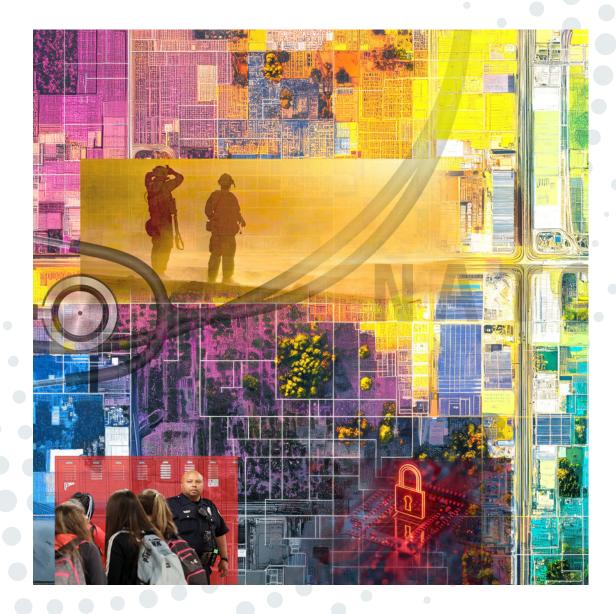
RAND is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous.





ANNUAL REPORT 2024



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### Message from the Chair and the President



When RAND publicly launched the Tomorrow Demands Today fundraising campaign in 2020, we set a bold goal to raise \$400 million to expand our capacity to solve humanity's biggest problems. The premise was simple: If not RAND, then who? If not now, then when?

The "when" became a critical factor for this campaign. In early 2020, countries and cities began shutting down as COVID-19 ravaged communities everywhere. For a world facing some of its most daunting challenges, including a pandemic, the need for RAND's evidence-based solutions was never more important.

Through the extraordinary generosity of RAND's supporters, we exceeded the campaign goal. To the many donors, grantmakers, and friends of RAND and RAND's graduate school, thank you! Your generosity has already had a direct impact on RAND's ability to support critical work on topics ranging from emerging technology to veteran health and well-being.

RAND also deeply appreciates our research clients and sponsors, who, during such demanding times, have continued to rely on our expertise. Thank you for the trust you have placed in this organization and your investment in a better future for all.

hron Jason Matheny

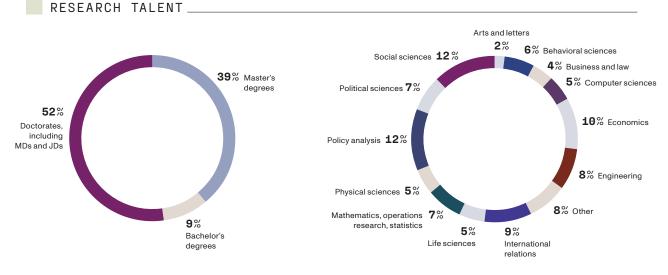
Michael E. Leiter Chair, RAND Board of Trustees

President and Chief Executive Officer

# **By the Numbers**

RAND is a global organization with offices in North America, Europe, and Australia. RAND's U.S. locations are in Santa Monica, California, the home of its headquarters campus; Arlington, Virginia; Pittsburgh, Pennsylvania; and Boston, Massachusetts. RAND also has U.S.-based researchers living and working in more than 38 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.







Last year, we added more than 600 reports and more than 400 journal articles to our growing digital library, all of which can be accessed at www.rand.org.



We performed work for more than 330 clients and grantmakers, including government agencies, international organizations, and foundations.



FOLLOWERS ON LINKEDIN

>700

### NEW PROJECTS

Through almost 1,750 projects (including >700 new ones), RAND provides research services, systematic analysis, and innovative thinking to a global clientele.



Gifts from donors help RAND deliver fact-based, actionable solutions grounded in rigorous analysis. These gifts help fund our people, ideas, centers of excellence, and outreach.

253K+

FOLLOWERS ON X

82K

SUBSCRIBERS TO POLICY CURRENTS

6.1M



Scan the QR code to view RAND's financial statements

## RAND'S IMPACT IN 2024

n the late 1940s, "RAND" originally stood as a contraction for **R**esearch **AN**d **D**evelopment. Today, we stand for getting it right, for following the facts wherever they lead, for answering the hardest questions. We stand for rigor and objectivity—no politics, no preconceptions, just good policy. We stand for making people around the world safer and more secure, healthier and more prosperous.

Our research is saving the U.S. government billions of dollars. It's strengthening the military, improving education, and helping to safeguard some of the most important AI technologies. It's showing how health care providers could save hundreds of thousands of lives every year.

Here are some of the recent projects that demonstrate the breadth and scope of our research and analysis—and what RAND really stands for.



### Saving FEMA \$2 billion

RAND saved the U.S. government more than \$2 billion–and counting–by preventing COVIDrelief overcharges. Along the way, we also helped the American health care system recover from the biggest declared disaster in history.

The Federal Emergency Management Agency (FEMA) came to RAND during the height of COVID with an unprecedented challenge. Hospitals were starting to apply for disaster relief to cover their costs. FEMA had billions of dollars to help them recover. But it could not pay for expenses that someone else–such as health insurers–had already paid for.

FEMA had no way to go through tens of thousands of pages of reimbursement requests to pull out only those costs that it could cover. It had worked closely with the Homeland Security Operational Analysis Center–a federally funded research and development center operated by RAND under contract with the U.S. Department of Homeland Security–on other major disasters, most notably the 2017 hurricanes that devastated Puerto Rico. FEMA turned to the center again for help solving this COVID reimbursement challenge. Researchers developed a method that compares financial data, pre- and post-COVID, to set a maximum ceiling for each application. In some cases, researchers also evaluate an applicant's own procedures for preventing duplicate payments. RAND then delivers a memo to FEMA for every application, recommending reductions when needed to avoid double paying.

More than 250 researchers have worked on the project since it began. They have reviewed reimbursement requests totaling more than \$31 billion from hospitals and health systems in every state, territory, and tribal nation. They have identified \$2.02 billion in reductions so far. They expect to surpass \$3 billion by the time they finish reviewing all applications.



### Protecting the most advanced **Al technologies**

RAND research has helped make the most influential AI systems more secure against malicious actors. It provided a framework that policymakers and frontier labs are now using to secure some of their most important and sensitive assets, known as "model weights."

Model weights are everything an AI model has learned, represented in a huge series of numbers. Labs can spend hundreds of millions of dollars to train a model. Stealing those weights could allow cybercriminals and other bad actors to leapfrog all of that work and use the model for their own purposes.

Researchers worked with security experts to think through potential attacks and attack methods. Then they developed security benchmarks to protect model weights against increasingly serious threats.

The lowest security level, for example, is meant to keep out everyday hackers. It requires basic safeguards, such as encryption and multifactor authentication. A more midlevel security posture should be able to withstand attacks even from sophisticated cybercrime syndicates. That means hardening interfaces to the AI model, even within the company, and providing multiple layers of security to ensure redundancy.

The highest level of security needs to prevent even the most capable nations from carrying out a successful attack. Achieving that level of security, researchers noted, would require help from the national security community.

Two artificial general intelligence labs, DeepMind and Magic, wrote RAND's benchmarks into their security policies. A third, Anthropic, followed RAND's recommendations as it developed its own model weight security measures. In addition, RAND's work has supported U.S. government decisions on AI security, export control, and other policies.



## Improving cardiac care for high-risk patients

Researchers at RAND helped show just how lifesaving a few extra minutes with a doctor can be for patients at risk of heart attack or stroke. Their findings convinced Medicare and Medicaid administrators to pursue a more proactive approach to cardiac care.

The researchers were part of a team analyzing the results of an intervention known as the Million Hearts model. It provided small payments to participating health care providers to perform cardiac risk assessments during regular patient visits. It provided additional payments based on changes to patient risk scores at follow-up visits.

More than 100,000 medium- and high-risk Medicare patients received enhanced preventive care under the program. Researchers found that the model reduced those patients' risk of death or a first time heart attack or stroke by 4.2 percent. That meant one less death or first-time cardiovascular event for every 250 mediumand high-risk patients. The program had no significant effect on Medicare spending.

The Centers for Medicare and Medicaid Services cited those findings in proposing new physician fees beginning in 2025. The proposal would allow providers to charge for the time they spend assessing a patient's cardiac risk. It would also provide coverage for risk-management services for higher-risk patients.

## Elevating information effects in military planning

U.S. military forces in Asia and the Pacific are using RAND research as a guide to improve how they plan future operations. They're not just thinking about targets and troop movements. They're also considering the information effects of their activities—how people see and understand them.

That has become a key element in competition with China and other global adversaries. Assuring allies and deterring enemies require managing perceptions, a RAND report emphasized—not just projecting military power. But the processes that major military commands have used to incorporate information effects into their planning have often been lacking.

RAND's report provided a series of recommendations that added up to a paradigm shift for military planners. It showed how military commands could better anticipate the information effects of their activities, operations, and investments at every step of their planning. It called for better understanding target audiences, paying closer attention to their perceptions, and being ready to respond quickly if needed.

U.S. Indo-Pacific Command is now reworking its planning process to incorporate RAND's recommendations. It recently established an "information czar" to participate in working group meetings. That follows one of RAND's top recommendations, ensuring that key leaders are engaged and active in elevating information effects.



## Developing new concepts for drone warfare

Wargames at RAND and elsewhere have shown for years that a capable adversary, such as China, could hold off the United States in the opening days of a conflict. RAND experts have argued that drones lots of drones—could help the U.S. generate and sustain the airpower it will need. Thousands, or even tens of thousands, of low-cost drones could confuse and overwhelm enemy defenses. If some were shot down, more would take their place.

That is now the cornerstone of a massive and urgent Pentagon initiative to counter China. The goal, according to military leaders, is to help the United States overcome China's advantage in mass—more ships, more missiles, more forces.

The drones RAND envisions might not require fixed bases or runways, which would be early targets in any conflict. They would be what the military calls "attritable"—meant to be reused but fielded at such high numbers that the loss of some would not degrade their effectiveness. Among other uses, they could create a "sensor mesh" above distant battlefields. That would allow U.S. commanders to see and target enemy forces.

Researchers helped the U.S. Department of the Air Force think through several capabilities and concepts for the drone initiative. RAND Project AIR FORCE is now helping the military work out the costs, logistics, and design of a drone force. The effort could, as RAND research has argued, transform the future of warfare.

## Strengthening human trafficking laws in Europe

Thousands of people are rescued from human trafficking in the European Union every year. But member states could be doing more. Researchers from RAND Europe identified several gaps in existing laws, from enforcement loopholes to inadequate support for victims.

Their findings helped guide European lawmakers as they worked to strengthen antitrafficking laws. The European Parliament and the Council of the European Union adopted a revised directive on preventing and combating human trafficking, with several measures drawn directly from RAND's research.

In particular, the new directive requires member states to do more to identify victims early and get them the support they need. It also mandates tougher criminal and noncriminal penalties to deter trafficking.

The new directive also clarifies that the intentional use of services from a victim of human trafficking is a criminal offense. It recognizes forced marriage as a form of exploitation. And it establishes new requirements for countries to collect statistics on human trafficking, to better track the problem across borders.

The European Commission had made it a priority to reform the antitrafficking directive, which had not been updated for more than a decade. It estimated that more than 7,000 people were identified as victims of human trafficking across Europe in 2021. Nearly two-thirds were women or girls, and almost one in four was a child.



## Preventing childhood deaths from diarrhea

Nearly half a million children succumb every year to one of the most prolific killers on the planet, diarrhea. A small packet of salts and sugars could save most of them. Yet health care providers around the world continue to prescribe antibiotics instead, to fight a disease that antibiotics usually won't touch.

Researchers at RAND hired 50 actors in India to find out why. They trained the actors to pose as parents and caregivers of young children suffering from simple cases of diarrhea. Then they sent the actors to more than 2,000 private health providers across two Indian states.

They found that one free and easy intervention increased the prescription rate for rehydrating salts by nearly 30 percentage points. The actor-patients just had to ask for them. The researchers tried other interventions—eliminating supply shortages and removing any financial incentives for providers to prescribe other medicines. But those only increased the use of rehydrating salts by a few percentage points. In follow-up surveys, most of the providers said that they knew the salts were the correct treatment for a simple case of diarrhea. But the salts don't cure diarrhea; they only keep patients alive long enough to recover. The providers thought that most of their patients wanted something stronger.

That's a potentially fatal misperception. The researchers also surveyed parents in India, who were much more likely to say that they wanted rehydrating salts for their children than antibiotics or other drugs. But they rarely expressed that preference to their providers—and, as a result, they usually went home with an antibiotic.

That points to interventions that could save many thousands of young lives. Posters in pharmacies could encourage patients to ask for rehydrating salts instead of antibiotics. Public awareness campaigns could remind providers that patients really do want the salts.



## Defining caregivers as America's hidden heroes

As many as 105 million Americans provide care for a sick or injured friend or family member. They provide services worth billions of dollars every year, often at tremendous financial and emotional costs to themselves. More than 14 million of them are caring for someone who served in the military. A RAND study described them as America's "hidden heroes."

Those caring for older veterans experience many of the same stresses as those caring for older people in general, RAND found. But those caring for service members and veterans who are 60 years old and younger-many of whom served during the wars in Iraq and Afghanistan-look much different.

Nearly two-thirds of these caregivers helped a loved one manage a mental health condition or a substance use disorder. More than one in five helped someone cope with the effects of a traumatic brain injury. That takes a toll. More than 40 percent of those caring for service members or veterans 60 and younger showed signs of depression. More than 20 percent said that they had thought about suicide in the past year. Military and veteran caregivers also spend an average of \$8,500 a year on out-of-pocket caregiving expenses, RAND found. They forgo around \$4,500 a year in income by taking time off work or letting opportunities for advancement slip by. Meanwhile, the services they provide would be worth at least \$119 billion a year if they made minimum wage for the hours they spend caregiving.

All caregivers need better access to mental health care, researchers wrote. They need more financial support. They need employers willing to work with their schedules and health care providers who value them as partners in care.

The Elizabeth Dole Foundation sponsored RAND's study. It has already begun a nationwide campaign to translate RAND's findings and recommendations into law and policy, to improve the lives of America's caregivers.



## Bringing back Air Force warrant officers

The U.S. Air Force is reintroducing warrant officers after nearly half a century. Its decision closely follows RAND recommendations aimed at helping it recruit and retain cutting-edge technical talent.

Warrant officers in other branches of the military usually serve as technical specialists or experts with specific, highly sought-after skills. The Air Force had warrant officers in its early days but phased them out beginning in the 1950s. The last Air Force warrant officer retired in 1980.

The Air Force asked RAND to evaluate several options that might help it compete for specialists with deep technical skills, especially in cyber fields. Researchers convened a workshop with enlisted airmen in avionics, cyber defense, and cyber warfare. The airmen rated a warrant officer program as the best way to retain and develop technical expertise.

Bringing back warrant officers would give technology specialists more legitimacy and respect, they said. It would also provide a career track with a separate pay and rank structure from the enlisted force. The airmen thought that a specialized "technical track" career option would also accomplish many of the same goals—but they didn't rate it as highly as the warrant officer option.

The Air Force subsequently announced that it would reintroduce a warrant officer corps for some information-technology and cyber fields. It also plans to develop a technical track for other enlisted specialists.

### Taking the pulse of American education

American teachers are stressed out. Nearly a quarter say that they want to leave their jobs. One in six works in a school district that has experienced gun violence in recent years.

Those are among the insights RAND gleaned in 2024 from the RAND Survey Panels. For years now, researchers have used the panels to survey thousands of teachers, principals, and district leaders about important issues in education. Those surveys provide policymakers with on-the-ground perspectives on everything from arming teachers to the growing use of classroom AI.

As a result of RAND's findings, states and school districts are now strengthening their curricula and providing more support for teachers. That benefits potentially thousands of schools. The U.S. Department of Education also cited RAND's findings in announcing \$10 million in grants to improve mental health in some high-need schools. The Council of Chief State School Officers is using survey results to push for higher-quality, standards-aligned instructional materials for math and English language arts.

The Gates Foundation awarded RAND nearly \$14 million in grants to support and expand the panels. RAND is using some of that funding to launch two new survey panels. They will provide the first large, nationally representative measures of how students and parents think about education issues, in addition to teachers and school leaders.



## Ensuring effective legal representation for all

The Sixth Amendment to the U.S. Constitution mandates that no one accused of a crime faces trial in the United States without an attorney by their side. The public defenders who provide that service are often overworked and underresourced. One reason for that: National caseload standards for public defenders had not been updated since the 1970s.

RAND worked with the American Bar Association and the National Center for State Courts to revise those standards. The new standards better reflect the realities of 21st-century law, such as the time it takes to review social media and cellphone evidence. Several states are now reviewing their caseload standards to make sure criminal defendants receive effective legal representation.

The old standards had been criticized for decades for setting an impossibly high bar. They assumed that a full-time public defender could handle 150 felony or 400 misdemeanor cases a year. Researchers convened a panel of experienced criminal defense attorneys from across the country and analyzed previous workload studies to update those numbers. They concluded that a public defender working 40 hours a week on even low-level felonies should have fewer than 60 cases a year. A public defender who handles nothing but low-level misdemeanors would be assigned no more than 150 cases a year under the same work hour assumption. The new standards set workload expectations for nine other categories of criminal cases, from murder to parole violations.

The American Bar Association updated its influential "Ten Principles of a Public Defense Delivery System" and cited RAND's recommendations as "national workload standards" that "should never be exceeded."



## Improving gun policy research

Researchers at RAND have sought to cut through the noise on American gun policy and bring more science to one of the nation's most divisive debates. What they've found: Many commonly proposed gun policies have never undergone serious study to establish whether they would work as intended or not.

That's beginning to change. After almost 25 years, Congress restarted funding of research on gun violence prevention in 2018, partly in response to RAND's research. As a result, the likely effects of some gun policies are starting to become clear.

In their latest update, researchers found supportive evidence that stand-your-ground laws increase firearm homicides. More-permissive concealedcarry laws increase homicides and overall violent crime. And increasing the minimum age to purchase a firearm reduces firearm suicides among young people.

The strongest evidence for reducing a range of firearm injury outcomes, though, shows that childaccess prevention laws and other safe-storage laws reduce firearm injuries and death among young people. But even here, the lack of research means there is much we still don't know. The possible effect of those laws on defensive gun use, for example, has never been studied in a meaningful way.

Researchers also released a state-by-state look at how firearm death rates have changed over the past 40 years. An online tool allows users to add or subtract common state gun laws to see the likely effects they could have on mortality rates. **RAND's purpose is to** ensure that the most important decisions-the ones that affect the most people and involve the most public resourcesare made with the best-possible evidence. **These examples of RAND's impact in 2024** underscore how vital research and analysis are in the search for solutions to tackle the United States'-and the world'sbiggest problems.



## **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.





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Aligning Strategic Priorities and Foreign Military Sales to Fill Critical Capability Gaps







ELLEN M. PINT, ADAM C. RESNICK, MARYDAIL K. BRAUNER, AISHA NAJERA CHESLER, KENNETH J. GIRARDINI, ERIN N. LEIDY, CANDICE MILLER

RAND

Basearch Bannet

Evaluation of Alternative Price and Credit Policies for Spare Parts











#### **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** Australia

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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.









#### **FOCUS AREAS**

**Defense.** RAND Australia conducts research on complex strategy, acquisition, force employment, and administrative challenges facing Australia's defense leadership. RAND Australia's work focuses on the most pressing and difficult strategy, policy, and defense stewardship concerns of high-level policymakers. Acquisition and management analyses help Australian leaders control costs and hedge against risk.

**National Security.** RAND Australia has significant global experience supporting national security organizations 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 security and law enforcement agencies in Australia, including the Department of Home Affairs, Department of Foreign Affairs and Trade, Attorney-General's Department, and the Department of the Prime Minister and Cabinet.

**Emerging Technologies.** As new systems and opportunities develop and policies around them adapt, RAND Australia is committed to exploring the potential uses, outcomes, and threats of emerging technologies. Primary areas of interest include AI and related technologies, space, cyber policy analysis, and clean energy research.

**Social and Economic Policy.** RAND's experience assessing the effectiveness of educational programs, strategic reforms, and labor policies spans decades. RAND Australia's research on workforce needs for Australia's naval shipbuilding industry led the Commonwealth to announce a \$62 million commitment to fund a new Naval Shipbuilding College to stimulate training in vocational and higher-education specialties needed by the enterprise. RAND has also been involved in reform and equities in education through our work with Learning Creates Australia.



## **RAND Education and Labor**

Communities everywhere strive for effective and equitable education and economic opportunities for their citizens.

RAND Education and Labor works at the cutting edge of quantitative and qualitative research methods. We conduct randomized controlled trials and use quasiexperimental methods such as regression discontinuity, instrumental variables analysis, and event-study analyses. We use a range of AI approaches and algorithms, including machine learning and natural language processing. Our data collection methods also include surveys, interviews, observations, focus groups, and cognitive interviews.

#### **FOCUS AREAS**

**Early Childhood Education.** Effective early school experiences and interventions set children up for success. RAND Education and Labor's work in early childhood includes studies of preschool programs, child care, parenting programs, cost benefit analyses, and more.

**K–12 Education.** Education shapes lives profoundly, and it is vital that education programs and policies are effective and equitable. The K–12 education research of RAND Education and Labor focuses on services that meet the needs of the whole child, curriculum development and standards, educator effectiveness, education technology, and out-of-school time.

**Postsecondary Education.** Higher education is evolving. Institutions need ways to expand access, support changing workforce requirements, and maintain viability and quality. RAND Education and Labor's postsecondary education work includes institution-, system-, and national-level analyses of college readiness, access, and success; paying for and funding higher education; curriculum innovation; and student health and safety.

**Workforce Development.** Technology, globalization, and demographic changes have altered what employers need from workers and what workers expect from employers. RAND Education and Labor leverages deep expertise in K–12 career and technical education, workforce certification and development programs, and retraining and "upskilling" programs to help both workers and employers succeed in the 21st century and beyond.

Labor Markets. Productive labor markets are the backbone of strong communities. RAND researchers seek to understand the dynamics of labor supply and demand in a time of constant change, if and how labor markets are functioning efficiently, and how they can be enhanced to provide opportunities for all.

09







Social and Emotional Learning in U.S. Schools Findings from CASEL's Nationwide Policy Scan and the American Teacher Panel and American School Leader Panel Surveys





Encouraging Strategic Investments in Global Education A Case Study of the Global Business Coaliton for

Research Report







Understanding How Texas Community College Campuses Are Supporting Student Mental Health



The Role of Micro-Credentials in Strengthening STEM Teaching and Learning Ar Equation STEM

RAND

Research Report





Implementing Equitable Practices in the K–12 Classroom A Qualitative Study of Teachers' Perceptions



ND MEREDITH KLEYKAMP, JEFREY B, WENGER, EUZABETH HASTINGS ROEK, MATTHEW KUBASAK, TRAVIS HUBEL, LUNIERS SKRUBALA

Federal Programs to Assist Military-to-Civilian Employment Transitions Limited Scrutiny and Substantial Investment in Education Programs





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.

For nearly 30 years, RAND Europe has 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.

RAND Europe approaches each project as unique, informed by a deep understanding of the policy context. With strengths in designing policy, providing analysis, and making recommendations grounded in disciplined research, RAND Europe helps clients reach better decisions to bring about a world where people thrive.

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Implications of Emerging Technology for UK Space Regulation Policy Findings of a Horizon Scan



The use of AI for improving energy security cyloring the risks and opportunities of the deployment of AI applications in the electricity system







The burden of respiratory syncytial virus in adults in the UK

n Morris', Fifi Olu

Stephanie Stockweit, Anna Louise Todaen, 'University of Cambridge

#### **FOCUS AREAS**

**Defense and Security.** In a climate of uncertainty and rapidly evolving threats, RAND Europe equips clients with the evidence-based analysis they need to inform their decisionmaking. Our topics cover the spectrum of defense and security strategy and capability, equipment acquisition, personnel policy, technology trends, and how societies can be made more resilient.

**Health and Care.** RAND Europe uses advanced research and analysis to make sense of challenges and opportunities across public health, health systems and services, technology and innovation, and the workplace and well-being.

#### **Home Affairs and Social Policy.**

Researchers at RAND Europe evaluate and provide expert analysis on crime and justice, education, and employment for governments, policymakers, foundations, and charities to help inform policymaking in the UK and internationally.

#### Science and Emerging Technology. 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.

## **RAND Global and Emerging Risks**

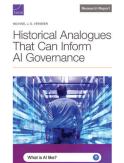
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RAND Global and Emerging Risks, the newest research division in the organization, addresses large-scale risks that may be catastrophic or existential for civilization—well beyond the security interests of any one nation.

The ways in which these risks may manifest, the probability that they will arise, and the consequences if they do are all uncertain.

RAND Global and Emerging Risks seeks to inform both policymakers and the broader public.







Evaluating Natural Monopoly Conditions in the AI Foundation Model Market







#### **RESEARCH CENTERS**

The **Meselson Center** is dedicated to reducing risks from biological threats and emerging technologies. The center combines policy research with technical research to provide policymakers with the information 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 competitiveness and security of the United States, its allies and partners, and the world.

The **RAND Center for Climate and Energy Futures** studies emerging risks associated with the changing climate, society's responses to those risks, and the processes and conditions needed for policy implementation.

The **China Research Center** seeks to improve how U.S., ally, and partner policymakers and the public understand the People's Republic of China. It will examine China's leadership decisionmaking and politics; the strategic implications of China's domestic challenges; and geopolitical, economic, and technological dimensions of the U.S.-China competition.

#### **INTERNATIONAL CHAIRS**

RAND Global and Emerging Risks houses RAND's international chairs for selected countries to conduct regionally focused research.

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 **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 **Russia and Eurasia Policy Chair** aims to further enhance analysis of the region and of the impact Moscow's actions may have on the larger geopolitical landscape.

The **Korea Policy Chair** focuses on challenges to East Asian security and prosperity that are of interest to 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 relationship with the region, the United States, and the world.

## **RAND Health Care**

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.

#### **FOCUS AREAS**

Access to Care, RAND researchers skillfully analyze data to untangle health care outcomes from patient characteristics to document where disparities exist, and work to develop strategies to enhance access to health care practice, policy, and research.

Behavioral Health. Behavioral health policies are critically important to the overall health of large portions of the U.S. population. More than one in five U.S. adults live with a mental illness, and mental health and substance use disorders are often linked. RAND Health Care takes a multidisciplinary approach to studying behavioral health, both from a systems perspective and at the community level.

Benefits and Affordability. RAND Health Care has a long history of examining the design of health care benefits and its effect on the uptake of health care services, health outcomes, and costs. Our experts have developed and implemented a range of methods to evaluate the impact of federal and state efforts to improve benefit design.

Delivery Improvements. RAND Health Care researchers with backgrounds in medicine, statistics, and health policy disciplines, among others, explore a range of innovations to separate hype from promise while staying vigilant to detect unintended consequences.

Price Transparency. Over the last four decades, public and private sectors have experimented with payment approaches, motivating providers to deliver better care at lower cost. RAND Health Care leads the way in efforts to understand the links between physician payment, quality of care, and system cost.

Quality of Care. Despite spending more on health care than other countries, U.S. populations experience poorer health outcomes. RAND Health Care research explores multiple aspects of quality measurement, ways to help care be more patient-centered, and opportunities to improve patient safety.

Improving the Detection of Cognitive Impairment and the Pathway to Treatment









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Use of Inpatient Psychiatric Facilities by Medicare Beneficiaries with Dementia

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Prescription Drug Prices, Rebates, and Insurance

Premiums

## **RAND Homeland Security Research Division**

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.



#### **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

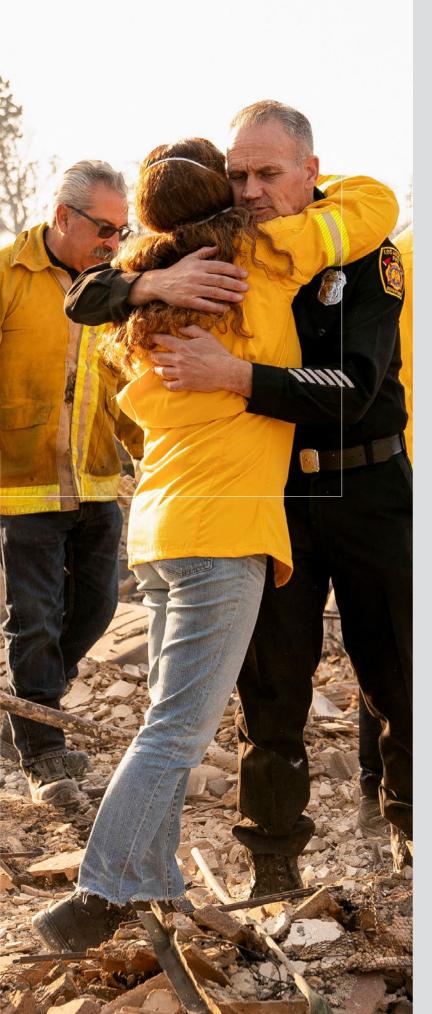
**Program** seeks to strengthen DHS and assist sponsors across the homeland security enterprise by advancing research and analysis that ensure that the overall organization, workforce, resources, and technological capabilities are appropriately aligned to confront urgent threats and execute missions.

#### **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.



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Great Lakes Oil Spill Response Capabilities

Evaluation

Understanding and Managing Global Catastrophic Risk





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International Affairs Efforts

## **RAND National Security Research Division**

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 that 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** illuminates strategic security dynamics for the United States and its allies and partners. The program draws on crossdisciplinary teams applying mixed qualitative and quantitative methods to examine the political, military, economic, cultural, and technological dimensions of global security challenges. The program enables its sponsors to anticipate the security environment, develop grand and defense strategies, evaluate the effectiveness of military forces and other elements of national power, and enhance security cooperation with allies and partners.

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. Employing a range of analytical approaches—including cost-effectiveness analyses, risk assessments, technology surveys, industrial base reviews, and personnel and operational evaluations the program investigates personnel readiness, power projection, and expeditionary operations; platform and system costs; interoperability demands; logistics, technology, and industrial capabilities; and Marine force intelligence, surveillance, and reconnaissance.

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. The program's ongoing projects in many areas—including the career development of military and civilian personnel; individual and unit readiness; family support, reintegration, and quality-of-life programs; and military health policy—are broadly applicable to U.S., allied, and partner forces.







Research Report CHRISTOPHER DICTUS, YULIYA SHO MAREK N. POSARD, RICHARD S. GIR Has Trust in the U.S. Intelligence Community Eroded?

Examining the Relati Policymakers and In



### RAND Supply Chain



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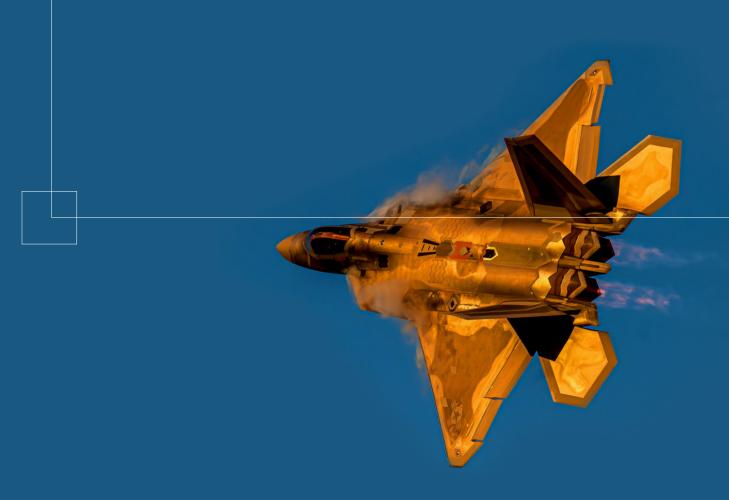
Research Report



## **RAND Project AIR FORCE**

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?

Since its founding in the 1940s, 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, longrange 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.



Recommended Approaches for General Officer Promotions in the U.S. Space Force



Resellient Partnerships for U.S. Military Satellite Communication Missions



## **RAND Social and Economic Well-Being**

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.

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#### **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 **Justice Policy Program** addresses public safety and the performance of the civil and criminal justice systems 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 wellbeing; 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.









The Science of Gun Policy













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Social Inflation?



Expanding the Village of Support Through Virtual Mentoring



# **How We're Funded**

RAND provides research services, systematic analysis, and innovative thinking to a global clientele.

#### **U.S. Government**

#### **Congressional Research Service**

#### **Department of Commerce**

National Oceanic and Atmospheric Administration

#### **Department of Defense**

Defense Centers of Excellence Defense Health Agency Defense Security Cooperation Agency Defense Threat Reduction Agency Department of the Air Force Space Security and Defense Program Department of the Army Department of the Navy Marine Corps Joint Staff Office of the Secretary of Defense Office of Net Assessment Office of the Director, Cost Assessment and Program Evaluation Under Secretary of Defense for Acquisition and Sustainment Under Secretary of Defense for Personnel and Readiness Under Secretary of Defense for Policy Under Secretary of Defense for Research and Engineering Defense Advanced Research Projects Agency Unified Combatant Commands **Department of Education** Institute of Education Sciences **Department of Health and** 

Administration for Children and Families Agency for Healthcare Research

Human Services

and Quality

Centers for Disease Control and Prevention Centers for Medicare & Medicaid Services Health Resources and Services Administration National Institutes of Health Eunice Kennedy Shriver National Institute of Child Health and Human Development National Cancer Institute National Center for Complementary and Integrative Health National Heart, Lung, and Blood Institute National Institute of Allergy and Infectious Diseases National Institute of Dental and Craniofacial Research National Institute of Diabetes and **Digestive and Kidney Diseases** National Institute of Mental Health National Institute of Nursing Research National Institute on Aging National Institute on Alcohol Abuse and Alcoholism National Institute on Drug Abuse National Institute on Minority Health and Health Disparities **Department of Homeland Security** 

Countering Weapons of Mass **Destruction Office** Cybersecurity and Infrastructure

Security Agency

Federal Emergency Management Agency Management Directorate

Science and Technology Directorate

Transportation Security Administration U.S. Coast Guard U.S. Customs and Border Protection U.S. Immigration and Customs Enforcement U.S. Secret Service

#### **Department of Justice**

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**Oriented Policing Services**) Office of Justice Programs National Institute of Justice

#### **Department of State**

Bureau of Conflict and Stabilization Operations

Bureau of Counterterrorism

Bureau of International Security and Nonproliferation

Bureau of Population, Refugees, and Migration

Office of Acquisitions Management

Office of Inspector General

Special Envoys, Representatives, Coordinators

Under Secretary for Public Diplomacy and Public Affairs

#### **Department of the Treasury**

#### **Department of Transportation**

Federal Highway Administration

**Department of Veterans Affairs** 

**Environmental Protection Agency** 

**Millennium Challenge** Corporation

National Aeronautics and **Space Administration** 

#### National Science Foundation

Office of the Director of **National Intelligence** Intelligence Community

# U.S. State and Local Governments

#### **Commonwealth of Massachusetts**

**Commonwealth of Pennsylvania** Allegheny County Department of Human Services

**Commonwealth of Puerto Rico** Department of Housing

**District of Columbia** Pretrial Services Agency

#### State of California

Board of State and Community Corrections California Correctional Health Services California Energy Commission California Health and Human Services Agency California State Treasurer CalPERS City of El Monte City of Los Angeles Department of Mental Health Department of Public Health Los Angeles Unified School District Probation Department Public Defender Department of Health Care Services Department of Industrial Relations Elk Grove Unified School District Imperial County Los Angeles County San Bernardino Valley Municipal Water District San Diego County Office of Education Santa Clara County Workforce Development Board Yolo County

**State of Louisiana** Department of Education

**State of Minnesota** Council of Health Plans

State of Oregon Multnomah County Health Department

**State of Texas** City of Austin Harris County

#### State of Washington

## Non-U.S. Governments, Agencies, and Ministries

#### Commonwealth of Australia

Department of Defence Department of Home Affairs Seqwater

European Union European Commission Directorate-General for Migration and Home Affairs Directorate-General for Research and Innovation European Defence Agency

**Government of Canada** Public Services and Procurement Canada

**Government of Japan** Ministry of Defense Japan Air Self-Defense Force

#### Kingdom of Saudi Arabia

The Netherlands Research and Data Centre

These funders commissioned one or more projects that were active in 2024 and that totaled at least \$100,000.

Republic of China Ministry of National Defense, Taiwan (MND-ROC) Taipei Economic and Cultural

Office in Los Angeles

State of Qatar Qatar Research, Development and Innovation Council

#### **United Arab Emirates**

Embassy of the United Arab Emirates Government of Abu Dhabi Abu Dhabi Early Childhood Authority

#### United Kingdom

Defence Science and Technology Laboratory Department for Transport Department of Health and Social Care Development, Concepts and Doctrine Centre Food Standards Agency High Speed 2 (HS2) Home Office Ministry of Defence Ministry of Justice National Institute for Health and Care Research National Protective Security Authority NHS England NHS London Ambulance Service UK Department for Science, Innovation and Technology UK Humanitarian Innovation Hub UK Research and Innovation **UK Space Agency** 

#### **International Organizations**

Sasakawa Peace Foundation United Nations Development Programme United Nations Office for Project Services World Bank

#### **Colleges and Universities**

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University of Maryland University of Michigan University of Minnesota University of Mississippi University of New Mexico The University of North Carolina at Greensboro University of Oklahoma University of Oregon University of Pennsylvania University of Pittsburgh University of Southern California The University of Texas The University of Texas at Austin UT Southwestern Medical Center The University of Utah University of Washington Western Michigan University Yale University

University of Leicester

#### **Other Nonprofit Organizations**

Advanced Education Research and Development Fund AIA (The American Institute of Architects) Allegheny Health Network American College of Emergency Physicians American Institutes for Research America's Poison Centers Association of American Medical Colleges Association of Public Health Laboratories Boston Medical Center Boys & Girls Clubs of Santa Monica Brilliant Corners California Mental Health Services Authority CASEL Casimir Pulaski Foundation Cedars-Sinai Centerline Liberties

Central Indiana Corporate Partnership Chey Institute for Advanced Studies Clean Air Task Force Clinton Health Access Initiative College Bridge The Council of State Governments DARTNet Institute Dream Academy Foundation Economic Mobility Corporation Ednovate FINRA Foundation for California Community Colleges Four Corners Regional Education Cooperative Fund for Public Schools Getting Smart Collective The Hospital for Sick Children (SickKids) IDA (Institute for Defense Analyses) Impetus Institute for Future Engineering Inter-American Development Bank Kaiser Permanente Magee-Womens Research Institute MDRC Memorial Sloan Kettering Cancer Center MITRE National Academy of Sciences National Bureau of Economic Research National Committee for Quality Assurance National Education Association National Quality Forum New Levant Initiative Oklahoma Partnership for School Readiness Passport Academy Charter School Patient-Centered Outcomes **Research Institute** Pew Research Center **Propel Schools Foundation** Renaissance Charitable Foundation Resources Legacy Fund SafeHaven San Diego State University **Research Foundation** 

Sitka Sound Science Center SRI Teach for All TNTP Urban Institute Vanderbilt University Medical Center The Water Institute of the Gulf WestEd Westmoreland/Frick Hospital Foundation Wounded Warrior Project

#### Industry

Abt Associates Adagio Health The Asan Institute for Policy Studies ASP.MD Australian Dental Council Black & Veatch Brown and Caldwell Civilian Genentech Harder + Company Harvard Pilgrim Health Care Health Services Advisory Group Hillcrest Advisory IBM Watson Health Insight Investment JBS International Korea Institute for Defense Analyses Lotic.Al Mathematica Pfizer UK Policy Research Associates The Policy & Research Group Rose Li & Associates Schell Games St. Clair Health Uber Advanced Technologies Group WayBetter Westat

RAND would also like to thank the following grantmakers for supporting RAND research and analysis in 2024.

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# **Tomorrow Demands Today**

With the world at a tipping point, and an urgent need for data to support decisionmaking, RAND launched the Tomorrow Demands Today campaign to help find solutions to problems that are likely to have outsized importance during the next half-century–problems that pose existential risks if the world fails to act.

From strengthening and safeguarding communities to growing our graduate school to help RAND produce the next generation of global policy leaders, our priorities are wide-ranging.

Many loyal RAND supporters, as well as new contributors–50 percent of our campaign contributors were first-time RAND donors–joined our efforts. Contributions from individual donors and philanthropic organizations are supporting efforts as varied as

- strengthening the graduate school's endowment and funding research in the area of public health policy, with an emphasis on mental health and children's health and well-being
- modernizing the RAND Archives, including constructing a new storage vault for preservation and a digital preservation studio
- developing accessible tools to help former foster youth get the support they need to thrive

This has been the most ambitious campaign RAND has ever undertaken. But our mission—to help improve policy and decisionmaking through research and analysis—has never been more important for a world that is confronting some of its greatest challenges.

Every day, and with every project, RAND imagines a better tomorrow. We are using philanthropic support to help deliver on that promise and create real change for the future.



# **Campaign Contributors**

RAND gratefully acknowledges cumulative giving in support of the Tomorrow Demands Today campaign made by the following supporters.

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# **RAND's Graduate School**

was a transformational year for RAND's graduate school, was a transformation of the spanded with a new degree program, a new campus, and new students, staff, and faculty.

In Fall 2024, the school launched the Master of National Security Policy (MNSP) program, which is designed to equip future leaders with the skills and insights needed to navigate and shape the global security landscape. The one-year MNSP joins the PhD program in policy analysis – the first and largest of its kind in the country – and the two-year Master of Philosophy (M.Phil.), which began in 2022.

The MNSP combines methodological and substantive coursework to introduce students to foundational concepts in national security policy analysis. Elective courses reinforce key defense policy analysis concepts and deepen students' understanding in their chosen substantive and methodological areas.

To accommodate the new program, the school opened a new campus in the Washington, D.C. area. The campus, located on the seventh floor of RAND's Washington office, includes student space and a large state-of-the-art classroom. The D.C. campus offers expanded opportunities for learning and collaboration.

The opening of the D.C. campus and the inaugural cohort of MNSP students has already led to a significant expansion in faculty and student numbers. The school has nearly doubled the size of its teaching staff, with many new faculty teaching courses that support the MNSP program. The MNSP has been a resounding success, enrolling 70 students in its first year. All told, 2024 saw the largest incoming class of students in the school's history. In the coming years, the school will look to explore additional programmatic offerings.

While this new campus and the new program represent significant milestones in the evolution of the school, the mission hasn't changed: to provide the next generation of global policy leaders and strategists with an unsurpassed education in policy analysis. The expansion allows the school to generate a larger network of RAND-trained researchers and analysts committed to tackling the world's most difficult challenges.

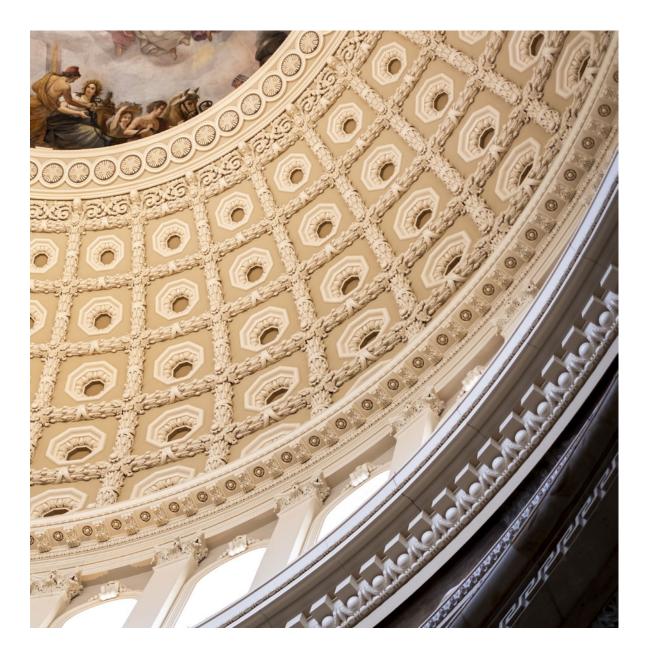
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#### Reducing Costs and Improving Access to Care: Employer-Driven Health Benefit Design Innovations

Christopher M. Whaley | Testimony presented before the U.S. House of Representatives Committee on Education and the Workforce, Subcommittee on Health, Employment, Labor, and Pensions, on January 11, 2024

#### Implications of Outbound Investment Controls

Jason Matheny | Testimony submitted to the U.S. House Committee on Foreign Affairs on January 17, 2024

#### Exploring the Implications of Generative AI for Chinese Military Cyber-Enabled Influence Operations: Chinese Military Strategies, Capabilities, and Intent

Nathan Beauchamp-Mustafaga | Testimony presented before the U.S.-China Economic and Security Review Commission on February 1, 2024

# The Chinese Industrial Base and Military Deployment of Quantum Technology

Edward Parker | Testimony presented before the U.S.-China Economic and Security Review Commission on February 1, 2024

#### Repeated Exposure to Low-Level Military Occupational Blasts: An Overview of the Research, Critical Gaps, and Recommendations

Samantha McBirney | Testimony presented before the U.S. Senate Armed Services Committee, Military Personnel Subcommittee, on February 28, 2024

#### Maintaining the Edge? The People's Liberation Army's Logistics and Maintenance Lessons Learned and Approaches Relevant for Counterintervention

Cristina L. Garafola | Testimony presented before the U.S.-China Economic and Security Review Commission on March 21, 2024

#### Countering China's Military Strategy in the Indo-Pacific Region

Caitlin Lee | Testimony presented before the U.S.-China Economic and Security Review Commission on March 21, 2024

#### China's Role in Synthetic Opioid Trafficking: Efforts to Reduce Supply of Precursor Chemicals at the Primary Source

David Luckey | Testimony presented before the U.S. House Select Committee on the Strategic Competition Between the United States and the Chinese Communist Party on April 16, 2024

#### Strengthening Cooperative International Maritime Law Enforcement in the Indo-Pacific: Developing a Combined Maritime Force of Coast Guards

Eric Cooper | Testimony presented before the U.S. House Committee on Homeland Security, Subcommittee on Transportation and Maritime Security, on June 4, 2024

#### U.S.-Georgian Relations in Strategic Context: At Risk from an Anti-Democratic Turn

William Courtney | Testimony presented before the Commission on Security and Cooperation in Europe on June 4, 2024

#### Is China Prepared for War? Indications and Warning of a Potential Chinese Conflict with the United States

Timothy R. Heath | Testimony presented before the U.S.-China Economic and Security Review Commission on June 13, 2024

#### **Supporting Military and Veteran Caregivers**

Rajeev Ramchand | Testimony presented before the U.S. House of Representatives Committee on Veterans' Affairs on September 25, 2024

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From job displacement to the need for widespread upskilling, AI is poised to transform the civilian and military workforce in variety of ways. What will it take to prepare for this transformation? A new publication harnesses the expertise of dozens of RAND researchers to provide important insights for policymakers.

Our experts consider critical policy questions across many different sectors: What do colleges, universities, and other postsecondary institutions need to do to ensure workers can develop and use AI tools? Can AI chatbots help streamline communications between health care professionals and patients? How can the Department of Homeland Security attract, cultivate, and retain AI talent in an equitable way?

By exploring these and many other questions, the new publication provides a starting point for the conversations and collaborations needed to build a resilient and adaptable workforce in the age of AI. The authors hope to 'foster an informed approach to integrating AI into the workforce, enabling leaders to create a future in which AI enhances human capabilities, drives innovation, and benefits society.' Read more >

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