

2003

ANNUAL REPORT

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NORC

AT THE UNIVERSITY OF CHICAGO

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2003 ANNUAL REPORT

NORC is a national organization for research at the University of Chicago—with offices on the University's campus, in Chicago's downtown Loop, in Washington, DC, and in Bethesda, MD, as well as a nationwide field staff. NORC's clients include government agencies, educational institutions, foundations, other non-profit organizations, and private corporations. Although NORC's national studies are its best known, our projects range across local, regional, and international perspectives as well.

Established in 1941, NORC was unique among survey research organizations. Instead of collecting, analyzing, and reporting commercially motivated opinion poll data—the typical national survey practice at that time—NORC's mission was to pursue objective research that served a broadly conceived public interest. NORC's early survey work provided the first rigorous empirical standard against which to calibrate the beliefs of policy makers claiming to represent and respond to "the people's will" on vital issues of the day. NORC was also a pioneer in improving the speed and accuracy of surveys through electronic technologies. And NORC leads in the development of survey methodology as a field of study and progress in its own right.

Continuing to work in the public interest, NORC pursues research to help resolve the issues facing society in the new century—through the design and implementation of complex surveys and other data collection strategies and through the objective, sophisticated interpretation of social science data using advanced statistical and other analytic techniques. NORC's longstanding affiliation with the University of Chicago also provides privileged access to the University's world renowned faculty.

NORC's project work is done in an interdisciplinary framework, with strong staff cooperation across substantive areas. NORC is an equal opportunity employer committed to facilitating the personal and professional development of everyone on its staff.

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OUR MISSION

To conduct high quality social science research in the public interest

OUR VALUES AND GUIDING PRINCIPLES

Excellence

We are leaders in social science research. We strive to achieve excellence in every facet of our work by providing advanced solutions for collecting, analyzing and sharing data. We meet or exceed our clients' expectations for quality, achieving an appropriate balance of time, budget, and scope.

Collaboration and Mutual Respect

We build long-term relationships through collaboration and mutual respect. We respect the rights and well-being of our study participants. We build productive teams with our clients and colleagues, communicating in an open, honest, and constructive manner. We advance the field of social science by freely exchanging ideas with the larger research community. We nurture and capitalize on the complementary strengths of NORC and the University of Chicago.

Employee Potential

We recognize that NORC employees are our greatest asset. We hire and retain a diverse group of talented individuals. We have a work environment that fosters teamwork, encourages creativity, and provides equitable opportunities for growth and development.

Stewardship

We are responsible for effective use of the assets entrusted to us by our clients, respondents, and trustees. We deliver data and analyses that ensure the integrity of our research and serve the public interest. We exercise fiscal prudence to ensure the long-term viability of the organization.

Letter from the Chairman and President

We are pleased to report that NORC has been extremely successful in the two years since our last corporate report. We have maintained a consistent pattern of growth, with total revenue at \$66 million for 2003 and expected to reach or exceed \$83 million in 2004. This includes strong pursuit of new business in Information Technology (IT). We have also added several distinguished members to NORC's senior staff. And we are undertaking some exciting new initiatives.

Recent Awards

By far the largest of our recent awards epitomizes the new prominence of IT in NORC's project portfolio. The *Qatar National Education Data System* is a project to design and implement an integrated system of data collection, management, and analysis to support the State of Qatar's program to improve that nation's primary, preparatory, and secondary school programs. The scale of this system is huge even for NORC, but its advanced IT technology and design will open the way for new applications in many other NORC endeavors.

Other projects that illustrate the range of NORC's approaches to fulfilling its mission include:

Social Life, Health, and Aging. This nationally representative survey is exploring the health and well-being of older Americans. In addition to the unprecedented detail of the data, a cutting-edge contribution of this study is its use of non-health-professionals (i.e., interviewer staff rather than nurses) to successfully collect biomarkers.

No Child Left Behind. This national longitudinal study will collect data from district administrators, principals, teachers, parents, school paraprofessionals, and supplemental education service providers in K-12 schools countrywide. The result will be the main information source for the U.S. Department of Education as it evaluates how districts and schools are addressing the reforms embodied in the No Child Left Behind Act.

Consumer Assessment of Health Plans. This is a pilot test of the survey instrument developed by the Centers for Medicare and Medicaid Services (CMS) and the Agency for Health Care Research and Quality (AHRQ) to assess quality of care from the patients' perspective. Its focus is on hospital inpatients in acute care facilities.

Formulation, Estimation, and Identification of Hedonic Pricing, Demand, and Supply Models. Hedonic models are at the heart of modern methods to adjust cost of living indices for changes in quality. This econometric study, which exemplifies the close ties between NORC's research centers and University of Chicago faculty, seeks to develop the economic foundations of hedonic models to more generally applicable settings than have been developed to date.

Chafee Independent Living Programs. The Foster Care Independence Act of 1999 extended foster care services for youth from age 18 to age 21, in an effort to reduce the great risk of multiple negative outcomes faced by adolescents as they leave foster care. This evaluation project will be a random assignment field test comparing the impacts of the new programs with the impacts on former foster care children ages 18-21 of a standardized service package.

Recent Senior Appointments

A series of new hires at the senior level has added significantly to our already outstanding staff.

John Thompson joins us as Executive Vice President. He also heads our Survey Operations and is a member of our Economics, Labor, and Population Studies Department. He came to us from the U.S. Census Bureau, where he was responsible for directing all phases of the 2000 decennial census.

William G. Barron is our Senior Vice President for Economic Studies. He previously served in a number of important government positions, including Deputy Commissioner of the Bureau of Labor Statistics and Deputy Director of the U.S. Census Bureau. Most recently he was John L.



Edward O. Laumann,
Chairman



Craig G. Coelen,
President

Weinberg/Goldman Sachs & Company Visiting Professor of Public and International Affairs at Princeton University's Woodrow Wilson School.

Caren Skoulas is our Senior Vice President and Chief Financial Officer. She previously served as Associate Provost for Planning and Budget Director at the University of Chicago, and brings extraordinary skills to NORC's financial management and planning.

Norman Bradburn returns to NORC as Senior Fellow and member of our Education and Child Development Department. We are delighted to welcome Norman back to NORC. He is an old friend who has a distinguished history of service to NORC and to the University of Chicago more generally. He comes back to us after serving as the Assistant Director for Social Behavior and Economic Sciences at the National Science Foundation.

Kirk Wolter is another NORC alumnus we welcome back. He comes to us this time, after a brief period pursuing other opportunities at Iowa State University, as Senior Fellow and founding director of our new Center for Excellence in Survey Research (see further below).

Marc Berk joins our Health Survey, Program, and Policy Research Department as Vice President and Senior Fellow. He came to NORC through our merger with the Center for Health Affairs, formerly of Project HOPE, where Marc served as Director of the Center for nine years. We appreciate the exciting capabilities Marc and his group bring to NORC. We also welcome *Jacob Feldman* and *Claudia Schur* as Senior Fellow and Principal Research Scientist, respectively.

Nancy Potok joins us, on loan from the U.S. Census Bureau, as Acting Director of the Economics, Labor, and Population Studies Department. She previously served as Principal Associate Director for Administration and Chief Financial Officer of the Census Bureau.

In addition to these welcome additions to NORC in a variety of capacities, we are pleased to announce a major strengthening of our IT staff. At the senior level we welcome *Armin Roeseler* as Vice President for Infrastructure and Systems Operations, *Mohit Sen* as Vice President for Technology Projects, *Dori Kelner* as Director of Project Data Services, *Kumar Bala* as Director of the Qatar Data Warehouse and Internet Portal, *Hatem Ghafir* as Project Director for the Qatar National Education Data System, and *LeRoy Hodge* as Director of Administrative Data Services.

We are also proud to note that our Vice President for Statistics, *Fritz Scheuren*, is President-Elect of the prestigious American Statistical Association.

New Initiatives

Three new resource investments are particularly noteworthy for NORC:

Center for Excellence in Survey Research. This new Center has already started two grant programs to foster NORC's survey research enterprise and increase collaboration between University of Chicago faculty and NORC staff. It is also planning a program of workshops and conferences, plus a website, newsletter, and technical report series.

New National Area Probability Sample Frame. This initiative is developing a new and improved sample frame, which NORC will use throughout the next decade. It incorporates the U.S. Postal Service list of addressees as a base and has already been demonstrated to be much more accurate and flexible than the "traditional" methods previously used.

CATI Technology Upgrade. We have now installed and fully tested major upgrades in the hardware and software technology that supports our CATI center. This state-of-the-art center supports predictive dialing and automatic disposition of call results, as well as advanced sample management and instrument development. We expect the investment to increase NORC's productivity by as much as 30 percent.

** ** *

As these highlights attest, NORC has achieved significant recent growth and diversification as it continues to live up to its reputation for rigorous and creative data collection and analysis. We are proud to be a part of this dynamic enterprise. And we, along with all our NORC colleagues, look forward to continuing our contributions to policy-relevant knowledge in pursuit of the public interest.



Edward O. Laumann, *Chairman*



Craig G. Coelen, *President*

PROJECT HIGHLIGHTS

NORC pursues research to help resolve the issues facing society in the new century—through the design and implementation of complex surveys and other data collection strategies and through the objective, sophisticated interpretation of social science data using advanced statistical and other analytic techniques.

Qatar National Education Data System

The State of Qatar enacted a decree in November 2002 to establish a new K-12 education system. To support this effort, the Evaluation Institute of the Supreme Education Council contracted with NORC to design and implement an integrated system of data collection, management, and analysis. In 2003, NORC began the initial phases of this multi-year project to test, survey, and analyze educational reform as part of Qatar's national program to improve primary and secondary education.

NORC will create and maintain the Qatar National Education Data System (QNEDS), a warehouse of annual assessment-test results; conduct related annual surveys of students, parents, teachers, and administrators; develop inventories of educational resources by schools; and possibly, develop extensive longitudinal measures from classroom observations. For the next three to five years, an important component of the work will consist of IT staff creating and maintaining the QNEDS data warehouse and providing access to data for families, administrators, policy-makers, and others via a secure internet portal. The scale of this data system is huge even for NORC, but our use of advanced IT technology and design portend new opportunities and applications for many other NORC projects.

A project of NORC's Information Technology and Education and Child Development Departments.



Best Hospitals

U.S. News and World Report's Best Hospital Survey has been conducted by NORC for the past 12 years. Board-certified physicians in 17 specialties are surveyed each year to identify up to five hospitals which they consider provide the best care in their specialty. Those "reputation" data, combined with risk-adjusted mortality rates and American Hospital Association structural data for each hospital, are used to rank the hospitals in each of 13 specialties, including

cancer, cardiology, digestive disorders, otolaryngology, geriatrics, gynecology, hormonal disorders, kidney disease, neurology, orthopedics, respiratory disorders, rheumatology, and urology. The remaining four specialties, ophthalmology, psychiatry, pediatrics, and rehabilitation, are ranked by reputation alone. The 2003 rankings, developed to inform consumers of the best institutions in each specialty for life-threatening illnesses, were published in *U.S. News and World Report's* July 28, 2003 issue. The 2004 rankings are now in progress.

A project of NORC's Statistics and Methodology Department.

Transition to Nicotine Dependence in Adolescence

This study investigates the natural history of nicotine dependence in adolescence from experimental smoking to dependence, and seeks to identify the risk and preventive factors that explain why some young tobacco users become dependent and others do not. Conducted with principal investigator Denise Kandel, Columbia University, and sponsored by the National Institute on Drug Abuse and the American Legacy Foundation, this two-stage study was initiated in January 2003 with 6th-10th graders in the Chicago Public Schools, to obtain a sample of adolescents and their parents (primarily mothers) for a five-wave household panel study. In Phase I, 16,000 students in grades 6-10 from 43 junior and senior high schools were administered a brief school-based survey. Survey responses were used to select a target sample of 1,236 new smokers and susceptible non-smokers evenly divided among non-Hispanic whites, non-Hispanic African-Americans, and Hispanics. Phase II is a two-year longitudinal follow-up study that includes (a) three annual parent-child household interviews (with questions about use of and attitudes toward tobacco, alcohol, and other drug use, and participation in illegal behaviors); and (b) two in-person youth interviews six months after each household interview. A saliva sample is also collected from the youth.



A project of NORC's Substance Abuse, Mental Health, and Criminal Justice Department.



Evaluation of Racial and Ethnic Approaches to Community Health (REACH) 2010

For the Centers for Disease Control (CDC), NORC has developed a national evaluation methodology supporting the agency's REACH 2010 initiatives. This evaluation documents the contributions of REACH 2010 grantees to CDC's historic commitment to eliminating health disparities among racial and ethnic minorities. NORC is a lead partner on the two community-based behavioral surveillance stages of the REACH 2010 initiative. These stages include monitoring widespread change in community risk and protective behavior, as well as reductions in health disparities, over a four-year period.

For this effort, NORC is implementing population-based surveys in 27 of the 32 REACH 2010 demonstration communities. About 1,200 project participants are being interviewed annually in the 27 communities for four years. Study participants include African Americans, Hispanic Americans, Asian Americans, Native Americans, and Pacific Islanders. NORC is planning, developing, and implementing individualized research approaches for each of the 27 communities. Additionally, NORC provides support to individual grantees in data use, analysis, interpretation, and application.

A project of NORC's Health Survey, Program, and Policy Research Department.



New Immigrant Study

NORC, as subcontractor to the RAND Corporation, is conducting data collection for this study, which began in December 2002. Principal Investigators from RAND, Princeton, New York University, and Harvard received sponsorship from the Bureau of Citizenship and Immigration Services, NICHD, NSF, the Pew Charitable Trust, and others to conduct this path breaking longitudinal study of a nationally representative sample of immigrants to the United States. It is the most comprehensive study of immigrants to date, with a sample of about 10,000 adult immigrants and 1,000 children.

NORC is currently conducting the baseline data collection, which started in June 2003, will continue through Spring 2004, and is being done in person and over the telephone. The survey includes interviews with immigrants and their spouses. It also includes an assessment of any children in the selected households ages 3-12 using standard tools (the Woodcock-Johnson and Digit Span) and interviews for children ages 8-12. NORC has developed special procedures for intensive locating of hard-to-find sample respondents and is conducting interviews in almost 100 non-English languages, through use of either bilingual interviewers or interpreters.

A project of NORC's Economics, Labor, and Population Department.

Chinese Health and Family Behavior

This study examines the correlates of sexual behavior and sexually transmitted diseases (STDs), using three new data sets from China:

- A nationally representative sample of 3,825 adults ages 20-64. This allows comparisons with other countries, and of major regional, cohort, and other differences in sexual behavior and disease patterns.
- A parallel set of interviews of 845 patients from 16 clinics in five cities. This clinic-based sample provides larger sample sizes for the analysis of STDs and allows case-control analysis to delve further into risky sexual behaviors and sexually transmitted diseases.
- Biomarkers based on 4,277 urine specimens from the population and clinic samples. These data provide information on current STD infections.



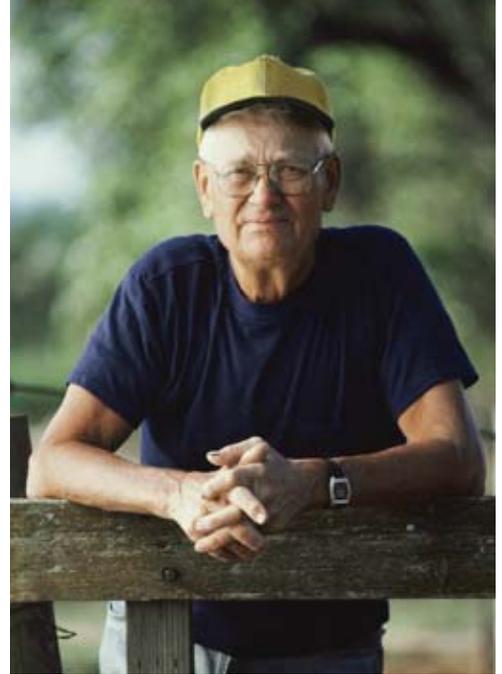
A data set is now available online (at <http://www.src.uchicago.edu/prc/chfls.php>), which consists of the core Chinese data set, documentation, and a comparative data set and code book composed of common variables from the China study and the National Health and Social Life Survey (similar questions asked to a national probability sample of 3,432 American women and men ages 18-59). This data set, thus, provides a unique look at sexual behaviors and attitudes across cultures.

A project of NORC's Academic Research Centers.

The Walsh Center for Rural Health Analysis

NORC's Walsh Center for Rural Health Analysis was established in 1996, with funding from the Federal Office of Rural Health Policy (ORHP), to conduct timely research on issues affecting health care in rural America. Findings from Walsh Center studies are actively disseminated to federal, state, and local policymakers through the Center's Policy Analysis Brief series. The Center is an important recent addition to NORC's Department of Health Survey, Program, and Policy Research. It came as part of the recent transfer of the Center for Health Affairs from Project HOPE to NORC. Ongoing and recent projects include:

- *Options for Structuring Disproportionate Share (DSH) Payments to Account for Uncompensated Care: The Impact on Rural Hospitals;*
- *The Relative Impact of Declining Access to Obstetric Services in Different Practice Environments;*
- *Rural Public Health Infrastructure: Case Studies to Assess the Impact of Structure on Service Delivery;*
- *What Is Causing the Increase in Rural Hospital Costs?*
- *Understanding the Roles of the Rural Hospital in Responding to Bioterrorist Attacks and other Emergencies;*
- *Medicare Payments for Transfers to Post-Acute Care: A Simulation Study of the Potential Impacts of Expanding the Per-Diem Rate System;*
- *Impact of the Home Health Prospective Payment System on Access to Home Care in Rural America;*
- *How Access to Primary Care in Rural America Affects "Potentially Preventable" Hospitalizations.*



The National Longitudinal Study of No Child Left Behind

This project will examine the No Child Left Behind Act of 2001 (NCLB) in school districts and elementary, middle, and high schools throughout the country. NCLB is based on several principles, including stronger accountability; greater flexibility in use of federal funds for states, school districts, and schools; more educational alternatives for parents of children from disadvantaged backgrounds; and greater emphasis on teaching methods that have been proven effective.

NORC, under subcontract to RAND and the American Institutes for Research (AIR), is responsible for gaining cooperation of the districts, schools, and respondents as well as overall data collection. The study will gather data via paper and pencil surveys (PAPI) administered to district administrators, principals, teachers, parents, school paraprofessionals, and supplemental educational services. Data collection will begin in the fall of the 2004-2005 academic year and end in the 2006-2007 academic year. This study will be the main source of information for the U.S. Department of Education on how districts and schools are addressing provisions of the NCLB Act.

A project of NORC's Education and Child Development Department.



Social Life, Health, and Aging

Under a National Institute on Aging grant awarded in October 2003, this project explores health and well-being in older American men and women. The study consists of a nationally representative survey to describe, for the first time, distributions of physical and psychocognitive health, illness, medication use, intimacy, and sexuality among older adults, and to evaluate the relationships among these components of health in different sociocultural contexts.



The study's significance is based on the fact that social support, particularly marriage, bolsters psychological and physical health as people age. Human sexuality constitutes an essential but poorly understood parameter of both healthy aging and social life at older ages. A nationally representative probability sample of 3,000 community-residing women and men ages 57-84, with African American and Hispanic oversamples, will be assessed with in-home, face-to-face interviews and biomarker collection.

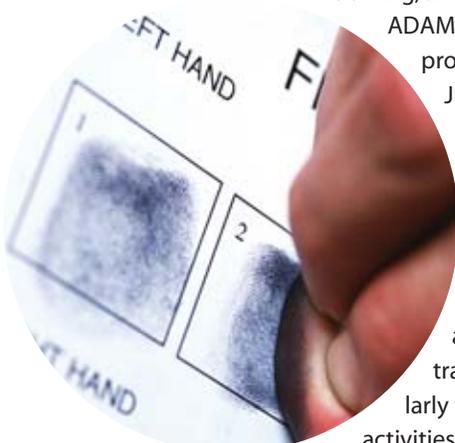
A joint project of NORC's Academic Research Centers and Health Survey, Program, and Policy Research Department.

Arrestee Drug Abuse Monitoring (ADAM)

ADAM is the only survey that collects drug testing data and detailed information on drug market behavior on a large scale, making it the best source of information on drug use among criminal justice populations. NORC provides national program management services, including study design, training, and technical assistance, to about 35 local site subcontractors and five ADAM "affiliate" sites—totaling more than 80 facilities—along with data processing, analysis, reporting of results to the National Institute of Justice (NIJ) and the local sites, web publications, research articles, and a public use data file.

NORC subcontracts all data collection on arrestees in local booking facilities (jails) to local research organizations selected by NIJ or (for affiliates) the state agencies. Subcontractors follow prescribed stratified, random sampling, and data collection protocols, including collection of urine specimens, from newly arrested adults coming into booking facilities. NORC supplies each subcontractor with all data collection materials. And NORC staff visit regularly to train site staff, observe them at work, and refine data collection activities. NORC also assists with budget and human subject reviews; receives, processes, and analyzes all data collected; and distributes the data files and preliminary and final results through web-based and other media on both a quarterly and an annual basis. Annual samples total about 30,000 completed interviews.

A project of NORC's Substance Abuse, Mental Health, and Criminal Justice Department.



Gates Millennium Scholars Tracking and Longitudinal Study

The Bill and Melinda Gates Foundation established the Gates Millennium Scholars program in 1999. The program goal is to provide scholarships and leadership opportunities for 20,000 high achieving, low-income African American, Asian American, Hispanic American, and Native American students, to attend the undergraduate and graduate institutions of their choice.

The primary purpose of the NORC study is to analyze the short- and long-term effects of the program on scholars' academic, professional, and civic lives. The research will also inform the education community about strategies to improve the educational attainment and achievement of students of color. The study will involve conducting web-based and telephone interviews with three cohorts of Gates Millennium Scholarship recipients and non-recipients. Base year interviews will be conducted in 2002, 2003, and 2005, with follow-ups for Cohorts 1 and 2 occurring in 2004. NORC will maintain a tracking database for all respondents across all five waves of the survey. And NORC is responsible for questionnaire development, sampling, locating and tracking, data collection, and analysis.

A project of NORC's Education and Child Development Department.



National Longitudinal Survey of Youth (NLSY)

NORC, in collaboration with the Center for Human Resource Research at The Ohio State University, has long played a major role in implementing the NLSY program of surveys, conducted under the auspices of the U.S. Department of Labor, Bureau of Labor Statistics. This broad program addresses key questions about the academic, social, and economic experiences of the largest generation of Americans since the World War II baby boom—examining issues surrounding youth entry into the work force, and subsequent transitions in and out of it.

The original (NLSY79) cohort, now in its 21st year, began with a sample of 12,686 youths, ages 14-21 years in 1979, including oversamples of African American, Hispanic, and economically disadvantaged white youth. The newer (NLSY97) cohort, now completing its seventh year—with an original sample of 8,984 youths ages 12-16 years on December 31, 1996—includes African American and Hispanic oversamples.

A project of NORC's Economics, Labor, and Population Department.

Historical Accounting of Individual Indian Money Accounts

The Department of the Interior manages over 11 million acres that it holds in trust for individual Indians. Trust income from the land and from other sources is kept in Individual Indian Money (IIM) accounts. The U.S. District Court has required the Department to account for all such monies whenever deposited. Compliance with the Court's directive involves a massive amount of work, and a team of contractors, including NORC, has been assembled. Initially Interior's plan was to reconcile every transaction, going back to 1887. In their report to the Court on January 6, 2003, however, Interior changed the scope of work to include an accounting for only those accounts open on or after October 25, 1994 and covering transactions as far back as 1938. Furthermore, Interior proposed to use sampling to verify the accuracy and completeness of the land-based IIM accounts.



NORC worked closely with Interior officials, including the Secretary, to develop a plan for the use of adaptive sampling. NORC also prepared a planning report on the use of sampling, which is included in the report to the Court. Ultimately, the court decided not to use sampling, and at this time, the government, plaintiffs, and Congress are planning to mediate the case in order to come to a settlement. For this effort, NORC has designed and selected a relatively small sample of approximately 1,000 accounts and subsampled transactions within accounts for reconciliation. The sample is being reconciled in four phases in order to provide initial estimates very quickly, with increasing precision as the additional replicates are finished.

A project of NORC's Statistics and Methodology Department.

MAJOR AREAS

NORC's research, conducted in an interdisciplinary framework, is organized into six major areas: economics, labor, and population; education and child development; health survey, program, and policy research; information technology; statistics and methodology; and substance abuse, mental health, and criminal justice. Strong cooperation across areas is a hallmark of NORC's approach to project work.

Economics, Labor, and Population

NORC Senior Staff

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Co-Directors, Center for Demography
and Economics of Aging

Economics, labor, and population studies is the institutional home of many of NORC's large-scale flagship surveys



Nancy Potok

covering a wide range of factors that contribute to the nation's economic and social life. These include development of children as future members of the labor force, youth transition to work, and the finances of consumers and small business. NORC's economics, labor, and population focus includes the study of immigrants, in partic-

ular their labor force characteristics, their health, and the schooling of their children. It also includes NORC's acclaimed General Social Survey.



Thomas W. Smith



Michael R. Pergamit

Selected Current Projects

National Longitudinal Survey of Youth
New Immigrant Survey
Making Connections
Evaluation of Chaffee Independent Living Programs (Foster Care)
Chicago Housing Authority Transformations Resident Survey
General Social Survey
Fathers' Involvement in Permanency Planning and Child Welfare



Atreyee RupaDatta

Education and Child Development

NORC Senior Staff

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Senior Financial Analyst
Mary M. Hess
Senior Survey Director
Thomas B. Hoffer
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Bronwyn L. Nichols
Senior Survey Director
Michael Reynolds
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Larry V. Hedges
University of Chicago
Calvin C. Jones
Statistical and Evaluation Research
Barbara S. Schneider
University of Chicago
Linda J. Waite
University of Chicago

Selected Current Projects

Survey of Earned Doctorates
Survey of Doctoral Recipients
Gates Washington State Achievers Study
National Longitudinal Evaluation of Comprehensive School Reform
Targeted Resource Allocation Project
Randomized Study of Success for All
Success for All Middle School Study

Harrison N. Greene

Senior Vice President and Department Director

Sally Murphy

Vice President

Charlene Weiss

Vice President

Barbara S. Schneider and Linda J. Waite

Co-Directors, Alfred P. Sloan Center on Parents, Children, and Work

From its earliest studies on the impact of the GI bill and public views concerning the federal role in education in the 1940s and 1950s, to the pioneering use of cognitive testing tools with pre-school children, to recent reports on the production and career trajectories of Ph.D. scientists and engineers in 2000, NORC has been a leading contributor to research on such diverse populations as Head Start enrollees



Harrison N. Greene



Sally Murphy

and their parents; elementary and secondary school students, teachers, and administrators; postsecondary students and faculty in all sectors; and developers of innovative education and training programs.

Projects range from the highly technical to testing programs to assess student mastery, to completion of decade-long longitudinal studies of education and labor force activity of middle and high school students, to assisting state and local governments in determining what works to promote educational

improvements, to helping federal agencies collect and distribute high quality data resources that support continuing analyses by researchers, policy makers, and educators.



Thomas B. Hoffer



Norman Bradburn



Charlene Weiss

Health Survey, Program, and Policy Research

NORC Senior Staff

Angela DeBello
Senior Survey Director
Patricia Fleming
Senior Financial Analyst
Jacob J. Feldman
Senior Fellow
Alma M. Kuby
Senior Survey Director
Jason S. Lee
Principal Research Scientist
Curt D. Mueller
Senior Research Scientist
Caitlin Carroll Oppenheimer
Senior Research Scientist
Julie A. Schoenman
Senior Research Scientist
Claudia L. Schur
Principal Research Scientist
Stephen M. Smith
Senior Survey Director
Janet P. Sutton
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Sara Zuckerbraun
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Carmelita Grady
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John Hickner
University of Chicago
Jack Hoadley
Georgetown University
Wendy Levinson
University of Toronto Medical School
Katie Merrell
University of Chicago
Sara Rosenbaum
George Washington University
Robert J. Rubin
Georgetown University
Gail Wilensky
Project Hope

Daniel S. Gaylin

Senior Vice President and Department Director

Michele T. Koppelman

Vice President and Associate Department Director

Marc L. Berk

Vice President and Senior Fellow

NORC's health analysts engage in all aspects of social science research in the areas of health services, access to care, health care quality and patient safety, epidemiology and biostatistics, public health, rural health, and health poli-



Daniel S. Gaylin

cy. This work is grounded in NORC's long tradition of designing and conducting complex longitudinal studies and studies of hard-to-locate people. In addition to extensive survey and other primary data collection capabilities, NORC expertise covers the spectrum of techniques available to study health and

health care issues—including analysis of large data sets and of secondary data such as administrative records, health policy analysis, program evaluation and evaluation design, needs assessments, epidemiological case-control and cohort studies, cognitive studies, and use of



Michele T. Koppelman

qualitative methods such as case studies and focus groups.



Marc L. Berk



Jacob J. Feldman



Claudia L. Schur

Selected Projects

The Value of Hospital Administrative Data: Hospital Cost and Utilization Project Assessment

Primary Care Practice Based Research Networks Coordinating Center National Survey of Rural Physicians

The National Children's Study: A Pilot Study in Physician Practices

Obesity Prevention Messages and Best Practices

Pharmacy Benefits for Low Income Older Americans Testing the Hospital Consumer Assessment of Health Plans Survey

Information Technology

Michael S. Tilkin

Senior Vice President and Chief Information Officer

Ananth G. Koppikar

Vice President, IT Delivery Services

Armin Roeseler

Vice President, Infrastructure and Systems Operations

Mohit Sen

Vice President, Technology Projects

Joseph P. Taylor

Vice President, IT Business Development

NORC Senior Staff

Kumar Bala

Director, Qatar Data Warehouse and Internet Portal

Shelly Cornelius

Director, Infrastructure

Hatem Ghafir

Project Director, Qatar National Education Data System

LeRoy Hodge

Director, Administrative Data Services

Brian Homan

Director, Delivery Management

Dori Kelner

Director, Project Data Services

Randy Horton

Manager, Business Systems Analysis

Daniel V. Walker

Director, Application Development

Information technology (IT) plays an increasingly critical role in today's complex social science research and analysis projects. With the rise of the Internet, data warehousing, mobile

computing, and other powerful technologies, researchers and policy analysts face increasingly complex and interconnected technology challenges. The NORC IT staff is committed to providing our clients and researchers with the information and technology solutions necessary to fulfill their varied and far-reaching technology needs.



Michael S. Tilkin

The NORC IT Department performs several key functions that support and promote the technology goals of the organization. First, there is a group of talented programmers, systems analysts, and technical managers who deliver technical solutions to our core survey and analytic projects. Known as Delivery Services, their mission is to support all facets of the project life-cycle, from conceptualization of the initial bid to final data delivery. Second, there is a team dedicated to supporting the underlying infrastructure and systems that together provide the platform for a modern, interconnected enterprise. The tasks in support of this function are wide-ranging. Some of the key areas of responsibility include NORC's core

data center, voice and data connectivity for a large and distributed work force, and multiple levels of support for users, projects, and clients. Finally, our Technology Solutions Practice is a client-facing research center designed to pursue technology-centric project work. With projects that include data warehousing, strategic IT consulting, and software development, this team is chartered with promoting offerings within the intersection of social science research and technology.



Ananth G. Koppikar



Mohit Sen



Joseph P. Taylor



Armin Roeseler

Statistics and Methodology

NORC Senior Staff

Janella Chapline
Senior Statistician
Manas Chattopadhyay
Principal Research Scientist
Bernard L. Dugoni
Senior Survey Methodologist
Carol-Ann Emmons
Senior Project Director
Susan M. Hinkins
Senior Statistician
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Senior Survey Methodologist
Lisa Lee
Senior Survey Methodologist
Whitney Murphy
Senior Statistician
Steven Pedlow
Senior Statistician
Hee-Choon Shin
Senior Statistician
Yonghe Yang
Senior Statistician
Michele Zimowski
Senior Survey Methodologist

Associated Scientists

Lawrence W. Barsalou
Emory University
George R. Bateman
University of Chicago
Judy Bayer
Analytic Solutions & Professional Services
for the Ceres CRM Group of NCR
F. Jay Breidt
Colorado State University
Bobby Calder
Northwestern University
Martin Heidenbain David
University of Wisconsin (Madison)
Don A. Dillman
Washington State University
David van Dyk
Harvard University
Wayne Fuller
Iowa State University
William J. Hawkes Jr.
Independent Consultant
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University of Michigan
Xiao-Li Meng
Harvard University
Sarah M. Nusser
Iowa State University
Jean D. Opsomer
Iowa State University
Jerome Reiter
Williams College
Donald B. Rubin
Harvard University
Michael F. Schober
New School for Social Research
William J. Sheldrake
Thomas P. Miller Associates
Hal S. Stern
Iowa State University
Judith M. Tanur
State University of New York
(Stony Brook)
Stephen B. Vardeman
Iowa State University
Elaine L. Zanutto
University of Pennsylvania
Alan M. Zaslavsky
Harvard University

Rachel M. Harter

Vice President and Department Administrative Director

Colm O'Muircheartaigh

Vice President Statistics and Methodology and
Department Technical Director

Fritz J. Scheuren

Vice President Statistics

John Thompson

Executive Vice President

Kirk M. Wolter

Senior Fellow, Director of the Center for Excellence in
Survey Research

Statistics and methodology staff are important contributors to virtually all NORC projects, providing statistical services under the direction of the individual project's manager and monitoring the statistical integrity of the project. NORC statistics and methodology staff also build infrastructure that benefits all projects, including standards for use throughout the company to ensure consistently high quality. In addition to support functions, statistics and methodology staff develop and execute projects with particular statistical or methodological complexities.



Rachel M. Harter

The department also provides NORC's leadership in methodological innovation. Staff base their research on the integration of theoretical developments into survey practice. NORC's in-house resource group for the design, evaluation, and development of questionnaires uses a variety of approaches—including cognitive interviews, expert review, and focus groups—to provide guidance to NORC

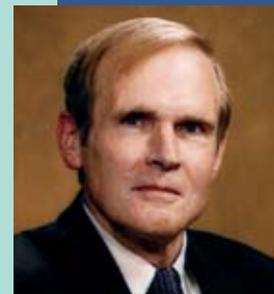
project directors and associated scientists on the strengths and weaknesses of alternative data collection strategies. This group is developing an archive of questionnaires and questions spanning the range of topics covered in NORC surveys. They are also developing, in collaboration with others at the University of Chicago, a program of courses in survey research methods for the professional development of NORC staff and the educational benefit of University of Chicago scholars.

Selected Current Projects

**The National Sampling
Frame
Predicting Residency
Anthrax Evaluation/
Missing Data
OSHA Audit Analyses
Small Domain Estimator**



Colm O'Muircheartaigh



Fritz J. Scheuren

Substance Abuse, Mental Health, and Criminal Justice

Selected Current Projects

Dimensions of Child and Adolescent Psychopathology: A Twin Study
Explaining Treatment Outcomes
Stigma Attached to Mental Illness
Impact of Managed Care on Drug Abuse Treatment
Linkage between Drug Treatment and Medical Services
Alcohol Risk Perceptions
Risks and Correlates of Pathological Gambling among Women

Dean R. Gerstein

Senior Vice President and Department Director

The substance abuse, mental health, and criminal justice group continues NORC's vigorous program of research on alcohol, tobacco, illicit drugs, crime and justice, and mental disorders, which began in the 1940s and 1950s. Broad topic areas in which NORC has substantial experience



Dean R. Gerstein

include individual substance use histories and networks of relationships among substance use, abuse, and dependence; gambling policy and behavior; epidemiology and nosology of mental disorders; public attitudes, stereotypes, and policy views concerning crime, substance abuse, and mental health disorders; the operation and effectiveness of substance abuse and mental health treatment and prevention programs; and operations and clientele of law enforcement and criminal justice programs. NORC is particularly well known for its key role in large-scale studies of a wide range of treatment outcomes.

NORC Senior Staff

Felicia G. Cerbone
Senior Survey Director
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Senior Survey Director
Ellen J. Kaplowitz
Senior Survey Director
Michael J. Kwit
Senior Financial Analyst
Kenneth A. Rasinski
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Sam Schildhaus
Senior Research Scientist
Natalie Suter
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Rachel A. Volberg
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Zhiwel Zhang
Senior Research Scientist

Associated Scientists

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Henrick J. Harwood
The Lewin Group
Carolyn J. Heinrich
University of Wisconsin
Denise B. Kandel
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Benjamin B. Lahey
University of Chicago
Daniel J. Luchins
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Lawrence E. Lynn
Texas A&M University
Jeanne C. Marsh
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Gerald Melnick
National Development and Research, Inc.
Phyllis Newton
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Jack D. Riley
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Colorado State University
Sharon C. Wilsnack
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NORC Senior Central Administrative Staff

Caren F. Skoulas

Senior Vice President and Chief Financial Officer

C. Peter Garvey

Director, Accounting

Richard M. Rubin

Vice President, Office of Business Development

Cathleen C. Savage

Vice President, Human Resources and Administration

Linda K. Sharp

Director, Facilities and Purchasing

Andrey M. Pryjma

Director, Human Resources

Frederic R. Van Deusen

Senior Vice President, Quality Assurance



Caren F. Skoulas



Richard M. Rubin



Cathleen C. Savage



Frederic R. Van Deusen

SURVEY OPERATIONS

NORC's early survey work provided the first rigorous empirical standard against which to calibrate the beliefs of policy makers claiming to represent and respond to "the people's will on vital issues of the day." NORC has been a pioneer in improving the speed and accuracy of surveys through electronic technologies. And NORC continues to lead in the development of survey methodology as a field of study and progress.

Survey Operations

John Thompson

Executive Vice President

Jennifer A. Kelly

Vice President for Telephone Survey and Support Operations

Linda Stork

Director, Telephone Survey Operations

Shirley Williams

Director, Production and Survey Support Center

Judith Petty

Vice President and Director, Field Operations Center

Suzanne H. Bard

Associate Director, Field Operations Center



John Thompson

NORC has a long history of conducting high quality data collection to support important social science research endeavors. The Survey Operations area is composed of the Field Operations Center and the Telephone Survey and Support Center. Since the design and operations of a field survey research study are crucial to reliability, validity,

and credibility, the Survey Operations area works closely with the relevant research areas, including the Statistics and Methodology Department, in developing and fielding high quality data collection activities. NORC conducts surveys in several different interviewing modes (mail, telephone, field, internet). And Survey Operations center staff are very experienced in the hiring, training, and management of interviewers; directing data collection procedures including quality assurance; data coding; and conducting mail surveys. NORC methodologists bring additional skills in questionnaire design; sample management; editing, and imputation; weighting; and variance estimation to ensure that NORC can supply comprehensive survey results essential to high quality social science research. The management of Survey Operations also works closely with NORC's Quality Assurance Department in conducting programs of continuous improvement aimed at increasing both productivity and accuracy.



Jennifer A. Kelly



Judith Petty

Field Operations Center

NORC supports a permanent field structure, managed by senior field staff, with extensive in-person data collection experience. Each of 12 regions is headed by a regional manager. These managers are responsible for recruiting, hiring, staffing, training, and developing/supporting all field interviewers and field managers within their region. The regional managers also manage field data collection projects and serve as liaisons with departments of NORC's central office. The 12 regional managers and about 35 of our field managers are full-time staff. NORC also has about 17 additional field managers—a group that can be expanded in response to NORC's field data collection needs. NORC's 700 currently active interviewers display a broad array of backgrounds, talents, and skills. NORC depends on this diversity to sustain its successful track record of high completion rates with markedly different target populations across widely varying types of communities.



Suzanne H. Bard

Telephone Survey and Support Operations Center

NORC has two state-of-the-art facilities devoted to telephone data collection and data preparation activities. One is in Chicago's downtown Loop area. The other is about 30 miles southwest of Chicago, located in the suburb of Downers Grove. Establishing two centers in separate locations with access to populations with different characteristics (e.g., language and hours of availability) allows for flexibility and diversity in the hiring of interviewers, clerks, and supervisors. The Loop facility has a 165-seat capacity and the Downers Grove facility a 130-seat capacity. Both are equipped to perform computer-assisted survey research functions.

Tasks at the facilities include computer assisted telephone data collection, respondent locating and screening, survey response coding, hard copy document management, computer-assisted data entry, and survey material and corporate mailings. Center staff are chosen to represent the diverse backgrounds necessary to serve the needs of NORC's wide variety of survey functions. These include bilingual interviewers who speak Spanish, Korean, Vietnamese, and Chinese and other Asian languages.



Linda Stork



Shirley Williams

ACADEMIC RESEARCH CENTERS AND UNIVERSITY OF CHICAGO AFFILIATION

NORC's Academic Research Centers and its wider relationship with the University of Chicago are mutually beneficial in many ways, the key to which lies in the interplay between NORC staff and university faculty. Joint appointments provide benefits to both that are more than the sum of their separate parts. NORC provides university faculty with stimulating intellectual challenges in important policy areas. And affiliation with NORC's Academic Research Centers provides a collegial and supportive working environment for faculty and on-the-job training for graduate students. The university's Division of the Social Sciences is particularly prominent in this connection. Additional enormous benefit derives from teaming agreements and more informal collaboration between NORC and other institutions affiliated with the university. The most important of these other units for NORC's work are:

- Chapin Hall Center for Children
- Irving B. Harris School for Public Policy Studies
- Joint Center for Poverty Research
- School for Social Service Administration
- School of Medicine
- University of Chicago Hospitals.

ACADEMIC RESEARCH CENTERS

Kathleen E. Parks

Vice President and Director



Kathleen E. Parks

The academic research centers at NORC provide a collegial, interdisciplinary environment in which NORC analytic staff and University of Chicago faculty can conduct social science research as NORC research associates. The centers provide office space for these faculty members and their students, computing services, training programs, grants administration, workshops and conferences, and specialized services to meet the needs of individual projects.

The Alfred P. Sloan Center on Parents, Children & Work

Barbara S. Schneider and Linda J. Waite

Co-Directors

The primary goal of the Center is to investigate how working families organize and prioritize their resources to foster a productive work atmosphere and build positive relationships in the home. In the past year, analyses of data from the 500 Family Study have resulted in an edited volume with chapters by 22 individuals affiliated with the Center as well as commentary by 22 distinguished scholars from a variety of disciplines. This book, *Social Organization of Schools: A Volume in Honor of Charles Bidwell*, will be published by Russell Sage in 2005. Other Center achievements include a qualitative study that examines the purchase of household services among middle-class, dual-earner families; a volume targeted to a popular audience that examines successful strategies for working families; and multiple papers addressing aspects of work and family life among dual-earner families.



Linda J. Waite



Barbara S. Schneider

ASSOCIATES OF THE RESEARCH CENTERS

Bartot, Virginia
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Fogel, Robert W.
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Gavrilov, Leonid
Grogan, Colleen
Guryan, Jonathan
Harper, Sarah
Heckman, James J.
Hedges, Larry V.
Heuveline, Patrick
Huang, Elbert
Kalil, Ariel
Kim, Jibum
Kurina, Lianne
Lalonde, Robert
Lambert, Susan
Lauderdale, Diane
Laumann, Edward O.
Lawlor, Edward
Levine, Judith
Levinson, Wendy
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Mahay, Jenna
Manning, Willard G.
Masi, Christopher
Mayer, Susan E.
McClintock, Martha
Meltzer, David O.
Michael, Robert T.
Mulligan, Casey
Muramatsu, Naoko
Murphy, Kevin M.
Neal, Derek

(continued on next page)

The Center on Demography and Economics of Aging

Linda J. Waite and Diane Lauderdale

Co-Directors

The Center on Demography and Economics of Aging is now in its 10th year of funding from the National Institute on Aging and provides support to approximately 35 funded research projects in four key areas: (1) social relationships, living arrangements, and family; (2) the social context of aging; (3) health care research; and (4) biobehavioral pathways. The Center also seeks to develop a new focus on biomarkers in population-based aging research by providing a centralized resource for collecting, discussing, evaluating, and disseminating the most recent developments in the measurement and collection of biomarker and pharmaceutical data in population-based aging research. The Center aims to foster an exciting, dynamic intellectual environment for research in the demography and economics of aging; to provide research support services; to encourage the development of new research projects and research foci in the demography and economics of aging; and to facilitate collaborative research and teaching among scientists working in the field of aging research.

The Data Research and Development Center

Barbara L. Schneider

Principal Investigator

Larry V. Hedges

Co-principal Investigator

Colm O'Muircheartaigh

Co-principal Investigator

Sarah Kay McDonald

Executive Director

This center is funded by the federal Interagency Education Research Initiative (IERI), a collaboration of the National Science Foundation, the U.S. Department of Education, and the National Institute of Child Health and Human Development. Center researchers work to understand the factors essential for scaling-up promising educational models, programs, and strategies. The Center also supports investigators carrying out research across the country as part of the IERI. In this regard, the Center conducts on-going needs assessments to provide technical assistance tailored to those investigators' individual project needs. It also works with those IERI projects to build capacity by strengthening the community of scholars working to understand the factors that impede and enhance scale-up, as well as by helping them share this knowledge with practitioners and policymakers.



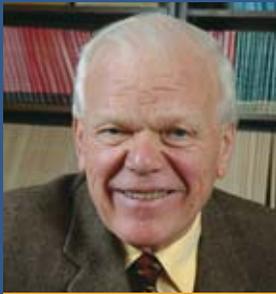
Diane Lauderdale



Sarah Kay McDonald

The Ogburn-Stouffer Center for the Study of Social Organizations

Edward O. Laumann
Director



Edward O. Laumann

This center houses and supports social organization research and the sociology of education. It also provides on-the-job training for graduate students in the University of Chicago's sociology department. The most notable accomplishment this year is *The Sexual Organization of the City* edited by Edward O. Laumann, Jenna Mahay, Anthony Paik, and Yoosik Youm and published by the University of Chicago Press.

The Population Research Center

Robert T. Michael
Director



Robert T. Michael

This center provides support to 39 faculty research associates who currently have approximately 90 funded research projects in three key areas: (1) marriage, family, and children; (2) healthy behavior at all ages; and (3) earnings, income, and poverty. The Center includes an ongoing Demography Workshop, a data archive, and an active program of pilot projects and support for new faculty research, including a focus on developments in the measurement and collection of biomarker data in population-based demography research. The Center aims to foster an exciting, dynamic intellectual environment for research in demography and population research; to provide research support services; to encourage the development of new research projects and research foci in population research; and to facilitate collaborative research and teaching among scientists working in population studies.

Center for Excellence in Survey Research

Kirk M. Wolter
Senior Fellow and Director

NORC has been a leader in methodological innovation in survey research since its founding. Building on NORC's strong tradition, this new center began operations in June 2003 with Kirk Wolter as founding director. Its general mission is to conduct timely, cutting-edge statistical and methodological research on problems of design, execution, and analysis of surveys and related information-collection activities. Center collaborators seek to conduct work primarily through externally sponsored grants and contracts, and secondarily through use of internal research and development funds.



Kirk M. Wolter

ASSOCIATES OF THE RESEARCH CENTERS

(continued)

Olshansky, S. Jay
O'Muircheartaigh, Colm
Paik, Anthony
Parish, William L.
Peters, Cynthia
Philipson, Tomas J.
Phillips, Damon
Rasinski, Kenneth A.
Rathouz, Paul
Raver, C. Cybele
Rhodes, Karin V.
Sallach, David
Scheuren, Fritz J.
Schneider, Barbara
Schumm, Philip
Stolzenberg, Ross M.
Thisted, Ronald A.
Townsend, Robert
Van Cauter, Eve
Van Hoitsma, Martha
Visser, Penny
Waite, Linda
Whitmore, Diane
Yamaguchi, Kazuo
Youm, Yoosik

Clients List

AARP
Academy Health
ACNielsen Company
Administration for Children and Families
Agencia Brasileira de Cooperaçao
Agency for Health Care Research and Quality
Allensbach Institute
Alliance for Aging Research
American Bar Association
American Bankruptcy Institute
American Bar Foundation
American Educational Research Association
American Institutes for Research (AIR)
Annie E. Casey Foundation
Bill & Melinda Gates Foundation
Blue Cross Blue Shield Association
Board of Governors of the Federal Reserve System
Boston College
Bowling Green State University
Bureau of Justice Statistics
Bureau of Labor Statistics
Bureau of the Census
Caliber Associates
California HealthCare Foundation
Center for Human Resource Research at the Ohio State University
Center for Substance Abuse Treatment (CSAT)
Centers for Disease Control & Prevention
Centers for Medicare and Medicaid Services
Chicago Academy of Sciences
Citibank
City of Chicago Mayor's Office of Workforce Development
CNN
Columbia University
Commonwealth Fund
Congressional Research Service
Delmarva Foundation for Medical Care
Duke University
Eastern Research Group, Inc.
Edna McConnell Clark Foundation
Federation of American Hospitals
Fetzer Institute
Ford Foundation
Foundation for Accountability (FACCT)
Georgetown University
GMMB, Inc
Government of Qatar
Greenwald Foundation
Health Affairs
Health Care Financing Administration (HCFA)
Health Insurance Association of America
Health Services and Resources Administration
Hewlett Foundation
Illinois Department of Employment Security
IMS Health, Inc.
Indiana Fiscal Policy Institute
Indiana University
Interstitial Cystitis Association
InterSurvey
Iowa Department of Health
John D. and Catherine T. MacArthur Foundation
Joint Commission on Accreditation of Healthcare Organizations
Joyce Foundation
Kaiser Family Foundation
Manpower, Inc.
Medicare Payment Advisory Commission
Metanexus Institute on Religion and Science
Michigan State University
Midwest Research Institute
Mount Sinai Medical Center
Muskie Foundation/University of Maine
NAACP
NASA
Nathan Cummings Foundation
National Association of Public Hospitals
National Cancer Institute
National Center for Education Statistics
National Center for Health Statistics
National Gambling Commission
National Governors Association
National Institute of Arthritis and Musculoskeletal and Skin Diseases
National Institute of Child Health and Human Development (NICHD)
National Institute of Justice
National Institute of Mental Health (NIMH)
National Institute of Occupational Safety and Health (NIOSH)
National Institute on Aging (NIA)
National Institute on Alcohol Abuse and Alcoholism (NIAAA)
National Institute on Drug Abuse (NIDA)
National Institutes of Health (NIH)
National Multiple Sclerosis Society
National Science Foundation
Nevada Department of Human Resources
New York University
New Zealand Immigration Service
Nielsen Media Research
Occupational Safety and Health Administration (OSHA)
Office of Educational Research and Improvement
Pew Charitable Trusts
Pharmacia
Presbyterian Church
Qualidigm
Rand Corporation
Riverside Publishing Co.
Robert Wood Johnson Foundation
Russell Sage Foundation
Rutgers University
SAIC
St. Petersburg Times
State of New York
State of Oklahoma
State of Washington
Statistics Canada
Substance Abuse and Mental Health Services Administration
Synthesis Professional Services
The Associated Press
The Chicago Tribune
The Lakeland Ledger
The Lilly Endowment, Inc.
The Los Angeles Times
The New York Times
The Orlando Sentinel
The Palm Beach Post
The Sarasota Herald-Tribune
The South Florida Sun-Sentinel
The Urban Institute
The Washington Post
The Wall Street Journal
TIAA-CREF
Tribune Publishing
U. S. Air Force
U.S. Department of Justice
U.S. Department of Defense
U.S. Department of Commerce
U.S. Department of Education
U.S. Department of Health & Human Services
Office of the Assistant Secretary for Planning and Evaluation
Office of Minority Health
Office of Rural Health
Office of Woman's Health
U.S. Department of Interior
U.S. Department of Labor
U.S. News & World Report
U.S. Social Security Administration
University of California - Los Angeles
University of California at Berkeley
University of California Office of the President
University of Chicago
University of Illinois
University of Maryland
University of Miami
University of Michigan
University of Minnesota
University of North Carolina, Chapel Hill
University of North Dakota
University of Rochester School of Medicine
University of Wisconsin

***SELECTED
PUBLICATIONS
AND
PRESENTATIONS***

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- Baier, P. 2003. *On the Assignment of the Alaska Receipt Sample to Individual Accounting Firms*. Report submitted to the Office of Historical Trust Accounting (OHTA) at the U.S. Department of the Interior.
- Baier, P. 2003. *On the Relevance of Central Office Accessions in the Document Collection for Alaska – Part I*. Report submitted to the Office of Historical Trust Accounting (OHTA) at the U.S. Department of the Interior.
- Baier, P. 2003. *On the Relevance of Central Office Accessions in the Document Collection for Alaska – Part II*. Report submitted to the Office of Historical Trust Accounting (OHTA) at the U.S. Department of the Interior.
- Baier, P. 2003. *Procedures for Imaging and Coding Documents*. Report submitted to the Office of Historical Trust Accounting (OHTA) at the U.S. Department of the Interior.
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