**Transcript**

June 23, 2025, 2:03PM

**RECOMMENDATION FOR REVISED METHODS ANALYSIS  
Dulani Woods** 2:30  
I'm sure.  
I think I I guess with unlimited resources, I would probably rip a bunch of them apart in pieces. Having a large language model just sort of generate descriptions of methods and then look for matches across the data. You know what I mean?  
Like almost like a cosine similarity search.  
Like what is the most you know if I'm describing a regression or I'm describing an in a linear optimization or something like that.  
Like what are the most similar context?  
Ually most similar things.  
But that's that's a lot of time and effort to get that iterate on that, and you're iterating on it anyway, but.

**Todd: Using LLM to populate report outline: Need to break out the tasks AND NEED FOR RAND TO PROVIDE MORE SUPPORT  
Todd Helmus** 3:28  
And like yeah, we just tried to like, like Bill was touting using these models to to analyze, like, sets of interview notes, to highlight, sort of organize the interview notes.  
And we did that.  
This is my first time doing it.  
And it really wasn't very useful so.

 **Dulani Woods** 3:45  
Yeah, I do think there's a.  
There's an absolute there's some really technique centric things like anthropic put out.  
A.  
A paper, blog or whatever over the weekend.  
That was how they use these large language models for research.  
And they did.  
They took their their Opus 4, which is the biggest brain they've got, and they put it up against a bunch of little I think they used sonnet 3.7's or something like that and just just basically broke the task.  
And then they broke the task into a zillion little pieces, and they said all right. Now in this task like which did better. And you know that it was sort of a comparison of like, can you ask a model and its in its limited even if it has.  
A million token context window.  
It's only got so much sort of cognitive capacity around that context, or if you break that thing into 10 little context windows of 100,000 tokens each, you'll get better results.  
They sort of mean essentially.  
That's what they show is that we tried different architectures.  
And here's what worked well.  
And I think the same thing is true with either interview notes or writing code, or any kind of problem as you there's some optimal mix and match of like what is the optimal contextual chunk that you that these things are designed to think in and you don't ask.  
Them to do any more than that, and then you can.  
You can assemble that once you've kind of worked through those stages, you can assemble that in a way to get something higher level.

**Dulani Woods** 13:55  
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**You probably should have tried 20 different ways before giving up.**  
**And had all kinds of insights.**  
**Or you should have had a bunch of us coming to your aid saying, hey, Todd tried this and used this, this particular one, and used this set of prompts and.**  
**And use these cyanometrics these types of metrics in order to, you know, get get the kind of thing that you're getting. And we we do have.**  
I mean, I think we're doing much more than our competitors that I'm aware of.

**DESCRIPTION OF METHODS CENTER SCALABLE COMPUTING.  
Todd Helmus** 6:34  
What methods that you guys focus on?

 **Dulani Woods** 6:36  
Yeah, we can talk about the method center and and I know that's the reason why you guys reached out, but I've probably got better things to talk about outside the method center.  
Method Center Scalable Analytics was essentially originally focused on, I think back a decade ago was mostly focused on things that were big data, scalable methods, things that if you took.  
It you sort of were able to figure out how to do something once, then you would want to scale it up and do it a million times.  
A billion times whatever on on the right hardware so.  
Something that you couldn't? Well, something that you could do in a small way on your machine if you decided you wanted to do it a lot more times, you wouldn't be able to do it on your machine.  
You'd overload your machine your your. By that I mean your laptop.  
So maybe you want to take it to a larger server, or maybe you want to, you know, break it up. Doing something like Hadoop and map reduce or break it up and take it onto some kind of a scaleable analytic cluster or something like that. And so the.  
I think the original idea behind SCAN was to be able to not have ran research limited by.  
By the size of the data set.

\ **Dulani Woods** 7:39  
And I think when I applied for the job I and which was coming up on three years ago now, I in large language models were just barely out there as something that people were caring about.  
I said that what I think Rand researchers need to do is be able to use these AP is that are out there.  
So it really would be like can I take some existing service like let's say it's geocoding. Can you know, can Duran researchers might say I've got a million addresses and I want the latitude and longitude.  
Yeah, there's ways to do that.  
Or you could just feed them off to a geocoding service and back.  
You get your results or you know, doing things like that. So that was sort of what I envisioned. And since then, you know, the the the tools of large language models have really become, I think, both front and center and a bit of a struggle. And so both.  
Liang and I have focused on.  
Making sure that those kinds of things, especially in a quantitative sense, if if you're talking all the methods center, there's certainly a lot of people doing, you know, let's summarize.  
As my interview notes, you know in the qualitative sense or the gaming people might be doing some, you know, how can we have this AI tool sort of augment our game?  
But we're really just trying to help people scale up large.  
Quantitative analysis for the most part, and that could involve large masses of text and extracting information from them.  
So that's and we've also focused on things like just being able to understand the limits of the models. So Red teaming, trying to break them, those kinds of things.

 **Dulani Woods** 9:31  
From scan I have no idea. We have, you know, we to any brown bag we have we usually may have maybe 100 people show up. It seems to be less lately. The more niche it goes.  
So maybe we've had 20-30. Forty people show up to a brown bag.  
I don't know what that gives you in terms of adoption or use it, Rand or even levels of interest, but that's sort of what we've got on the scan side now.  
I'm I've certainly been.  
I think I'm hopefully I mentioned in my reply to you. I've been collecting all manner of data.  
This is more on the.

**EXAMINING FREQUENCY OF MICROSOFT 365 COPILOT  
Dulani Woods** 10:07  
Ranchat how many people are using the Microsoft 365 Copilot?  
So I've got.  
I've got actually all of that except for the the network logs piece.  
So I've got a a lot of usage data.  
Across the board for these other methods, and I think honestly there's an increasing adoption.

 **Todd Helmus** 10:23  
What does that look like?

 **Dulani Woods** 10:27  
I mean it's.  
I don't know if I haven't tried to turn it into percent of Rand I. If I made me guess, I'd say maybe 10% of Rand is regularly using them.  
Obviously there's people that are doing more and doing less.  
Using for using for different things, but I was just gonna say about.  
Oh well, yeah.  
JC I think is gonna slice.  
The oh, I know what I was gonna say.  
I was gonna say the the in terms of sort of scalable stuff, I think the people that are doing real serious work like you're talking about, whether it's like the person who's doing the analysis across the Rand reports is probably using the Rand open AI API that is.  
That sound like a.  
Yeah, which is I think the the big heavy lift work.

 **Dulani Woods** 11:10  
I think that's what people are using because it's, it's free, it's there and it's capable.  
And so that's probably your best.  
It's probably your best insight into.  
The kinds of work that's being done at scale with those tools is the number of people that are using those APIs and Jc's. The one that sits on that data.  
He's given me a slice of it from.  
From he uses power BI as a front end of that data.  
He's one day, he said.  
He's planning on having the data accessible through some interface to all of us, but I asked him another question last week.  
I guess it was and I don't.  
I've seen an answer on that, but what I'm looking for is sort of some overtime stuff.  
So I'm looking for. Can you tell me what was the usage number and maybe number of queries per person?  
On this month versus this month versus this month, maybe in some ranges of you?

**CLIENTS WANT A CONVERESATION WITH RAND; NOT JUST A RAND REPORT AND POTENTIAL ROLE FOR AI**

**Dulani Woods** 12:34  
And I I think the parts of our administration seem to be echoing that a bit because Andy's talking about speed and Jason's talking about adoption and and turn around time and deadlines and all kinds of stuff. I know some of that's due to the just.  
Way the administration is lately but, but I think we've had a.  
A longer term focus on you know we do need to to be faster even if you remember, Laura Schmitt was here a decade ago and she went to something that was called like a Google policy presentation and she came away from that saying.  
If Google can produce like a 75% answer in two days and we produce a 95% answer in a in a year, you know what's better for the client and you know, obviously the answer depends on the situation at hand.  
But if someone can do that, which nobody really can yet, you know that there's some value to being able to.  
Do that kind of thing quickly. So I I held AI held a like a Policy Research Focus Group A couple years ago.  
Right, right.  
Actually, when I started scan just to try to get at that but I I do think there's a a skipping past a whole lot of thoughts in the middle there.  
I do think there's a lot of urgency in my mind towards us being able to automate things that are automatable so that we remain competitive and there's I think there's an awful lot of room out there to automate things, and we're not focused on it, right, we're we.  
Still very focused on just, well this is how I do my job.  
Is how I do things and not.

 **Todd Helmus** 13:52  
Is that we've always done it.

**Dulani Woods** 16:27  
I think we're referring to the the future Policy Research Focus Group that I did early on at scan.  
So what you're talking about?  
Yeah, that one.  
So the idea was that.  
**What we we spent first a little bit of time figuring out what clients want.**  
**And the the general conclusion is that what our clients want is a conversation with a knowledgeable analyst.**  
So now how do you get that right?  
So that's what they want. That's like you're muted.  
Good again, Todd.

**NEED MORE TRAINING AT RAND**

**We have, like the AI Dash help desk. We've got the AI developer circle. The AI study circle. We've got all you know, open AI.  
We have tons of internal tools that we have access to and and people to help you use them, but I still think we there's a lot of opportunity for us to take what we have.  
And put it to really good use.  
So it's just a whole bunch of stuff I like.  
I held last month.  
We all of the research programmers had a had an annual training in in DC and so we spent about 3 hours going through like here's what's coming in terms of AI writing code.  
Here's what people at rander are like.  
Here's what some of your colleagues are already doing.**

**Let's let's start thinking about integrating these kinds of things into your workflow.  
So we did a a very nice series of a couple like a panel discussion we did.  
Like an intro and a sort of like what do you need in order to get there kind of thing. And I think we should be doing that honestly.  
I think we should be doing that across Rand like in chunks like pick a, every method center, pick a method like here's what's coming.  
Here's what people here's what your colleagues are already doing.  
What do you need to keep up with them?**

 **Todd Helmus** 15:40  
Yeah, like more more tailored targeted training.

 **Dulani Woods** 15:44  
Yeah, yeah.

 **Todd Helmus** 15:44  
Events that sort of bring bring the skills to the people, so to speak, and don't rely on them to go look for it.

 **Dulani Woods** 15:48  
**Part Yeah, part part training and part just interactive, right?**  
**Part, just like, let's talk about almost like a workshop or almost like a let's talk about what your pain points are at work or your pain points are with using these tools.**  
**And let's make them less painful.**





**DESCRIPTION OF POTENTIAL TOOL CALLED RANDY  
Dulani Woods** 17:01  
Yeah, that was just we did.  
AI did a series of interviews with people like Pete and Zev and stuff like that, internal to ran and and then did a a bit of a work like a one hour workshop where we just talked through some of those types of things. And so that was it.  
Was not a, you know, super scientific.  
I'm not a qualitative researcher, but I just wanted to know.  
Just wanted some insights and I I felt like it.  
To me, it's been very useful.  
I've used it over and over again in in, in conversation, but if you if you look to some degree at what higher level?  
Policymakers get that is what they get, right?  
They get a conversation with a knowledgeable analyst. It's expensive.  
It's time consuming.  
It's hard to do in order to get a quote.  
Knowledgeable analyst. That person has to go become an expert in the thing that you're going to have a conversation about.  
And but the the technology is coming such that that knowledgeable analyst could be more of an automated thing and not necessarily human at A at a lower level. And so that so I kind of came away with from the that series of discussions that that workshop.

We're thinking that what Rand's future product would be my label for it, which is a bit mislabeled because this thing exists in a different way.  
It's an expert system and so there should be a system that knows what the client's level of interest is. Maybe has some of the clients documentation, maybe has some of the clients data, has access to the client's data, is surveilling the environment and getting here are.  
The changes that are relevant and is able to do some level of analysis and so maybe maybe this this thing is is in.  
In e-mail.  
Or it's, you know, it's reading your e-mail.  
It's maybe it's offering a reply.  
Maybe it's replying on behalf of like the project team or the the expert team, but this expert system is something that we, I mean, we have the technology now to do those kinds of things to do some very minor like, here's what's going on in the world. Oh.  
Look, this thing is relevant to you.  
Let me summarize why it's relevant to you and shoot you a you know a 11 paragraph e-mail or something like that.  
Or to continually update.  
Analysis based on changes in the in the environment.  
Or to have a client potentially say hey, what is XY and Z from this last effort?  
Or maybe not.  
I'm gonna ask everybody like, what is XY and Z and this, you know, there there is a tool at a certain level of expertise that could potentially answer that.  
Maybe it?  
Maybe it answers it and sends it to the Rand researcher first, and the Rand researcher says. Yep, that's right. Let's send it on.  
Or I'm. I trust this enough to send it on? So I think that's where ultimately we wanna be is have.  
A essentially an automated system.  
I'm I've been trying to name it since we're recording this. We can. My name is Randy.  
We're gonna call it right in the K.  
\*\*\*\*\* \*\*\*\*\*. You know, like, hey, Randy, what is XY or ZI?  
Think that's a good Rand brand?  
But see if I can get people to buy off on that.  
But you know, hey, Randy, what is, you know, the the impact of the shutdown of USAID on AIDS rates in southern Africa over the last two years?  
Alright, let's what do we need to do to get there?  
So I think that's what what our clients want is to be able to ask a question whether it's of a human or of a machine and get a relatively quick answer with some with the appropriate levels of analysis and caveats. And I think we should be working as.  
Quickly as we can to get to that kind of.  
A place.  
So whatever whatever techniques and tools get us, there is what we should be working towards.

 **Todd Helmus** 20:16  
I mean, it's an interesting.  
It's an interesting notion that clients are interested in having a conversation with.  
A with us about our research, we generally oftentimes think of our work as one way communications.  
And not just one way communications like obviously groteskly large.  
Like one way communication is then I give you 100 page report and we don't think I mean it almost would involve like you know.

 **Dulani Woods** 20:42  
Hmm.

 **Todd Helmus** 20:48  
Substantive rethinking about what a RAND product is.

**VARAIBLE LENGTH DOCUMENTS ON COMMAND  
Dulani Woods** 20:52  
Absolutely. Thank you for saying that.  
Yes, I 100% agree. We should be able to get a minimum right now.  
We should be able to produce and we kinda do.  
**We produce research briefs, but we should be able to produce variable length documents from our long documents at on command.**And that's not, that's not a, that's not farfetched like we could do that.  
Now for, for a variety of audience.  
Make this one at a 10th grade level.  
Make this one at APHD level, but once you have all of the the big document, those subsets should be readily available.  
We should be and we should have people coming to the RAN website.  
Random people from the world be able to ask questions of our reports in a from a from a large language model kind of thing.  
Those technologies are out there now.  
Like what is?  
You know what is the main take away of this?  
Well, what does it mean for that?  
Like we could do that right now and we're not yet leaning in that direction.

 **Dulani Woods** 21:55  
Yes, or even public needs, right? If the public or someone wants to, someone wants to send a letter to their Congressperson.  
Hey I want to send a letter to my Congressperson.  
I'm worried about this particular thing. You know, I went to the ran red site.  
I saw this report.  
I just, you know, here's the thing that I want. Boom.  
Here's a paragraph that Randon analysis and such and such a date, and this is the result.  
And here's the thing I want to say, like enable people to have conversations with their policy makers as well.

**NEED FOR TOOLS THAT SUPPORT BROADER ANALYSIS AND NOT JUST METHODS  
Todd Helmus** 22:44  
And what you're sort of highlighting here is it's not.  
**There's not necessarily a one to one relationship between a method and a tool. There are obviously AI tools that span multiple methods and multiple approaches.**Especially given the way these tools can be adapted to to multiple needs, and you're sort of articulating.

 **Dulani Woods** 23:08  
Mm hmm.

 **Todd Helmus** 23:09  
Not even like a method per SE, but some sort of.  
Broad span, you know, broad range wide new approach to thinking about products.

 **Dulani Woods** 23:17  
Right.  
If if we are focused on that to me, in my mind, the rest of it will fall out. Like if we're focused on how sort of like, you know, the Toyota process when it comes to building a car, like, let's sit down in the room and let's look.  
At what the product is, we're we're.  
What are we delivering?  
We're delivering a conversation with a knowledgeable analyst now.  
What parts of our process from beginning to end, can we either a automate or B streamline in order to get there?  
And we don't, we don't think like that.  
We're not manufacturers, but, but that's.  
I think where we might want to try to be in order to not become obsolete.

 **Todd Helmus** 23:53  
Do you have any substantive like you know, anything written that you can share on this Randy proposal of yours?

 **Dulani Woods** 24:01  
No, I've never written that down.

 **Todd Helmus** 24:02  
Anything written, anything from the focus groups, like when you said you did the engagement with sponsors and others. Do you have anything from that that we could sort of parse through?

 **Dulani Woods** 24:03  
I just say it.  
Yeah.  
Yeah. So yeah, I have.  
I mean that again, that was like a series of interviews that I did and one hour thing, all funded by SCAN, which is not a massive organization like we had at the time, maybe a 40K budget or something like that for for a year. So I created.  
At the end of that I created a an infographic, so I'm happy to find that and send it to you, but I did not.  
We did not write a report of any sort.  
That was we did.  
We ran scan is not funded for that kind of stuff.

 **Todd Helmus** 24:37  
It seems like there would be value in.  
I don't know.  
Something that I mean, it'd be interesting to do like some sort of project where you're doing interviews with sponsors.

 **Dulani Woods** 24:51  
Yeah.

 **Todd Helmus 24:51  
To add some analytic weight to that type of thing, and you're you're really pitching is, you're a very fundamental change in how Rand thinks of itself and operates.**

**  
Dulani Woods 24:55  
Yeah.  
Yes, and I. And I'm gonna keep saying it until either**.

 **Todd Helmus** 25:04  
**I'm just trying to think if I carry some of that water like how do I?  
How do I analytically carry that?**

**  
Dulani Woods 25:07  
Yeah.  
Just you can just say Delani's worried.**I don't know.  
I mean, I don't know if I have any more than that, but you know, hopefully it's I think I don't.  
To me, it's just so obvious that the the the these technologies will change the ways we interact.  
And I I don't have a whole lot.  
I mean, there's if you if you stay, if you read the I guess what people write about what's coming with different technologies, you could see it that way, but.  
But I don't know.  
It's a lot of automation is coming.  
We've already got a ton in our hands right now.  
That's very capable that we have not leveraged and there's a lot more coming and it I don't.  
It's. I don't. To me. It's just I can see down the road. I may not be seeking clearly. I may not be seeing perfectly, but I can certainly see what's coming.

**OPPORTUNITIES TO AUTOMATE LITERATURE REVIEWS  
Dulani Woods** 26:12  
Yeah, yeah, yeah. No, I I prefer automation, honestly to AI.  
I mean, I think all of our little inefficiencies, whether it's with is getting getting data in, getting data set up to be analyzed, potentially looking at across what work has been done integrating, integrating across previous work, which is I guess what we'd call literature review to some degree.  
I think there's an awful lot of opportunity to automate all of those things.  
Or at least streamline them in a way that are less labor intensive.  
Like you're probably my age. And and when we were in college, you know, when it when you wanted to look across a series of journals, you'd find that readers guide to periodical literature or whatever, and you'd, you know, you'd have to go pull one at a time across.  
A stack of paper in the library, and we've already automated our way out of that, and I think even now you could see just just putting a query into Google Scholar as.  
Cumbersome, right?  
And even though it's way easier than what we did 25-30 years ago.  
Years ago, I think there's still something even easier than that where we would be able to.  
**You should be able to go in with a with a query and get a summarized result that's tailored to your particular level of interest. I think just I think a lot of things like that, that includes code.**  
You know, maybe maybe we're going to write a simulation and we write it 10 different ways because we can now rather than writing it one way.  
Maybe everything will be robust decision making because we can because we have the computational resources to both write it.  
And analyze it.  
So I think what?  
I guess this isn't maybe a direct answer to the question, but what I expect to see is a lot more for people who are doing the intellectual work.  
There's gonna be a lot more. This is the kind of thing I want to do.  
This is how I know it's going is being done well and now sending it off to the the research assistant, the machine getting it to produce the result and then you're evaluating, maybe refining the thing that you want to do and looking an awful lot about.  
At how well it has been evaluated.  
Buy some peer review ish kind of system, some kind of reviewing system.  
I think I'd probably straight a fair bit from your question, but I do think there's a lot of opportunity to just automate the the rote, routine kinds of things.

**RISK OF AUTOMATION? AND THE NEED TO DO PHD LEVEL USE OF LLMS TO SUPPORT ANALYTIC THINKING AND KNOWLEDGE GENERATION**

 **Todd Helmus** 28:51  
What gets what?  
What is the risk that we replace research assistants and what does that cost us?

 **Dulani Woods** 28:56  
Yeah. No, that that's a great question.  
It's it's comes up a lot on the AI study circle and I think there's some a fair bit of fear. So either with code or with with knowledge acquisition.  
Well, let me back up one first.  
I think that these tools so far, the way they're designed and the way they're implemented, make strong people who are already strong stronger, like it gives it gives the top 10% superpowers and maybe just lets the bottom 10% kind of not fall behind potentially.  
So. So I think there's there's a lot of value to the people at the top at the moment in terms of their own efficiency, understanding, strength, knowledge, those kinds of things.  
One of the the major concerns you see circulated on the AI study circle, an awful lot is, let's say, for code.  
If I need to have some knowledge base in code in order to be able to be a good coder, but this these tools are automating away all of the beat your head against the wall practice that makes.  
Do a good coder.  
Are we ever gonna have good coders again, right?  
Can we ever get people to that level?  
Because they never had to do the the grunt work.  
And I think the same thing is there's a very similar sentiment is echoed an awful lot on on the literature reviews and Peter being probably the number one person carrying this banner, but.  
If you know if.  
If you're not actually reading the document.  
And internalizing the knowledge inside it.  
How can you be trusted to carry away the wisdom in the in the in the some of the minor caveats that are in the documents that you should otherwise be reading when you're doing is sort of looking at what's already been done, assessing the knowledge in a liter.  
Literature reviews.  
Kind of things like that.  
I think there's extraordinarily valid questions.  
Those are real risks.  
I don't have real solutions other than I think we I think we need to be. For me, for example, some some of the ways my work flows change like I when I was doing a presentation.  
A couple of months ago, my standard practice has been let me go to three large language models and work out an outline like like I want to.  
Here's a presentation. Here's the audience.  
Here's what we want to do.  
Let's put it together and outline boom.  
I've got 3 outlines OK.  
I like this. I like that.  
Let's change this.  
Let's change that.  
Let's change this. Whatever.  
So now we've got an outline. I'm happy with my outline.  
Now I'm start fleshing it out and I actually turned to I think I might have turned all of them and I said OK.  
Now I've got this outline.  
What? Where's you know?  
Where are the gaps?  
What are the questions?  
What are the things that I'm missing?  
What is? What's what topics aren't being covered and and it went from being easier before because I just asked for an outline and have to think about.  
So now I'm writing essay questions in response to this these crazy language.  
So I created like 2 hours worth of homework for myself.  
Just by telling the thing to ask me questions.  
And and that is not easier, but I think if people can get into AI, don't know a thinking conversational.  
Situation with these tools.  
I do think you'll be able to maybe fill in some of these gaps like I'm going to be at a different level of talking.  
I may not be doing as much writing.  
I might be doing a little bit of reading in bits and pieces of these things, but I do think we're ultimately gonna have to get into this.  
Like what is the mindset I need to be in in order to a be curious to learn to understand?  
And and then produce something with a a reasonable foundation of knowledge.  
I mean like the average.  
Journal article is got a whole bunch of preamble that most of us don't need if we know the topic and so like these and maybe even some conclusions.  
There's a lot of stuff that can be stripped away by these tools, and you can just bring you the core content and then if you want to dive a little deeper, you get a little bit more.  
You want to dive a little bit deeper, but the risk is that we we don't do those things.  
But I think the risk is that we don't.  
We don't stay curious.  
We just take the output and and run with it and we don't grow mentally as a result of the interaction with the tools.

 **Todd Helmus** 32:51  
**I mean, you're really you're sort of describing PhD level use of these?**  
**I mean.**  
**Sophisticated use of these of these models in ways that like a lot of people don't think through or even it's easy to think they're an easy button.**  
**When if maybe you approach them in more complex ways, they're not an easy button, but the solution's not isn't. They don't provide an easy button, but they could provide a much more expanded solution space.**

 **Dulani Woods** 33:14  
Yeah.  
Yeah, a better button, I agree.

 **Todd Helmus** 33:21  
Complex solution space.

 **Dulani Woods** 33:23  
Like I, I mean, my wife does.  
Educational administration and she teaches teachers how to use AI and their teachers are all afraid that the students are gonna use these things as easy buttons.  
And that's when I and I share that with her.  
I was like, look how I'm using this thing like in the future, if we use them as a better button like not an easy button but like let's let's I have an always on thoughtful, very knowledgeable tool.  
Can I?  
Can I use that to make my product better like?  
If I care about being better, this work is no longer easy.  
But it helps me. You know it's got a knowledge base that I don't have.  
It's got a set of perspectives that I don't have.  
Can I use it to make the thing better? And I think that's something that we're not yet thinking about, but hopefully will soon.

**HOW CAN UNITS EXPAND ADOPTION?**

**-having PIs share insights and experiences**

 **Dulani Woods** 34:21  
I still have trouble getting to the word division from unit but but but in a. Yeah, I know, I know they change it too much.  
**So in rand structure, I would think I would think what you want is the the center directors, the program directors, whatever to see.**  
**Oh, look, this is innovative.**  
**This is novel. This is useful.**  
**Can you share your knowledge with these other Pis? These other project teams in in your?**  
In the division in the unit, and let's let's raise everybody's level at the same time.  
So I think it's just a matter of facilitating a knowledge exchange and A and A and a practice. That's. That'll be the first thing I would do internal to Rand is just facilitate that.  
There's probably a lot more you could do, but just just that would be beneficial if we just. I know, I know, are all of our program managers are crazy busy and not underfunded for doing what they do and they don't have time to add a whole lot of.  
Stuff to their plates. But but I think just saying, look, you know, Todd did this.  
Really cool thing.  
Hey, Todd, can you tell you know, Sue and and Jane over here what you did like, you know, I think Sue and Jane would have appreciate that on their next project.

 **VALUE OF HAVING UNITS REQUIRE AI METHODS USING FORMS** va  
 **Dulani Woods** 36:15  
I mean, there's no harm in trying it.  
I'm sure there's a role for.  
Yeah, I'm sure there's a role for it.  
I just I think the organization similar to the way Jason has talked about AI like Jason came to the organization, said AI good. Let's do more like. OK, great. That's nice.  
Now let's be more specific, right?  
So it really what he said, you know, changed the organization quite a bit. We think that is is providing tools for free facilitating. We've got the help group but but I I think more than any of that I think we just need to have a focus on.  
There's a lot of useful stuff out there now.  
And a lot more useful stuff coming.  
Let's have the mindset and the conversation about where it might be useful, and let's experiment.  
In a.  
In a skunkworks kind of way with doing that with using with with integrating these tools like we can just do our regular job just like we normally do. But like over here on the on the side, what if I did like I've got project a, what if I?  
**Wanted to have project a prime and just try it with a whole bunch of other things like let's integrate. Let's let's let's let's throw.**  
**A bunch of different automated tools added and see what project A prime did relative to project AI mean just it costs money. It costs real money and time.**  
**But I think it's something we ought. We just we I think we should just be focused on those kinds of things and then trying it.**  
**We have the mindset like speed is coming.**  
**Describe the future.**  
**You know what's coming, and let's try to find ways to to meet that future**.

 **Todd Helmus** 37:44  
With this sort of hints at the value of like unit level discretionary money to support those types of extra efforts.

 **Dulani Woods** 37:51  
Sure.  
Yeah, wherever it comes from.  
The CE OS Ce OS funding bills effort, right?  
That's discretionary money.  
We're building tools with it, but we could be talking about how we're automating with it.  
I mean, that money could be used in a variety of ways.

**WHERE ELSE AT RAND RIPE FOR INNOVATION? DESCRIPTION OF AI TO HELP WITH PROPOSALS**

 **Dulani Woods** 38:13  
Good question.  
I asked that question too.  
I guess.  
If we're going to frame it as a question, like where else in Rand?  
Is are, are we ripe for this kind of innovation? And I I would, I would answer the question with two areas.  
So so let me answer it with a practical example for a SEC.  
I was asked the other day.  
To.  
**To.**  
**Write a letter to the NSF in order to ask for some money. Because we heard they might be sitting on some.**  
**So not having done that before I went into opt and I said, what proposals have we written to the NSF before?**  
**Here's some which ones were successful.**  
**Here's some let me pull those out of Rand's document management system.**  
**Drop them into our internal large language model and say please give me a structure and some.**  
I asked a bunch of questions of the proposals, like I didn't read them.  
I just said here's 3 proposals.  
What were their structures?  
What did they talk about? What was this?  
What was that?  
What was this?  
And then then I took that and then made my outline.  
And then I used turn to another large language model and and had it fill in some of those gaps.  
And then I essentially shape those into into a couple of letters based on the topic. Like I kind of gave a large. Here's the topic I'm on.  
Like, here's the outline.  
Like functional outline.  
But now here's the topic I want to fill in on the functional outline.  
So let's fill those in.  
We don't make that easy like proposals go into this PDF database that nobody knows even that exists, and we don't learn from them.

 **Todd Helmus** 39:55  
I'm even surprised you're able to do what you did.

 **Dulani Woods** 39:58  
Yeah, opt makes it opt.  
Well, there's, there's a couple of ways you have to you have to have a little bit of a hacker mentality, but opt sometimes links to to proposals and then in the contract, says DMS. Like there is a database, a contract, contracts like they they care about the CONT.  
But they don't care about the learning and the knowledge, and so like it sits there.  
And that's like a SharePoint thing. Once you get into that, you can sort of just start flipping through it like I can if you if you do it right in SharePoint, you can see like what were the 20 proposals that were added to it today like you can.  
Read them like you can see, but we don't make.  
We do not make that easy.  
So just like learning about successful proposals and maybe that was the mindset behind Salesforce like Salesforce is supposed to be able to do that kind of thing. But you know it's it's meant to be able to have a tracking, what works with your clients. But we don't take.  
The proposals that people write and make it.  
To reuse for another proposal or learn from so. So the whole proposal pipeline, we are not thinking about as far as I can tell, like nobody's fussing with that. And at the very other end of the scale, the third rail of Rand is pubs and OEA I.  
Said that on recording, didn't I?  
And and so that process also is so ripe for.  
Improvement. And then we've had.  
I know we've had these digital first.  
We have these digital.  
First kinds of analysis.  
Or publications we but but.  
We pubs often gets pushed to be efficient and it results in.  
Here's our trackers. Here's our.  
All here.  
Like, here's who you can see.  
Oh, it's stuck on this person.  
It's stuck on the Pis desk.  
And here's the timeline.  
But we're not looking at.  
I'll say it this way. As far as I can tell, we're not looking at what others have done in order to.  
Be efficient at publishing things like we I said this in a call on Friday, but no, our API at Rand is e-mail like we manage documents by e-mail.  
Rather than managing content.  
In in a sort of a content management system that then people can throw in content tune.  
So here's our here's our textual content. So so.

 **USING AI TO SUPPORT PUBLICATIONS**

 **Dulani Woods** 42:13  
In certain, let's say you're building a website.  
Your your text is different than your style like your CSS which is different than your.  
Your graphics which come in from another source and so we should be managing some like the text.  
In the methods in a way that that allows people to work reasonably well in parallel, we sort of have collaborative editing now.  
I mean we do it.  
We can do better and then the other pieces can come in from other source like we've got graphic artists working on graphics. OK, well, those can come in.  
They don't have to live in the document.  
They can just show up in the document as needed and be updated as needed, but they don't have.  
They can live in a system that can assemble, quote the document as needed on the fly. The organization that I I didn't come up with.  
I think you remember Ricardo Sanchez.  
He he went when he was still at Rand, he went to.  
I think it was called plot con like like people just the conference about plotting. But this this group O'Reilly who publishes a ton of books like we do.  
Said that they'd, you know, upgraded and modified their process essentially to put it on.  
Sort of a Git style backbone so that like the text is over here, the formats we can worry about in another way. You know we can apply this format for going to digital book, but we can put this format on for going to paper book.  
Those are all managed separately in a way that in in a way that's very similar to way software developers manage software products and and reports. And so you all these things live separately and they claimed to have saved 60% on their cost. Their publishing cost, which I.  
Also suggest must mean that they saved 60% on time.  
That would be should be very, very interesting to to. Everybody ran.  
I've sent those.  
I've sent that claim along with the YouTube video to people like Andy.  
And Steve?  
And about five other people at senior levels of ran whenever there's complaints about our slowness of publishing. And I I think I get a polite nod.  
Thank you, Dawani, and I'll look at that next.  
So I mean, maybe I should be, you know, wringing that cage a little bit, a little bit harder.  
But when we had our like process when we had our process improvement Tiger team, I was on one of them, but I was also interviewed as a part of one of them. And I kept saying we need we need a skunk works, we need something that's outside of.  
The ran outside of OEA outside of pub.  
That can experiment without being, you know, hurting our brand and and show how we could do these kinds of things better. Supposedly the thing that resulted from that was GER and task like task really does things. And I work for task a lot now. But task does things.  
In a very weird way.  
And and we often don't do things in the same way that Rand quality assurance would like.  
And so I think what we got was that, but we did not get it.  
Outside of the OEA.  
Umbrella which is is to me is sad to me.  
That was a key point.  
Is that OEA is a is a gatekeeper for good reason.  
They're they're they're keeping our brand valuable.  
I think we should have another route that is outside of their gatekeeping, that lets us experiment in a way that could be innovative.  
SO22 ends of the pipeline, yes, we're looking at research, but I think both preparing, preparing proposals, if it's if it in that way.  
And then preparing our product I think are very, very, very ripe for improvement and we don't seem very focused on that.  
You're muted again, yeah.

 **Todd Helmus** 45:47  
OK. Is it is it helpful?  
Andy, you mentioned before that is it.  
Tasp is doing a reference me to find your e-mail.  
Yeah.  
Hang on one second.  
Oh, it's leadership.  
OK, so you recommended we talked to Leah Dion.

 **Dulani Woods** 46:16  
And for for a scan, yeah.

 **Todd Helmus** 46:17  
Yeah, it's good enough.  
OK, excellent.  
And then.  
OK.  
Just make sure I'm. I'm getting everything here also as part of the AI analyst effort, we've been collecting other information on AI use at Rand.  
So that's ongoing. You don't have any data to share from your from that analysis yet, do you?

 **Dulani Woods** 46:42  
Mm hmm.  
Yeah. Oh yeah, I can.  
Yeah, I can. I can.  
I can share the logs that I've gotten thus far from.  
Various parts of IIS we the survey that we're doing for that.  
Will, well, we just, we just HSBC gave us some feedback on Friday. We probably need to answer that today and then we might have the survey out by the end of the week if we're lucky.

 **Todd Helmus** 47:08  
OK. And then you mentioned that at least three prior efforts.

 **Dulani Woods** 47:12  
Mm hmm.

 **Todd Helmus** 47:13  
To gather information on AI use at Rand.  
By is RPG now what's? What's RPG DST?

 **Dulani Woods** 47:21  
RPG is the yeah. RPG is the formerly known as the Research Programming Group, now called Data Science and Technology. Yeah.

 **Todd Helmus** 47:26  
Oh yeah. Gotcha, gotcha, gotcha.  
That's right.  
And third, you're not remembering.  
And so you have some of the results from those surveys interviews.  
Yeah, I think we'd be interested in anything you can share on all that. I'll reach out to Casey as well. And Amrita, about what their current survey use is.

 **Dulani Woods** 47:34  
Yes.  
I'm still. I'm part of that.  
So Casey's sort of my boss in task and Rita is a summer associate and I'm the that's the whole hspc thing that we're working on right now.  
So I'm not sure I you're welcome to reach out to any of them as you like.  
I can.  
I think I sent you a copy of the survey at the time.  
I'm not sure there's a whole lot of unique.

 **Dulani Woods** 49:22  
I mean.  
Yeah. I mean, I think there's plenty of people in IAS.  
So if you've not talked to **JC Bartle and JD Parsons**, I would.  
They're they're right in the middle.  
People don't. Don't.  
I mean, I guess those of us who work with them a lot see them, but they're they're they're like, right in the belly button of the the tools that we we have access to cord is usually a good one.  
He's kind of more cord and and.  
Shoot.  
Russ, Diet are kind of more in the where.  
What direction are we going?  
Kind of thing and helping to buy buy the stuff.  
I don't know if it would be beneficial.  
I mean, there's people like Theresa.  
What is Theresa's last name? I'll have to find that.  
Forget Co.  
I think it's Ko. She's brand new.

 **Todd Helmus** 50:10  
Yeah, she just got hired, right?

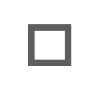
 **Dulani Woods** 50:11  
Yeah, she's brand new. And so our our CEO is also super new, but I don't.  
I mean, if you got time, it certainly wouldn't hurt to to hear what they have to say based on their initial observations.  
They both have.  
See Tim winders.  
This is, I guess, the new CIO.  
So they're, they've both been here for 3-4 weeks, but they both came from organizations that have a clue, you know, Tim's had some background and Teresa worked at both Google and and Apple.  
So she's, you know, come from those organizations.  
She's here now and probably has some observations about what's different in in the way we approach.

 **Todd Helmus** 50:42  
Probably. I'd probably be interesting conversation.

 **Dulani Woods** 50:43  
Yeah. So so like talking to people.  
Yeah, yeah.  
So she's she's got a good background.  
And Tim came from Purdue, but I don't.  
I don't remember his prior background, but he's, you know, he's.  
Is is CIO level stuff right?  
He's he's got some pretty high level understanding of the way organizations get stuff done and I think he's he's seen a few things already and probably has a lot of useful thoughts, and it's probably a good idea to to talk to those folks.

 **Todd Helmus** 50:58  
Yeah.  
OK. All right, man.  
Hey, really appreciate you taking time to chat with me on your vacation.

 **Dulani Woods** 51:11  
Mm hmm.

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