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AT THE UNIVERSITY OF CHICAGO

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2004

ANNUAL REPORT

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NORC is a national organization for research and computing 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 nonprofit organizations, and private corporations. Although NORC's national studies are the 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. Today 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 long-standing 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 our staff.

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Letter from the Chairman and President

We are proud to report NORC's extraordinary success in 2004. The start of important new research projects raised revenue by 48 percent, to \$97 million. Net income doubled, to \$4.2 million. Over 100 new professional staff joined NORC during the calendar year.

All of NORC contributed significantly to our achievements in 2004. Our field staff achieved high response rates on our field surveys and kept projects on schedule despite very heavy workloads. Our telephone center implemented a broad spectrum of new technology and prepared for a rapid start-up of the National Immunization Survey in early 2005—with no let-down on existing projects during 2004. Our IT staff selected an effective technical architecture and installed the new software and hardware for these advances. The statistics and methodology department, while searching hard for new staff, spread much of the extra workload among staff that were already on board. The administrative offices carried the expanded workload entirely with existing staff. That all components of NORC shouldered the increased workload with an outstanding level of performance is confirmed by the client-satisfaction survey we commissioned, which came back with complimentary assessments by the vast majority of our clients.

The group most responsible for the outstanding growth in revenue is the Health Survey, Program, and Policy Research Department. As a result, this department has now grown to be our largest, with over \$35 million in project activity for 2005. New health work includes:

- The Patient Safety Research Coordinating Center and National Resource Center for Health Information Technology. Both are projects of the Agency for Healthcare Research and Quality (AHRQ). The first coordinates federal research and demonstration projects on patient safety and medical errors. The second, much larger, coordinates federal research and demonstration projects to promote the use of information technology, such as electronic patient medical records, in health care.
- The Residential Energy Consumption Survey. This is the primary source of national data on energy-related information for U.S. households and NORC's first significant project with the U.S. Department of Energy.
- The National Immunization Survey (NIS) and the State and Local Area Integrated Telephone Survey (SLAITS). The NIS, sponsored by the Centers for Disease Control and Prevention, is the largest survey ever conducted to assess vaccination coverage levels of children in the U.S. and three to four times larger than any telephone survey previously conducted by NORC. We took responsibility for NIS successfully from an incumbent contractor of 10 years' standing—including seamless integration of previous and current interview protocols—despite an extremely rapid start-up.

Recent notable achievements by other NORC groups include:

- The merger of Justice Studies Inc. with our Substance Abuse, Mental Health, and Criminal Justice Department. This merger adds expertise in the operations and clientele of law enforcement and criminal justice programs, including homeland security and human trafficking.



Edward O. Laumann,
Chairman



Craig G. Coelen,
President

- For the Qatari National Education Data System (QNEDS) project, successful implementation of a world-class, Arabic language field data collection solution. This included high-volume custom document printing, high-speed document scanning, physical warehouse management and logistics software, and field-based data collection and receipt control software.
- The National Institute on Aging's award of a five-year grant to the NORC/Chicago Center on Demography and the Economics of Aging. This enables us to continue a long-standing program of research and training with 35 projects focused on the following topics: (1) social relationships, living arrangements, and family; (2) the social context of aging; (3) health care and the elderly; and (4) bio-behavioral pathways.

Our Herculean efforts in 2004 owe a great deal to NORC's successful building of capacity with new hires in 2001 through 2003. In addition to recruitment of senior staff, an important part of this effort was improving the capacity of middle-level staff to fill in behind senior staff as they stepped up their commitment to new work. Among the new senior staff joining NORC are:

- Drew Gitomer. Drew joined NORC from Educational Testing Services (ETS), where he served as senior vice president of research and development. His career interests include educational assessment and measurement, and teaching standards and quality. Drew will be working with the directors of the Education and Child Development Department and the Academic Research Centers, as well as with faculty at the University of Chicago to design and launch a new joint center for education-related research.
- Joy Keeler. Joy joined NORC to serve as Deputy Director of the National Resource Center for Health Information Technology. She holds undergraduate degrees in biology and botany and a Master's degree in Business. Joy most recently held a position as Associate Vice Chancellor for Health Affairs at the University of Illinois at Chicago.

* * *

We are extremely proud to have the honor of leading NORC during this most successful year. And we look forward to helping continue our organization's commitment to excellence in the pursuit of knowledge in service of the public good.

Edward O. Laumann, *Chairman*

Craig G. Coelen, *President*



PROJECT HIGHLIGHTS

National Immunization Survey

NORC was recently awarded the National Immunization Survey (NIS), the largest survey ever conducted to assess vaccination coverage levels of children in the U.S. The NIS, which is sponsored by the Centers for Disease Control and Prevention (CDC), is designed to provide an ongoing, consistent data set for estimating vaccination levels among young children ages 19-35 months in the U.S. and disseminating this information to

interested public health partners. The NIS provides national and state estimates of vaccination coverage, including new vaccines as they are licensed and recommended for use, and assists in tracking progress towards public health immunization goals.

The NIS was initiated by the CDC in 1994 in order to centralize the quarterly collection of standardized immunization coverage data for preschoolers in 78 Immunization Action Plan areas (IAPs) – non-overlapping geographic areas that include each of the 50 states, as well as 28 urban areas. The telephone survey also obtains consent to contact the immunization providers of the surveyed children in order to increase the accuracy and

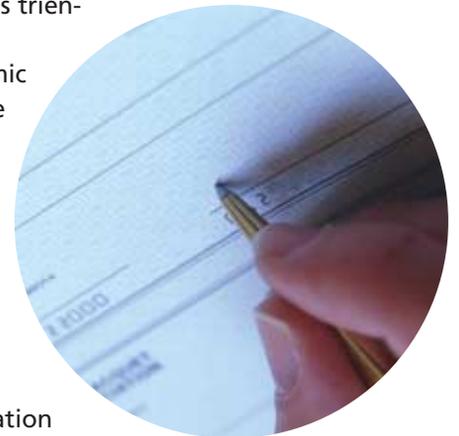
precision of the immunization data. NORC's recent initiation of this enormous data collection effort, including a successful transition from an incumbent contractor, was characterized by consistency, seamless integration of previous and current contract protocols and on-time and on-budget milestones and deliverables.

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



Survey of Consumer Finances (SCF)

For several years NORC has collaborated with the Federal Reserve Board to conduct the Survey of Consumer Finances. The results of this triennial survey are widely used by government and university researchers to study the effects of public policies and economic changes on U.S. families. The data are used for point-in-time measures as well as to evaluate trends over time. In each round of the survey, NORC interviewers collect detailed financial information from a representative sample of American households. The sample consists of two parts: an area probability sample of U.S. addresses and a list sample of respondents designed to over-sample wealthy Americans. The interview asks about all aspects of family finances to construct a financial profile of each household. Among the challenges NORC has met on this survey are gaining cooperation with an interview on the very sensitive topic of personal finances, completing an interview collecting factual (rather than perceptual) information on a complicated subject, and interviewing Americans from almost the full spectrum of socioeconomic levels.



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

The Former Prisoner Survey

The NORC Former Prisoner survey, funded by the Bureau of Justice Statistics (BJS), addresses the development and testing of a self-administered survey instrument to measure sexual assault while incarcerated among recently paroled offenders. Ten parole offices in each of two states will be sampled on a probability-proportional-to-size basis; offenders released from prison to supervision within the last six months will then be further sampled using predefined sampling ratios. The sampling and implementation strategies will provide statewide estimates by facility type and serve as a test for the national estimation strategy. The field stage will test the sampling and implementation strategies, as well as the data collection instrument, to assess both their adequacy and efficiency for national implementation.

NORC will use the results of these tests to develop a National Implementation Plan (NIP) for the survey. This will address anticipated variations across all fifty states and include a strategy for accessing and sampling parole offices and parolees, procedures and documentation for conducting interviews, the automated data collection instrument, and procedures for developing national estimates for the major types of correctional facilities.



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

National Data on U.S. Doctorate Recipients

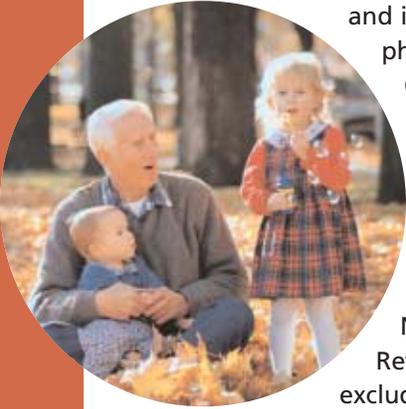
This project consists of two national data collection efforts: the Survey of Earned Doctorates (SED) and the Survey of Doctorate Recipients (SDR). The SED, supported by the National Science Foundation (NSF) and five other federal agencies, is an annual census of all new research doctorate recipients from U.S. universities. The survey gathers information about the graduates' educational histories, funding sources, post-doctoral plans, and demographics. The most comprehensive information source on the research doctorate population, it is used extensively for federal program planning and monitoring, as well as by universities and social science researchers.

The SDR, supported by the NSF and the National Institutes of Health, is a biennial survey of a national sample of 40,000 science and engineering doctorate recipients (selected from the SED's Doctorate Records File) who earned their degrees from U.S. institutions. The SED, for which NORC performed the 1997 and 2003 rounds, is the only source of national data on the careers of science and engineering doctorate holders—providing key data on the education and training, work experience, career development, and demographics of this important population. The SDR data are incorporated into NSF's Scientists and Engineers Statistical Data System (SESTAT), an integrated data collection and dissemination tool providing a wealth of information on the U.S. science and engineering labor force and the education pipelines to those careers.

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

National Social Life, Health, and Aging

This project will conduct 3,000 in-home interviews with non-institutionalized adults ages 57-84, including collection of minimally invasive biomarkers that are reliable and practical for a population-based survey. The intent is to explore (a) the health and health transitions of older Americans, (b) connections between their health and interpersonal relationships and intimacy, focusing on the roles of physical illness and disability, mental illness, and medication use, and (c) their interpersonal relationships, social networks, and encompassing social and cultural contexts. Results will inform physicians and public health policy makers about the role of such relationships in aging and issues influencing those relationships, prolonging independence, and improving health and well-being.



New this year is funding to extend coverage of not only the National Social Life, Health, and Aging but also the Health and Retirement Survey, by including households that would otherwise be excluded due to deficiencies in the sampling frame. This will provide a benchmark comparison of the traditional listing process that has dominated survey sampling for 60 years with an alternative list-based methodology. The characteristics of the households that would be excluded by either approach alone will be determined, and a representative sample of those excluded by the traditional method will be added. This initiative is a unique opportunity to advance survey research methodology, while enhancing the quality of these two major National Institute on Aging surveys.

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

Making Connections

This initiative, funded by the Annie E. Casey Foundation, seeks to improve outcomes for disadvantaged children by strengthening their families, improving their neighborhoods, and raising local service quality. Baseline data have been gathered on a representative sample of households in selected low-income neighborhoods in ten cities. A follow-up study in the same neighborhoods has been funded for 2005-2007. The neighborhoods from which our samples were drawn include diverse households in race, ethnicity, immigration status, and physical and economic conditions. Yet all are disadvantaged relative to their surrounding metropolitan areas.

NORC collaborates with Foundation staff, the Urban Institute, Research Advisors, and local organizations to design and implement the surveys. The follow-up data will be combined with baseline data to understand how residents perceive conditions in their neighborhood (including schools), how residents interact with their neighbors, the use of and satisfaction with community services, and what new directions the initiative may need to take.



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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 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, for which a team of contractors, including NORC, has been assembled. The Department's current plan is to make an accounting for accounts open on or after October 25, 1994 and covering transactions back to 1938. The Department also proposed to the Court that they use sampling to verify the accuracy and completeness of the land-based accounts.

In meetings with Department officials, NORC provided information to the Secretary for her decision on the use of sampling and prepared a planning report, which is included in the report to the Court. NORC had developed an adaptive sample design and drawn sample for one region when the Court ruled that sampling could not be used. The government, plaintiffs, and Congress are now mediating the case to reach a settlement. For this effort, NORC has designed and selected a relatively small sample of about 6,600 transactions for reconciliation. The reconciliation is being done in stages to provide initial estimates quickly, with increasing precision as added cases are finished.

A project of NORC's Statistics and Methodology Department.

2004 Census of State and Local Law Enforcement Agencies

The 2004 Census of State and Local Law Enforcement Agencies (CSLLEA) is part of the Law Enforcement and Administrative Statistics (LEMAS) program—a recurring survey that provides a broad picture of current U.S. law enforcement and uncovers existing and emerging trends. Sponsored by the Bureau of Justice Statistics, LEMAS gathers information on law enforcement personnel, expenditures and pay, operations, community policing, equipment, computers and information systems, and policies and procedures. CSLLEA is a periodic census that provides a sampling frame for the detailed LEMAS series. CSLLEA gives a complete accounting of policing agencies by collecting data on law enforcement agency functions, facilities, personnel, and budget from the 18,000 U.S. agencies that employ at least one full-time equivalent officer with general arrest powers.



NORC is conducting the 2004 CSLLEA using mail surveys with an option to complete via web or telephone. The targeted agency response rate is 98%. To achieve it, NORC will prompt non-responders through mail contacts and multiple telephone follow-up calls, plus e-mail and fax reminders as necessary. NORC will also retrieve data for missing and inconsistent items.

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

National Evaluation of the Healthy Communities Access Program

The Healthy Communities Access Program (HCAP) funds coalitions of safety net providers to strengthen delivery and integration of care to the uninsured and underinsured. The program is based in the Health Resources and Services Administration's Bureau of Primary Health Care, which is required to submit a Report to Congress in September 2005 relating how the program has met its goals and objectives. Thus far, over 200 grantees have been funded—these are consortia of community health centers, hospitals, local public health departments, and other traditional safety net providers.

The purpose of the evaluation is to assess the extent to which local HCAP grantees have improved the effectiveness, efficiency, and coordination of services for uninsured and underinsured individuals, as well as to conduct an assessment of program implementation, outcomes, and information that could lead to policy improvements. The NORC team, which includes researchers at Rutgers and New York universities, is evaluating the program using data from a variety of sources, including analysis of grantee progress reports, analysis of inpatient and emergency department administrative data, a survey of safety net providers that are part of the grantee network, a survey of consortia leaders, patient focus groups, extensive interviews with grantee leadership, and grantee case studies.



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

Risk, Insurance, and the Family: A Thailand Case Study

The role the family plays in enhancing the welfare of its individual members at times of economic shocks is the subject of this longstanding research project, now in its 10th year. Economic shocks suffered by families—from disease or disability, erratic rainfall, fluctuating primary goods prices, macro crises like the recession in the 1990s, or the tsunami of December 2004—push many households in developing countries such as Thailand into poverty. A collaborative effort, with field operations staff in Bangkok directing the surveys, this study uses a range of innovative tools—such as monthly micro surveys that collect economic data and the LandSat Thematic Mapper that provides a historical record of soil quality—to quantify the role that family and kinship networks play in the context of more formal institutions (e.g., village-level funds and national-level banks), in order to see which short- and long-term coping strategies work best. Thus, the project uses both micro and macro aspects to evaluate informal and formal institutions and markets and to construct and evaluate macro models of growth, fluctuations, and crisis—models that are based on the measured micro-underpinnings.

A project of NORC's Academic Research Centers.

Residential Energy Consumption Survey (RECS)

The primary national source on energy-related data for U.S. households, RECS is a congressionally mandated survey sponsored by the Energy Information Administration, an independent statistical agency within the U.S. Department of Energy. RECS provides critical data for EIA's National Energy Modeling System (NEMS), which is used as a guide in government planning for future U.S. energy needs. Other users include federal and state offices that administer the Low Income Energy Assistance Programs (LIHEAP) and weatherization programs. Users include universities doing energy research, as well as Boy Scouts working on an energy badge and even households needing to decide what type of heating system to purchase.



For the 2005 RECS, a personal interview will take place at over 4,000 households, each of which represents over 30,000 similar households. The survey data will be statistically adjusted to represent the entire U.S. Information collected includes: housing unit characteristics, appliances, household characteristics, types of fuels used, and other information relating to energy use. After adjusting the household billing data to represent the entire U.S., total energy consumption and expenditures data will be estimated for each of the major fuels: natural gas, electricity, fuel oil, liquefied petroleum gas (LPG), and kerosene.

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

National Longitudinal Study of No Child Left Behind

The No Child Left Behind Act (NCLB) is a landmark in education reform, embodying four key principles—stronger accountability for results; greater flexibility for states, school districts, and schools in the use of federal funds; more choices for parents of children from disadvantaged backgrounds; and an emphasis on teaching methods that have been demonstrated to work. It also places increased emphasis on reading, enhancing the quality of our nation's teachers, and ensuring that all children in America's schools learn English.



The National Longitudinal Study, the first large-scale survey of NCLB, will be the main source of information to help the U.S. Department of Education understand how schools and districts are implementing the Title I and Title II provisions of the Act. NORC's primary role is to manage sampling and data collection, with data for about 1,500 schools in 300 public school districts

collected primarily during school years 2004-05 and 2006-07. About 13,500 respondents, including district administrators, principals, teachers, and paraprofessionals, will be selected to complete questionnaires for each of the two rounds. A subsample of district parents and supplemental education service providers will provide important additional data about the NCLB choice requirements.

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

National Resource Center for Health Information Technology

NORC is leading a cooperative effort for the Agency for Healthcare Research and Quality (AHRQ) to develop a resource center for AHRQ's Health Information Technology (HIT) planning, implementation, and value grantees—leveraging best practices in knowledge management, e-learning, and online collaboration to provide a “virtual community” in which grantees and other stakeholders can learn from one another and access current thinking on HIT-related issues. In addition, the Resource Center will offer technical assistance—in-person, electronically and by phone—on issues surrounding HIT support and implementation, business and operational issues, HIT-related clinical care and quality, research design and management, and best practices. The Center will also develop and disseminate tools to help providers within and outside government to use HIT to improve patient safety and quality of care in their communities.



The effort responds directly to the recent federal priority to promote adoption of a national health information infrastructure, including development of standards and best practices around implementation, and the articulation of evidence regarding a “business case” to support provider and payer investments in HIT. NORC's partners in this effort

include the Foundation for eHealth Initiative, Indiana University/Regenstrief, Burness Communications, BL Seamon Corporation, Computer Sciences Corporation, Vanderbilt University, Brigham and Women's Hospital, and other industry thought leaders.

A joint project of NORC's Health Survey, Program, and Policy Department and Information Technology Department.

Data Research and Development Center

This NORC center is funded by the National Science Foundation as part of the federal Interagency Education Research Initiative (a collaboration of NSF, the U.S. Department of Education, and the National Institute of Child Health and Human Development). Conceptually, the Center's research addresses fundamental challenges in analyzing and making causal inferences from social experiments and quasi-experiments of educational interventions. Substantively, it conducts and collaborates on research to understand the nested contexts within which student learning takes place. Methodologically, it designs research and develops tools to mitigate the practical challenges of conducting scientifically based assessments of responses to interventions in a range of classroom settings. Organizationally, the Center's sociological research on knowledge accumulation examines how social scientists define the boundaries of their disciplines; the sources of cohesion that bind members of the field together; the constructs used to define disciplinary fields; how researchers conduct their work and their views of what constitutes evidence; and how investigators interact, share information, and accumulate a knowledge base that is both basic and applied.

One of NORC's Academic Research Centers (see pp. 27-31).

Qatar National Educational Data System

NORC is continuing to play an integral role in providing support to the Evaluation Institute of the Supreme Education Council for an extensive system of data collection to monitor and assess an ongoing reform of the State of Qatar K-12 education system. In 2004, NORC completed the first year and began the second year of collecting annual student assessment test results; conducting annual surveys of students, parents, teachers, and administrators; and developing an inventory of school educational resources.

NORC is also providing technical assistance in transferring these data collection responsibilities so that they will be completely managed by the Evaluation Institute by the 2005-2006 school year. NORC has created the Qatar National Education Data System (QNEDS) IT systems to support data collection and a data warehouse to make data systematically available to the Evaluation Institute. We are currently working with the Institute to map out and support the education reform effort in Qatar.

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

Resident Relocation Surveys

The Resident Relocation Surveys, conducted with funding and support from the John D. and Catherine T. McArthur Foundation, collect and report data from current and former leaseholders of the Chicago Housing Authority (CHA) about their relocation experiences. This relocation of public housing residents is part of the CHA's Plan for Transformation, a process to be staged over a 10-year period, in which substandard high-rise public housing developments are either demolished and replaced or rehabilitated. During the transformation, the CHA is assisting leaseholders whose buildings are being replaced or rehabilitated in relocating to either private market or other public housing.

NORC has collected baseline and follow-up data from the Phase II and Phase III cohorts and has presented findings from the Phase II and Phase III baseline and Phase II follow-up surveys. The findings include demographic characteristics, housing choices, relocation experiences, support service needs and utilization, current housing unit and neighborhood characteristics, impact on children, and overall satisfaction. NORC expects to conduct another interview with Phase II movers during the last quarter of 2005.

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

General Social Survey (GSS)

One of NORC's flagship surveys, the General Social Survey (GSS) celebrated its silver anniversary in 2004—the 25th data collection round since 1972. The GSS contains a standard 'core' of demographic and attitudinal questions, plus topics of special interest. Researchers with topical modules in the 2004 GSS include Yale Law School, the Russell Sage Foundation, Centers for Disease Control and Prevention, CIRCLE, the Fetzer Institute, the National Institute for Occupational Safety and Health, the Metanexus Institute, the Institute for Research on Unlimited Love, the National Human Genome Research Institute, the Smith Richardson Foundation, and the Bureau of the Census.

The GSS is the largest project funded by the Sociology Program of the National Science Foundation and, except for U.S. the Census, the most frequently analyzed source of information in the social sciences. The GSS is also a major teaching tool. We know of over 12,000 research uses such as articles in academic journals, books, and Ph.D. dissertations based on the GSS and about 250,000 students annually who use it in their classes. Since 1985, the GSS has participated in the International Social Survey Program (ISSP), which now covers 39 countries and is still expanding.

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

MAJOR ISSUE AREAS

Economics, Labor, and Population

Economics, labor, and population studies continues to be the department that coordinates many of NORC's large-scale flagship studies. These studies investigate such subject areas as the development of children as future members of the labor force, student-level transition from school to work, the finances of consumers, the financial challenges of small business owners, independent living programs, the relocation of public housing residents, parenting and child welfare, labor force participation of immigrants, and trends in general social indicators. These large scale endeavors also incorporate methodological innovations in



A. Rupa Datta



Michael R. Pergamit

the area of information technology systems for such activities as data capture, data cleaning, response coding, data-file production, and data warehousing.

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Kymn M. Kochanek
Senior Survey Director

Education and Child Development

Education and child development staff are leading contributors to education research on such diverse populations as Head Start enrollees and their parents; elementary, middle, and secondary school students, teachers, and administrators; postsecondary students and faculty in all fields; and developers of innovative education and training programs. The department's



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Senior Vice President and
Department Director
Sally Murphy
Vice President
Charlene Weiss
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Bronwyn L. Nichols
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Co-Directors, Alfred P. Sloan Center
on Parents, Children, and Work



Bronwyn L. Nichols

portfolio of projects ranges from highly technical 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.

Additionally, the department staff works to assist state and local governments in (a) determining what works to promote educational improvements and (b) contracting with federal agencies and private foundations to collect and distribute high quality data products that support the education research community at large and analyses conducted by policy makers and educators.



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Norman Bradburn

Health Survey, Program, and Policy Research

Health survey, program, and policy researchers, in addition to their ongoing projects, have begun major initiatives in childhood immunization, health information technology, patient safety, evaluation of programs for the uninsured, and analyses related to implementation of the new Medicare prescription drug benefit. Strategic investments have expanded NORC's health expertise, and our project base has grown considerably, as has the department as a whole.



Daniel S. Gaylin

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



Michele T. Koppelman

At the same time, we have seen major new successes in our traditional focus on designing and conducting complex surveys. This has allowed us not only to offer government, foundation, and private sector clients a complete package



Marc L. Berk

of services—including research design, data collection, qualitative research, advanced quantitative methods, and dissemination/outreach—but also to play an increasingly visible role in program evaluation and policy formulation. Of particular note is that NORC is now conducting one of the largest and most complex federal government health surveys, providing the nation's official rates of vaccination among U.S. children.



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Information Technology

NORC IT has a rich history of providing its clients with innovative, state-of-the-art technology solutions. In an era where technology serves both critical and strategic roles in the conduct and dissemination of research, NORC's commitment to applying technology capabilities to research challenges is stronger than ever. Three areas, in particular, illustrate our great progress over the past year:

We completed a comprehensive upgrade of our Computer-Assisted Telephone Interviewing (CATI) capabilities. This included implementation of voice-over-IP technology, advanced dialing, and the introduction of web-based technology that allows centralized management of geographically distributed CATI operations.

Our Infrastructure and Systems Operations team planned and executed upgrades to many technologies that form the backbone of IT operations. At the center of these is our new, world-class data center. This highly scalable facility is designed to support our continually evolving operations needs, which range from multi-mode data collection to the hosting of web-based applications.

Last year also saw the launch of several projects using web-based knowledge and data analytics portals. These solutions allow members of virtual communities to collaborate, share and analyze data, discuss research and policy topics, and create repositories of knowledge assets that promote ongoing community learning.

New business initiatives led or co-led by NORC IT over the last year include:

- National Resource Center for Health Information Technology
- Patient Safety Research Coordinating Center
- Integrated Primate Aging Database
- Disability Research Institute Online Analytics



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Michael S. Tilkin

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Statistics and Methodology



Rachel M. Harter

Statistics and methodology staff are important contributors to the vast majority of NORC projects, providing statistical, analytical, and methodological services under the direction of the individual project's manager. In addition to support functions, statistics and methodology staff develop and execute projects with particular statistical or methodological complexities.

Our statisticians are responsible for many aspects of study design and implementation, including sampling, weights, imputation, and variance estimation. They review the specific client's needs and help determine the highest quality approach consistent with the analytical and financial goals. Throughout a project, the statisticians monitor the statistical integrity of the work to ensure data quality.

In collaboration with the Center for Excellence in Survey Research, the department provides NORC's leadership in methodological innovation. NORC's in-house experts use cognitive interviews, expert review, and focus groups for the design, evaluation, and development of questionnaires, and they provide guidance on the strengths and weaknesses of alternative data collection strategies.

NORC statistics and methodology staff build statistical infrastructure such as the National Sampling Frame for area probability surveys of housing units, and statistical standards for best practices to ensure consistently high quality across projects. They are 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.



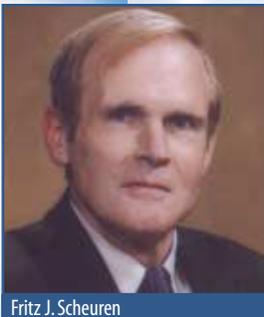
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Substance Abuse, Mental Health, and Criminal Justice

Our recognized expertise and capacity in the substance abuse, mental health, and criminal justice area has been substantially strengthened by our recent merger with Justice Studies Inc., whose staff specialize in studying the operations



Natalie Suter

and clientele of law enforcement and criminal justice programs, including homeland security and human trafficking.

The department is best known for its role in large-scale studies of a wide

range of treatment outcomes. This includes recent management of the Arrestee Drug Abuse Monitoring Program, the only multi-site, multi-wave survey that has collected drug testing data and detailed information on drug market behavior on a large scale. The department also has substantial experience investigating individual substance use histories; networks of relationships among substance use, abuse, and dependence; gambling policy and behavior; public attitudes, stereotypes, and policy views concerning crime, substance abuse, and mental health disorders; and operation and effectiveness of substance abuse and mental health treatment and prevention programs.

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SURVEY OPERATIONS

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 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 the comprehensive survey results essential to high quality social science research. The management of Survey



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Director, Production and Survey Support Center

Suzanne H. Bard

Associate Director, Field Operations Center



Operations also works closely with NORC's Quality Assurance Department in conducting programs of continuous improvement aimed at increasing both productivity and accuracy.

Telephone Survey and Support Operations Center

NORC has two 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 hiring interviewers, clerks, and supervisors. NORC has recently upgraded its telephony infrastructure to a state-of-the-art Voice over Internet



Jennifer A. Kelly



Shirley Williams

Protocol (VoIP) technology, which is highly scalable and allows NORC to operate its two facilities as one virtual call center. The Loop and Downers Grove facilities have 165-seat and 135-seat capacity, respectively. The scalable VoIP technology also allows rapid expansion into additional facilities to meet emerging client demands. Currently, NORC is using an additional facility in Las Vegas to address increased call volume needs.

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.

Field Operations Center

NORC supports a permanent field structure, managed by senior field staff, with extensive in-person data collection experience. Each of 8 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 8 regional managers and about 25 of our field managers are full-time staff. 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.



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. Joint appointments provide benefits to both university faculty and NORC staff. NORC provides university faculty with stimulating intellectual challenges in important policy areas and a collegial and supportive work 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 benefit is derived from teaming agreements and more informal collaborations between NORC and other institutions affiliated with the university. The most important of these 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

University of Chicago social science faculty and graduate students conduct research within NORC's Academic Research Centers. The Centers provide office space for faculty and their research assistants as well as computing services, training programs, workshops, proposal development support, grants administration, and other specialized services to support the collegial, interdisciplinary environment to meet the needs of individual projects.



Kathleen E. Parks

Kathleen Parks
Vice President and Director
Drew Gitomer
Senior Fellow

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

As part of a network of six Sloan Working Family Centers, the Chicago Center was founded to examine the issues facing working parents and their children by taking a different conceptual

**Barbara S. Schneider and
Linda J. Waite**
Co-Directors



Barbara S. Schneider

approach to defining the research issues and exploring new research methodologies. Today's families must be flexible and able to adapt to rapidly changing circumstances, which also make them more vulnerable to pressures from both within and outside the family. The issues facing parents, children, families, employers, and schools are intricate and complex, and they are at the heart of this center. Studying

these issues requires that we understand the dynamics of working families, not only from the perspective of adults in the household, but also through the voices of the children. The complex dynamics of this century's working family can only be understood through an interdisciplinary approach. Center research collaborations include the disciplines of psychology, sociology, economics, child development, human development, and public policy.



Linda J. Waite

The Center on Demographics and Economics of Aging

This center, now in its 12th year of funding from the National Institute on Aging, provides support to more than 40 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 fosters an exciting, dynamic intellectual environment for research in the demography and economics of aging; provides research support services; encourages development of new research projects and research foci in the demography and economics of aging; and facilitates collaborative research and teaching among scientists working in the field of aging research. In addition to its Administrative and Research Support Core, the Center has a Program Development Core and an External Innovative Network Core. Program Development consists of an active program of pilot projects and support for new faculty development in aging. The External Innovative Network 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.



**Linda J. Waite and
Diane Lauderdale**
Co-Directors

The Data Research and Development Center

This is a research and technical center funded by the U.S. Federal Government's Interagency Education Research Initiative (IERI). As a research center, we work to understand the factors that are essential for scaling up promising educational models, programs, and strategies. As a technical center, we work with IERI researchers across the country to identify—and develop plans to address—the methodological and other challenges that arise when conducting research on scaling. The Center supports investigators carrying out research across the country as part of the IERI (a collaboration of the National Science Foundation, the U.S. Department of Education, and the National Institute of Child Health and Human Development). We conduct on-going needs assessments so that we

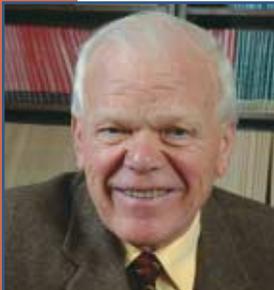
Barbara S. Schneider
Principal Investigator
**Larry V. Hedges and
Colm O'Muircheartaigh**
Co-Principal Directors
Sarah Kay McDonald
Executive Director

can provide technical assistance tailored to investigators' individual project needs (e.g., to provide technical clarity and precision to models of scaling up). In addition, we work with these IERI projects to build capacity by strengthening the community of scholars seeking to understand the factors that impede and enhance scale-up and to help them share this knowledge with practitioners and policymakers.



Sarah Kay McDonald

The Ogburn-Stouffer Center for the Study of Social Organizations



Edward O. Laumann

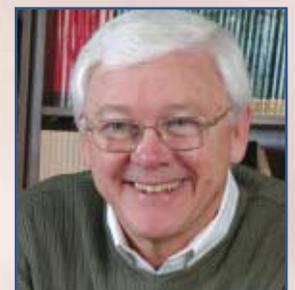
This center undertakes sociological research on topics in population, education, and social structure. It also provides on-the-job training for graduate students in the University of Chicago's sociology department. During its more than 20 years of research, the Center has been led by Edward Laumann, whose recent research project, National Health, Social Life and Aging, draws heavily on his earlier research of the behaviors and social structures that influence transmission of HIV and other STDs.

Edward O. Laumann
Director

The Population Research Center

This center provides support to more than 40 faculty research associates who currently have over 75 funded research projects in three key areas: (1) marriage, family, and children; (2) healthy behavior at all ages; and (3) earnings, income, and poverty. In addition to its Administrative Core, the Center has an Information and Computing Core and a Program Development Core. Together these cores facilitate and support diverse program of research. The Center fosters an engaged, collaborative, multidisciplinary intellectual environment for research in demography and population research; provides efficient and facilitative research support services; encourages development of new research projects and research foci in population research; and facilitates collaborative research and teaching among scientists working in population studies. Center scholars contribute both tools of demographic methods—concepts, theoretical models, statistical procedures, and data resources—and fundamental insights about the substance of demographic behavior—fertility, marriage-divorce-cohabitation, human capital investment, sexual behavior, disease, and morbidity-mortality.

Robert T. Michael
Director



Robert T. Michael

The Center for Excellence in Survey Research

NORC's newest academic research center, this center builds on NORC's reputation as a leader in methodological innovation in survey research. One goal is to assist NORC staff, University of Chicago faculty and staff, and staff of other university affiliates in obtaining funding for their research. To that end, CESR has a Research Grant Program in which participants are provided with funding, and the possibility of scientific collaboration and other services, for projects aimed at new or improved methods or technologies for the conduct of survey research. The Center also has a Seed Grant Program, which provides support to enable development of proposals for external funding. Workshops for faculty and staff on advanced topics in survey statistics and methodology pursue the Center's general mission of focusing on problems of design, execution, and analysis of surveys and related information-collection activities.

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