



| | | |
|------------------------------|------------------|-------------------------|
| IAO M. KATAGIRI | 1776 MAIN STREET | TEL 310.393.0411 X 7517 |
| DEPUTY VICE PRESIDENT | P.O. BOX 2138 | FAX 310.393.4818 |
| DIRECTOR/COMMUNITY RELATIONS | SANTA MONICA, CA | iao@rand.org |
| | 90407-2138 | |

December 16, 2014

Dr. Chui L. Tsang
 Superintendent and President
 Santa Monica College
 1900 Pico Boulevard
 Santa Monica, CA 90405

Dear Dr. Tsang:

On behalf of the RAND Corporation, it is my pleasure to convey our appreciation to Santa Monica College for its willingness to undertake the development of a California Community College Bachelor of Arts degree. SMC has a long history of high-quality, career-focused instruction so it is not surprising that it is stepping forward once again to meet a critical need. In addition, the affordability of higher education has become as much an issue of social justice as one of economic opportunity, and SMC has been in the vanguard of providing access to higher education for a diverse and under-resourced population. This latest effort will only embellish that commendable reputation.

Santa Monica has become one of the nation's centers of technology and entertainment-based business development. It is a hub innovation and incubation. We have infrastructure and we have investors. What we lack is a pool of young talent with basic college-level academic skills and training in technology and design. Now you offer a solution to that problem.

For 70 years, the RAND Corporation and Santa Monica College have formed the core of knowledge development in this community. We have been joined recently by technology-focused entrepreneurs who are creating new businesses and generating the jobs of the future, not just for this community, but for the region, the nation and the world.

Although RAND is known for its workforce of Ph.D. quantitative analysts, the knowledge we "produce" must be shared and used in order to have real-life impact. For that, we employ hundreds of tech workers who are qualified to interact with our research staff. Your proposal is as much our future as yours, and we are delighted to offer our thanks for your initiative.

Sincerely,

IMK:al

- RESEARCH AREAS**
- Children and Families
 - Education and the Arts
 - Energy and Environment
 - Health and Health Care
 - Infrastructure and Transportation
 - International Affairs
 - Law and Business
 - National Security
 - Population and Aging
 - Public Safety
 - Science and Technology
 - Terrorism and Homeland Security

- OFFICES**
- Santa Monica, CA
 - Washington, DC
 - Pittsburgh, PA
 - New Orleans, LA
 - Boston, MA
 - Cambridge, UK
 - Brussels, BE
 - Canberra, AU

www.rand.org