to:
- strengthen and articulate a broad assessment infrastructure in ways that institutionalize the process; and
- strengthen resources and opportunities for faculty development that are grounded in pedagogical best-practices, focused on program outcomes, and responsive to the academic and professional needs of a diverse and growing student body.

THIS REAFFIRMATION OF ACCREDITATION IS THE RESULT OF AN ENORMOUS AMOUNT OF IMAGINATION, TEAMWORK, AND COMMITMENT. We conducted an extensive self-assessment that included students, faculty, and staff; submitted hundreds of pages of documentation, including a detailed curriculum mapping; and hosted an intensive virtual site visit.

Our preparation was led by associate dean Rachel Swanger, with faculty members Sandy Berry and Shanthi Nataraj, compliance analyst Amy Nabel, and students Hamad Al-Ibrahim, Karishma Patel, Luke Irwin, and Michelle Priest playing especially key roles.
“The world is fundamentally different now than it was even just one year ago, let alone three years ago when the reaccreditation process began, or six years ago when Susan Marquis launched and led the Pardee RAND redesign process. Because Pardee RAND is embedded in RAND, its new features equip the entire institution with even broader capacity and better capabilities to anticipate, shape, and respond to the changes in our society and to develop and test innovative solutions to the most complex policy problems.

“The new streams have drawn fresh talent and experience to RAND; the new inquiry studios enable early investigation of especially complex policy challenges; the Tech and Narrative Lab enables creative exploration and experimentation that all projects can exploit; the expanding curriculum offers wider opportunities for RAND staff enrichment and growth; the school’s Faculty Leaders Program opens pathways to and from colleges and universities serving underrepresented minority students and communities; and the school’s growing list of partnerships offer RAND researchers new opportunities for collaboration. These assets and others position the school to be one of RAND’s engines of innovation and they make RAND truly unique.

“RAND is the only independent research organization or think tank that has a world-class doctoral program integrated with its research operations. This combination gives RAND a competitive edge in the science and art of policy formulation, evaluation, and implementation. This edge will be indispensable if we are to lead the way in the fight against Truth Decay and toward a future that will be safer, more secure, healthier, and more prosperous.”

—Michael D. Rich,
President and CEO, RAND Corporation

The full WASC Team Report is available at www.prgs.edu/degree-program/accreditation.html
“TRANSFORMATIONAL!” THAT’S HOW several members of the Board of Governors, including alumni member Michael Dardia, have described the establishment of Pardee RAND’s first student housing community. Thanks (once again) to the generosity of Frederick S. Pardee, Pardee Commons will provide an affordable, safe, and convenient home for our current and future students. Pardee, a former RAND researcher and long-time supporter of the school, donated two apartment buildings for the purpose of student housing in December 2020. He and Dean Susan Marquis have been discussing for more than 10 years the dream of affordable and safe student housing, particularly for international students, those with families, or those without the means to afford Los Angeles-priced housing on a graduate student stipend. Pardee—usually referred to with the affection and recognition of the single name “Fred”—has never lost track of that aspiration and brought it to life with the buildings located in the Brentwood neighborhood, just three miles from the graduate school, easily accessible by a direct bus ride or bike. The complex has a total of 18 three-, two-, and one-bedroom apartments.

“We know that learning does not stop when students leave the classroom. A dedicated shared space to foster connections and provide mutual support, and a safe and supportive environment for students and their families, will enable our students to enjoy each other and thrive in our program,” said Dean Susan Marquis.

With this gift, Pardee has contributed about $27 million to the Pardee RAND Graduate School, beginning with his naming gift in 2003 and continuing with another nearly $7 million total in 2012 and 2018 to provide unrestricted funds and support to the Pardee Initiative for Global Human Progress. In addition, Pardee provided $5 million to establish the Pardee Center for Longer Range Global Policy and the Future Human Condition within RAND.

Five students were able to live in the apartment buildings for much of the 2020–21 academic year, even prior to the formal gift. They are now in temporary (and still subsidized) apartments while the buildings are under renovation. Pardee Commons is scheduled to fully open in the first quarter of 2022, providing home and community for these students as well as 19 students from the new 2021 Cohort. Join us for the grand opening!
KELLER SCHOLL (COHORT ‘19) shares a three-bedroom unit with DAVID DESMET (‘19) and JUSTIN LEE (‘20). Because he didn’t know anyone when he arrived in Los Angeles, Scholl spent his first year living in one bedroom of a “seven-room bungalow” that he said was marketed at singles who needed somewhere inexpensive. It wasn’t an ideal situation once the pandemic began. When he and DeSmet heard about Pardee Commons, they’re reached out to Lee, who was about to move to L.A., and signed on the proverbial (and literal) dotted line. “I’m very thankful I have housemates I know. This would not have been a pleasant year if I’d been alone,” he said. “Also, the apartment is right on the bus line, which makes car-free living possible for me. When it comes to location, I really couldn’t ask for anything better.”

PRIYA GANDHI (‘20), who shares a unit with CATRIA GADWAH-MEADEN (‘20) agrees. “The location is unparalleled—our neighborhood favorite is the Farmers Market on Sundays,” she said.

KHRYSTYNA HOLYNsKA (COHORT ‘20) lives in one of the units with her family. She moved from Ukraine with her husband and children and was concerned about finding housing. With no credit history or bank account in the United States, she couldn’t find an apartment manager who would rent to her. “I was quite worried,” she said. “It was becoming a very stressful experience. It’s a good thing this apartment was available. We were able to get the keys the same day we arrived in the U.S.”

LISA BERDIE (‘20) moved to L.A. from Denver with her partner and said the opportunity to live in Pardee Commons helped to ease their transition. “We’re loving our home base as we explore the neighborhood and area,” she said. “Most importantly, we are building wonderful community with fellow students living in the complex! Study groups, debate viewing parties, and shared dinners are already common, and makes us feel at home in our new city.”

“Students who join the Pardee RAND Graduate School community are passionate about confronting the world’s largest and most urgent challenges. My hope is that a student housing option will help relieve the burden of finding and affording housing in Los Angeles so that students and their families can focus on building relationships with each other and making the world a better place.”

FREDERICK S. PARDEE
KERR FAMILY SCHOLARSHIP

ANN KERR-ADAMS has dedicated her career to fostering collaboration among people of different nations—starting with students. As the longtime coordinator of the Visiting Fulbright Scholar Enrichment Program at UCLA, and facilitator of the class “Perceptions of the United States Abroad,” she works to promote international understanding through education. A California native who has studied, lived, and worked in the Middle East, she also models these principles through her philanthropy.

Kerr-Adams, a member of the RAND Center for Middle East Public Policy Advisory Board and a dedicated supporter, made a gift to establish the Kerr Family Scholarship at Pardee RAND. The scholarship, which provides students with full-tuition support for the first year of study, is intended to help Pardee RAND recruit students from the greater Middle East and North Africa region.

“The experiences I’ve had, and relationships I’ve maintained with friends and colleagues throughout the world, have no doubt shaped who I am,” Kerr-Adams said.

“It’s an honor to help create opportunities for students to learn from each other; share their perspectives; and use their research, education, and knowledge to catalyze positive change and global goodwill.”

ANN KERR-ADAMS

LEGACY SOCIETY

IT WAS THE impression made by a colleague that inspired longtime RAND supporter John J. Rydzewski to make an estate gift that will benefit students at Pardee RAND. The colleague—a highly analytical, insightful, and socially committed individual—happens to be a Pardee RAND graduate.

“RAND’s objective health policy research and analysis has the power to be transformative,” said Rydzewski, a health care executive and chair of the RAND Health Advisory Board. “Observing firsthand the impactful career of a Pardee RAND graduate brought the recognition that I had a unique opportunity: I could use my giving to improve health and quality of life—issues I’m dedicated to advancing—while also supporting a new generation of health policy experts.”

Rydzewski’s gift will provide funding for student dissertations on health-related topics, helping to catalyze policy research on some of the most challenging issues. His gift also makes him a member of the RAND Legacy Society, which recognizes those who have made a planned gift to benefit RAND or Pardee RAND. “I’m honored that my RAND legacy will now include supporting Pardee RAND students and helping them use their graduate education to further innovative heath policy research and enhance people’s lives.”

Pardee RAND also received a $1 million gift from the estate of David Wang, a former member of the school’s Board of Governors who passed away in February 2020.

David and his wife, Cecile, have been longtime donors. Their past gifts have funded diversity scholarships and expanded diversity initiatives at Pardee RAND. Their support helped launch the Faculty Leaders Program, the school’s training program directed toward scholars at colleges and universities that serve students underrepresented in public policy. As supporters of the RAND Legacy Society, which recognizes those who have made a planned gift to benefit RAND or Pardee RAND, the Wangs’ contributions also included a commitment to the school in their estate plans.
“David was a dedicated philanthropist throughout his life. He and Cecile made so many contributions in service to justice, educational, and arts organizations, from scholarships for first-generation college students in Immokalee to advocacy on behalf of food and farm workers. We are extremely grateful that they had the vision to extend their legacy of philanthropy at Pardee RAND,” said Dean Susan L. Marquis.

The estate gift will be used to support the growth of the graduate school, including the redesigned focus on both analysis and implementation. Support for student scholarships, to ensure the graduate program remains accessible to all, is a top priority.

“David was committed to ensuring the most diverse minds and voices are included in the policymaking process,” said Marquis. “We are honored and inspired to build on his leadership, using his investment to help shape the future of public policy and empower the next generation of engaged and informed leaders.”

Wang, who was born in China, moved to the United States as a teenager. He earned an undergraduate degree in mechanical engineering from The George Washington University at age 15 and a graduate degree in that field from Georgia Tech at age 16. Wang worked for Union Carbide Corp. before joining International Paper, one of the largest paper-and-pulp manufacturers in the world, where he served as executive vice president until his retirement in 1991.

His support of Pardee RAND was driven by a commitment to give underrepresented groups a foothold on opportunity. In making a gift to fund the David I. J. Wang annual diversity scholarships, he said, “We know that by investing in these students, we are making a difference, not only in their lives, but in the lives of those who will be touched by their work.”
DONORS INCLUDING James B. Lovelace, chair of the Pardee RAND Graduate School Board of Governors, and other longtime board members have contributed to a $1 million scholarship endowment established in honor of longtime dean Susan L. Marquis. The scholarship will support future Pardee RAND students and pays tribute to Marquis’s leadership as the Frank and Marcia Carlucci Dean of Pardee RAND and vice president of innovation for RAND.

“Susan’s passion—for supporting our students, for building community, and for strengthening all of RAND—is deep. As she inspired so many students to ‘be the answer’ to the challenges around them, she truly was the answer to what was needed to ensure Pardee RAND’s success,” said RAND’s president and CEO, Michael D. Rich.

The gift was announced by Rich and Lovelace following the June 2021 Board of Governors meeting, the last board gathering led by Marquis, who is leaving after nearly 13 years as dean.

“It’s the Board of Governors as a group who are building this fund, our way of saying thanks and helping future students remember your achievements,” said Lovelace.

Marquis’s tenure at Pardee RAND has been defined by a transformation of the nation’s largest and oldest public policy Ph.D. program—the establishment and implementation of a new model for public policy graduate education that is designed for our radically changing world. As vice president of innovation, she strengthened the environment for innovation across RAND and increased integration and collaboration between the graduate school and RAND.

In announcing the gift and raising a toast to Marquis, Lovelace said, “Your boldness to reimagine what a graduate program in public policy can be—and then to bring it into reality—is what you will always be remembered for at RAND.”

“The Pardee RAND of today would not exist without her,” Rich added.

Those interested in making a gift to the Susan L. Marquis Endowed Scholarship should contact Jessica Kikuchi at jkikuchi@rand.org.
John M. Cazier Award in Sustainability $55,500


$10,000 TO DAVID CATT: Improving Water Sector Utility Governance. Committee: Debra Knopman, Chair; Chris Nelson, Michelle Miro.

$5,500 TO ALLIE HUTTINGER: Addressing Equity in Policy Responses to Climate Change in Los Angeles County. Committee: Ben Preston, Chair; Malcolm Williams, Jaime Madrigano.


$5,500 TO SARA TURNER: Three Essays on Decision Support for Disaster Risk Governance. Committee: Rob Lempert, Chair; Kelly Klima, Aaron Clark-Ginsberg.

The Doris Dong Award $16,100

$16,100 TO MEGHAN FRANCO: Entrepreneurial Ecosystems: Facilitating Locally Relevant, Bottom-up Solutions. Committee: Katharine Sieck, Chair; Matt Lewis, Maryann Feldman.

The Ford Foundation $124,000


$16,000 TO MICHAEL GAINES: Does a Weakened LIO Increase Conflict PIIs: Research Using Game and Bargaining Theory, a Delphi Survey, and Case Studies to Elicit Answers and Provide Recommendations. Committee: Angel O’Mahony, Chair; Matthew W. Lewis, Aaron Frank.

$16,500 TO EUGENE HAN: Impact of Geopolitical Tensions on Economic Activity. Committee: Rafiq Dossani, Chair; Howard Shatz, Bert Hofman.
$25,000 TO KURT KLEIN: Power Infrastructure Alternatives to Mitigate Risks from EMP and Space Weather: A Robust Decision Making (RDM) Approach. Committee: Steven Popper, Chair; Anu Narayanan, George Nacouazzi.

$20,000 TO BILYANA LILLY: Defending Democracy in the Cyber Wild West: Preventing and Countering Russian Information Warfare and Cyber Operations Against Election Infrastructure of NATO States and Partner Nations. Committee: Christopher Paul, Chair; Igor Mikolic-Torreira, Quentin Hodgson.

$30,000 TO KRYSTYNA MARCINEK: Do Robots Lure Us to War? Unmanned Warfare and the Use of Force in Game Theory and Survey Experiment. Committee: Angel O’Mahony, Chair; Justin Grana, Todd Helmus.

The JL Foundation Awards (via Jim Lovelace) $69,375

$23,125 TO CLAUDIA RODRIGUEZ: Readiness, Retention, and Graduation Rates of Minorities in STEM. Committee: Matt Baird, Chair; Dionne Barnes-Proby, Margarita Pivovarova.

$23,125 TO JAMIE RYAN: Unintended Consequences: Institutional Disengagement in Families with Mixed Immigration Status. Committee: Jeffrey Wasserman, Chair; Kathryn Edwards, Don Moulds.

$23,125 TO TAL WOLFSON: The Effects of Providing Subsidized Child Care Services on Young Parents in Israel. Committee: Shanthi Nataraj, Chair; Evan Bloom, Zach Wagner.

The Pardee Dissertation Awards for Global Human Progress $58,581

$5,500 TO ALEJANDRO BECERRA: The System, Government, and Individuals: Three Papers on Disasters in Mexico. Committee: Aaron Strong, Chair; Chris Nelson, Ben Miller.

$8,581 TO DUNG HUYNH: How South China Sea Claimant States Resist Chinese Coercion in Territorial Contests: Case Studies of Vietnam, Philippines, and Malaysia. Committee: Angel O’Mahony, Chair; Christopher Paul, Bonny Lin.

$5,500 TO DIOGO PROSDOCIMI: Transportation and Quality of Life: The Effects of Physical Accessibility on Health, Education, Housing, and Crime. Committee: Kelly Klima, Chair; Rob Lempert, Juan Declet-Barreto.

$14,000 TO UZAIB SAYA: Essays on Health Investments in Sub-Saharan Africa. Committee: Sebastian Linnemayr, Chair; Gil Shapira, Zach Wagner.

$25,000 TO MAHLET GIZAW: Assessing Program Sustainability for Public Health in Low-Resource Settings. Committee: Glenn Wagner, Chair; Ryan McBain, Indrani Saran.
The Eugene and Maxine Rosenfeld Dissertation Awards $17,500

$17,500 TO KEREN ZHU: Measuring the Impact of China’s Belt and Road Initiative Megaprojects: Multi-Stakeholder Framework Development and Case Study Verification. Committee: Rafiq Dossani, Chair; Chris Nelson, Jennifer Bouey.

The Anne and James Rothenberg Dissertation Awards $85,750


$5,250 TO SANGITA BAXI: Impact and Implications of Noncommunicable Diseases in Low Resource Environment on Labor Market Participation. Committee: Casey Bouskill, Chair.

$10,000 FOR LAUREN DAVIS: Is Rural America Getting Their Fair Share of Federal Aid? Committee: Krishna Kumar, Chair; Phil Armour, Rebecca Kilburn.

$10,000 FOR MAX IZENBERG: Amnesia and Déjà Vu at the Same Time: Understanding Decision Models Used in Landslide Risk Financing. Committee: Lloyd Dixon, Chair; Aaron Clark-Ginsberg, Noreen Clancy.


$10,000 TO PEDRO LIMA: Enhancing Policy Responses to Pandemics Under Uncertainty. Committee: Raffaele Vardavas, Chair; Robert Lempert, Jeanne Ringel, Carolyn Rutter.

$7,500 TO SUJEONG PARK: Three Essays on the Broader Effects of the Opioid Crisis. Committee: Jeanne Ringel, Chair; Rosanna Smart, David Powell.

$7,500 TO NIMA SHAHIDINIA: Does Marijuana Legalization Have the Potential to Reduce the Harms of the Opioid Crisis? Committee: Rosalie M. Pacula, Chair; Rosanna Smart, Rosemary Mazanet.


$12,000 TO ASHLEY WOO: The Implementation of Anti-Bias Education in K–12. Committee: Stephanie Wrabel, Elaine Wang, Kathryn Struthers Ahmed.

$5,250 TO RUSHIL ZUTSHI: #MeToo: Why Now? Committee: Justin Grana, Chair; Raffaele Vardavas, Zach Wagner.
The Susan Way-Smith Memorial Dissertation Grant in Education $18,400

$18,400 TO HANNAH ACHESON-FIELD: Evaluating the Impact of Maine’s Educational Opportunity Tax Credit (EOTC). Committee: Kathryn Edwards, Chair; Lindsay Daugherty.

The James Q. Wilson Dissertation Fellowship $46,800

$15,600 TO JARRETT CATLIN: Cities’ Policy Response to Emerging Technologies and the Sharing Economy. Committee: Matthew W. Lewis, Chair; Sandra Evans, Dave Baiocchi.

$15,600 TO MAX GRISWOLD: A New Meta-Analysis: Empirically Analyzing Theories of the Obesity Epidemic. Committee: Osonde Osoba, Chair; Tom Concannon, Andrea Richardson, Ashkan Afshin.

$15,600 TO NABEEQ QURESHI: Understanding and Tackling Equity Issues in the Treatment of Depression in Primary Care. Committee: Peter Mendel, Chair; Denise Quigley, Karen Coleman.

The Charles Wolf, Jr. Dissertation Fellowship $18,419

$4,919 TO DUNG HUYNH: How South China Sea Claimant States Resist Chinese Coercion in Territorial Contests: Case Studies of Vietnam, Philippines, and Malaysia. Committee: Angel O’Mahony, Chair; Christopher Paul, Bonny Lin.

$13,500 TO OMAIR KHAN: Approval Ratings, Partisanship, and Persuasion: How Presidents Create and Respond to Public Opinion in Foreign Policy. Committee: Pauline Moore, Chair; Jonathan Welburn, Ted Brader.

FFRDC RESEARCH AWARDS

RAND Project AIR FORCE 120 days

60 DAYS TO ERIC HASTINGS: Costs and Benefits of AF High-Quality Enlisted Personnel

60 DAYS TO MOON KIM: Creating a Decision-Making Tool for Leaders to Better Access Space Sector Acquisitions
Pardee RAND used funds totaling $6.9 million in FY20 to operate its Ph.D. program. 45% of those funds came in the form of current-use gifts for programmatic support. Student-paid tuition constituted 18% of Pardee RAND funding with an additional 14% coming from tuition scholarships and dissertation awards. Endowment draw provided 20% of needed funding. All told, philanthropic support covered 79% of operating costs.

The final experimentation and execution of our redesigned academic program absorbed 41% of our funding resources in FY20, followed by student and faculty support at 28%. Administrative costs constituted 26% of total costs.
STUDENT WORK ON RAND PROJECTS

Since the reorganization of RAND’s research divisions, student work has also shifted, resulting in a more even distribution across a number of divisions.

ENDOWMENT

Our total endowment is approaching $50 million, providing a solid base of support for student learning, scholarships, dissertation awards, and faculty research and engagement.
Pardee RAND students made significant contributions to RAND project teams throughout the year. Below is a selection of reports to which they contributed.

**Hannah Acheson-Field, Noah Johnson, and Joshua Russell-Fritch**

*Monetary and Nonmonetary Compensation for High-Value U.S. Department of Defense Civilian Skill Sets*, RAND Corporation

**Hamad Al-Ibrahim and Karishma Patel**

*Critical Care Surge Capacity in U.S. Hospitals: Strategies for Responding to the COVID-19 Pandemic*, RAND Corporation

**Jalal Awan and Karen Lee**

*How to Analyze the Cyber Threat from Drones: Background, Analysis Frameworks, and Analysis Tools*, RAND Corporation

**Annie Brothers**

*A Database of Criminal Justice Needs for Innovation: Requirements for Developers and Funders*, RAND Corporation

**Melissa Kay Diliberti**

*Prepared for a Pandemic? How Schools’ Preparedness Related to Their Remote Instruction During COVID-19*, RAND Corporation

**Melissa Francisca Felician and Sangita M. Baxi**

*Breaking Barriers: A Rapid Rehousing and Employment Pilot Program for Adults on Probation in Los Angeles County*, RAND Corporation

**Kyle Haak**

*Chesapeake Bay Watershed Climate Impacts Summary and Outlook: Winter 2019–2020*, RAND Corporation

**Eugeniu Han and Kurt Klein**

*Peering into the Crystal Ball: Holistically Assessing the Future of Warfare*, RAND Corporation

**Alexandra Huttlinger and David Catt**

*Beyond Recovery: Transforming Puerto Rico’s Water Sector in the Wake of Hurricanes Irma and Maria*, RAND Corporation

**J. Luke Irwin**

*Safe Enough: Approaches to Assessing Acceptable Safety for Automated Vehicles*, RAND Corporation

**Max Izenberg**

Jesse Lastunen and Hannah Acheson-Field
An Analysis of Education and Training Programs in Advanced Manufacturing Using Robotics, RAND Corporation

Krystyna Marcinek
Detecting Malign or Subversive Information Efforts over Social Media: Scalable Analytics for Early Warning, RAND Corporation

Tim McDonald and Diogo Prosdocimi
Implementing a New Mobility Vision for Rancho Higuera in a Deeply Uncertain, Fast-Changing World: Results from RAND Corporation Participatory Local Planning Workshops, RAND Corporation

Alexandra Mendoza-Graf
“From ‘Informed’ to ‘Engaged’ Consent: Risks and Obligations in Consent for Participation in a Health Data Repository,” Journal of Law, Medicine & Ethics

Pedro Nascimento de Lima, Lawrence Baker, Keren Zhu, Michelle Priest, and Lynn Hu
The Health and Economic Impacts of Nonpharmaceutical Interventions to Address COVID-19: A Decision Support Tool for State and Local Policymakers, RAND Corporation

Rachel Perera
Time for Change? Educators’ Perceptions of Discipline Reform in Their Schools, RAND Corporation

Nabeel Shariq Qureshi
“Nationwide Qualitative Study of Practice Leader Perspectives on What It Takes to Transform into a Patient-Centered Medical Home,” Journal of General Internal Medicine

Hilary Reininger
From Consensus to Conflict: Understanding Foreign Measures Targeting U.S. Elections, RAND Corporation

Mimi Shen, Nicholas Broten, and Gulrez Shah Azhar
The Effect of Blast-Related Burn Injuries from Prolonged Field Care to Rehabilitation and Resilience: A Review of the Scientific Literature, RAND Corporation

Sara Turner
“Engaging Multiple Worldviews with Quantitative Decision Support: A Robust Decision-Making Demonstration Using the Lake Model,” Risk Analysis

Tal Wolfson
Local Government Reform and the Socioeconomic Gap in Israel: Building Toward a New Future, RAND Corporation

Ashley Woo
Using State-Level Policy Levers to Promote Principal Quality: Lessons from Seven States Partnering with Principal Preparation Programs and Districts, RAND Corporation
PARDEE RAND LEADERSHIP

SUSAN L. MARQUIS
Frank and Marcia Carlucci Dean

RACHEL SWANGER
Associate Dean

ANGELA O’MAHONY
Assistant Dean for Academic Affairs

STEFANIE HOWARD
Assistant Dean, Admissions and Strategic Initiatives

JESSICA KIKUCHI
Executive Director of Development

SUSAN SOHLER EVERINGHAM
Director, Innovation Architecture

POLICY ENGAGEMENT STREAMS

Community-Partnered Policy and Action

CYNTHIA GONZALEZ
Director

MARYLOU GILBERT
Program Manager

Research, Analysis, and Design

PHILIP ARMOUR
Director

Technology Applications and Implications

TODD RICHMOND
Director
Director, Tech & Narrative Lab

OSONDE OSOBA
Associate Director

GAVIN HARTNETT
TNL Lablet Lead, AI/Machine Learning

TIM MARLER
TNL Lablet Lead, Virtual and Augmented Reality (VR/AR)

JONATHAN WELBURN
TNL Lablet Lead, Digital Gaming

THREADS

Communications

MOLLY SELVIN
Lead

Ethics

BENJAMIN BOUDREAUX
Lead
Director, Pardee Initiative for Global Human Progress

Global Perspectives

KRISHNA KUMAR
Lead

Social Justice and Racial Equity

MALCOLM WILLIAMS
Lead
DEI Advisor
STAFF

REUBEN AYALA
Director of Development

KATE LEE
Administrative Assistant

DAVE BAIOCCHI
Faculty Member/Student Advisor

AARON LUCAS
Assistant, Tech and Narrative Lab

BERNIE BELTRAN
Manager, Student Financial Services

CLARE MCCAFFREY
Administrative Assistant

SANDY BUCHAN
Director, Career Services; International Student Advisor

JOHN MURPHY
Associate Director of Development and Alumni Relations

TERRESA COOPER
Administrative Assistant

AMY NABEL
Program and Compliance Analyst

ALEX DUKE
Registrar

ANN PENDLETON-JULLIAN
Professor of Design and Complex Problems

CECILIA “CECE” FORRESTER
Administrative Assistant

JENNIFER PRIM
Executive Assistant to the Dean

EMMA GARDNER
Administrative Assistant

GERY RYAN
Faculty Member/Student Advisor

MONICA HERTZMAN
Senior Digital Producer

As of August 2021

Photography Diane Baldwin except where noted / Design Jessica Arana
For more information on this publication, visit www.rand.org/t/CPA1410-1.