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In 1941 Harry Field founded NORC, and so we are celebrating our 70th anniversary this year. Looking back, we see a history of innovative and important studies that have made significant contributions to improving the social fabric of our nation. The outstanding researchers who have worked at NORC, or in close collaboration with us, are far too numerous to mention in this letter, but their shared, defining characteristic has been a desire to conduct the highest quality social science research. This is a legacy that we continually build upon as NORC moves forward and evolves as an organization. We also value the innovation and collegiality that our staff and collaborators at the University of Chicago, and elsewhere, bring to work each day.

These defining principles helped make 2010 one of the best years in our history for project volume, service quality, revenue, and growth. We delivered on the largest volume of survey work in our history, and won a number of new and important research projects. Every area of NORC contributed to this successful effort and all are to be congratulated.

Major new studies in child care, health care information technology, Medicare, population studies, and many other areas were acquired as a result of NORC's broad portfolio of capabilities in data collection, analysis, and dissemination. These important new projects include the National Survey of Early Care and Education (NSECE); Research and Evaluation on Sexual Violence, Stalking, and Teen Dating Violence; Evaluation of the Tribal Health Professions Opportunities Grants Program; National Children's Study Coordinating Center Field Support; and Medicaid and Children's Health Insurance Program (CHIP) Policy Implementation and Evaluation. This new work complements existing flagship studies that reached new milestones in 2010: the General Social Survey, the National Longitudinal Surveys of Youth, the National Immunization Survey, the Residential Energy Consumption Survey, the Survey of Consumer Finances, and work for the Millennium Challenge Corporation, the Centers for Disease Control and Prevention, and many other decision-making entities.

In this year's annual report, we have given special attention to the interconnected relationships among our departments. In these profiles, NORC's leaders speak, in their own words, about their accomplishments and challenges in 2010, as well as the importance of collaboration in an increasingly complex world.

While we celebrate the achievements of 2010, we are also keenly aware of the changes taking place in our field, both in the

technology we employ and in the subject matter areas where we place our focus. Advances in mobile and telephone technology, expanded privacy regulations, the dominance of social media, and increases in broadband Internet use are changing the way people live and communicate—and how organizations like NORC uncover actionable insights. These same trends are also driving an expectation for even faster dissemination of data. How will these trends shape our future? How does an organization like ours remain viable in both the short and long term? These are strategic questions that NORC is intimately involved in answering with our colleagues, clients, and Trustees.

During the past year, we worked together to think deeply about these questions and to debate what is needed to sustain our growth and our mission to support informed decisions and ultimately further the public interest. In addition to remaining flexible and adapting to technological changes and embracing the opportunities they create, we will continue to implement the processes aimed at addressing these challenges and look forward to making this a company-wide priority.

NORC's Academic Research Centers and our longtime affiliation with the University of Chicago also significantly contributed to many of our successes in 2010. NORC provides a collegial and supportive environment for university faculty, while our clients benefit from the knowledge and rigor of one of the top universities in the world. Two university collaborations of note are with the School of Social Service Administration and with Stephen Raudenbush of the Department of Sociology. The first was a co-sponsored symposium on the 2010 Census. The jointly sponsored event, Understanding a Dynamic Decade: Population Trends, Public Policy, and the 2010 Census, featured keynote speaker Alex Kotlowitz and helped energize the social science



research community and the city of Chicago around this important subject through presentations and panels. The second, a groundbreaking study called *Getting on Track Early for School Success: An Assessment System to Support Effective Instruction* will create instructionally relevant tools for assessing the literacy and math skills of children ages three and four. These new tools will be integrated and connected with existing K-3 tools used in over 100 schools throughout the country. The project also includes collaboration with the Committee on Education, the Urban Education Initiative, and the Center for Early Mathematics and Science Education.

In the past year we were joined by a number of new senior colleagues. Eric Goplerud joined the department of Substance Abuse, Mental Health, and Criminal Justice Studies as Senior Vice President and Director. The Health departments expanded their expertise overall, and in health care reform in particular, by adding Senior Fellows Wilhelmine Miller, Christine Nye, and Susan Schechter. The Education department welcomed Sheila Kirby as a new Senior Fellow. Daniel Kasprzyk, who brings with him over 35 years of survey research experience, was named Vice President and Director, and Senior Fellow for the Center for Excellence in Survey Research (CESR). Michael Sinclair joined Daniel in CESR as a Senior Fellow. Leading important ongoing and new areas of research, we also welcomed Carol Hafford, Renee Hendley, Laura Kantor, Felicia LeClere, Kristina Lowell, Vicki Pineau, Helen Suh, and Bruce Taylor. Heading up the new communications team is Vice President and Director, Greg Lanier.

In 2010, NORC also established a scholarship to support student research at the University of Chicago's Harris School of Public Policy Studies in honor of Professor Emeritus Robert T. Michael.

Michael is a founding dean of the Harris School, served as NORC's Chief Executive Officer in the 1980s, led NORC's National Longitudinal Surveys of Youth, and also served on NORC's Board of Trustees.

It is with some sadness that we say goodbye to Janet Norwood, who stepped down from NORC's Board of Trustees. Once characterized by a U.S. Senator as "a national treasure," Norwood brought experience from her long, distinguished career in academics and public service to her role as a Trustee. In honor of her outstanding contributions to NORC, the Board of Trustees has recognized her as a Life Trustee.

Finally, we look ahead to continued collaboration both internally and externally to drive the high-quality social science research for which NORC has become known. In doing so—in exploring the intersections of the increasingly interrelated and complex topics that we study—the work of NORC will continue to help illuminate today's most pressing social issues.

JOHN H. THOMPSON
President and CEO

EDWARD O. LAUMANN
Chairman



MICHELE KOPPELMAN

Executive Vice President, Operations
and Information Technology

DANIEL S. GAYLIN

Executive Vice President,
Research Programs

KIRK M. WOLTER

Senior Fellow and Executive
Vice President, Survey Research

JAMES E. DUNNE

Executive Vice President and
Chief Financial Officer

2010 was a year of record growth, service delivery, and revenue for NORC. But with growth comes the challenge of maintaining the research excellence and commitment to dissemination that define the organization. As the executive leaders of NORC, James E. Dunne, Daniel S. Gaylin, Michele Koppelman, and Kirk M. Wolter describe how NORC's core principles were key to a highly successful year.

"How do you preserve that small company feel, our inclusive management approach, and all the great things that go along with it, even as you develop more infrastructure for growth?" asks Daniel S. Gaylin, Executive Vice President of Research Programs at NORC. "We focused on fostering innovation and creativity—the freedom of staff at all levels to generate new ideas—while at the same time increasing standardization to ensure that our work continues to be performed efficiently and with the highest quality."

The executive leadership team points to the openness, integrity, and collegiality of NORC's staff as their best tools for managing growth without sacrificing excellence.

"We rely on the absolute professional commitment and dedication of a staff who wants to get things done right," said Gaylin. "We operate with a deep desire to define the challenges, identify the most effective solutions, and implement them with the overarching goal of supporting society's most important decisions with objective research."

For Michele Koppelman, Executive Vice President of Operations and Information Technology, 2010 has meant taking a fresh look at NORC operations and processes.

"We have these great collegial, interdisciplinary relationships and many skills to draw from to bring the best person in to solve a problem or move in a new direction," she says. "As we diversify the type of work we do, our data collection and IT experts are rethinking our processes. We're also refining capabilities so that we can deliver data and highly relevant analysis on long-term projects as well as those where we need to conduct tens of thousands of interviews in just a couple of weeks."

Kirk M. Wolter, Executive Vice President for Survey Research, expanded, "New demands and requirements from clients and the field are driving NORC to innovate across a spectrum of activity. We continue to help the industry evolve and define the state of the art in methodologies, processes, and delivery."

NORC's strengths were brought to bear in hundreds of successful studies in 2010 across a range of fields such as health, education, economics, population studies, justice, energy, security, and the environment. NORC's most exciting new projects this year include increased activities on the National Children's Study and the launch of the National Survey of Early Care and Education on behalf of the Administration for Children and Families.

"We've long been dedicated to health and education, particularly for children, and many of our new projects this year demonstrate our leadership in understanding how young people turn into healthy and effective adults," says Gaylin.

This understanding is then disseminated to policy makers, administrators, and thought leaders to enable informed decisions that reflect the public interest. For James E. Dunne, Executive Vice President and Chief Financial Officer, it is about much more than NORC's legal and financial obligations as a not-for-profit to publish and disseminate its results to the public and scientific communities.

"I think that one distinguishing characteristic of NORC is the very high degree of transparency of our operations," he says. "At any point in time, NORC manages roughly 400 active social science research contracts. The openness shared by our teams and the organizations that rely on our data and analysis helps ensure that the best possible decisions will be made and the best solutions developed."

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NORC's accomplishments in 2010—and its goals for the coming year—are best described by the people leading its research projects. The following pages tell their stories—not as stand-alone, isolated departments, but as groups of experts working together to help our clients and partners make informed decisions that serve the public interest.

BRONWYN NICHOLS LODATO

Senior Vice President and
Director, Education and
Child Development Studies

CHET BOWIE

Senior Vice President and
Director, Economics, Labor,
and Population Studies



"I THINK DISSEMINATION IS WHAT MOTIVATES A LOT OF OUR FOLKS EVERY MORNING WHEN THEY GET UP AND COME TO WORK. THEY SEE A CLEAR CONNECTION BETWEEN WHAT THEY'RE DOING AND THE SERIOUS ISSUES IN THE WORLD AROUND THEM." — CHET BOWIE

"Chet and I are seeking ways to make more connections between our departments and explore the education-to-workforce continuum that our data sets really speak to. I would like to see us develop robust communities around our data—not just drawing arrows, but investigations into labor market outcomes vis-à-vis education. There's room for us to merge these capacities to make even stronger social-scientific contributions."

— BRONWYN NICHOLS LODATO

The Foundation of a Successful Society

The Economics, Labor, and Population Studies department is the institutional home of NORC's large-scale, flagship surveys covering a wide range of factors that contribute to the nation's economic and social life. The Education and Child Development Studies department focuses on student learning and programs designed to improve childhood outcomes.

"A lot of our work focuses on the factors contributing to positive and negative educational results," says Bronwyn Nichols Lodato, Senior Vice President and Director of NORC's Education and Child Development Studies department. "For example, the financial burdens that families face at the college level is one of many influences we've been looking at with a diverse set of projects."

As the nation gradually moves out of a recession, the economic dimension of the work in Lodato's department could not be more relevant. There are also clear connections to NORC's Economics, Labor, and Population Studies department, which undertook another triennial Survey of Consumer Finances for the Board of Governors of the Federal Reserve in 2010. The survey will shed light on the impact of the recession on families and their ability to create an environment that nurtures achievement.

LINKING THE ECONOMY AND EDUCATION

"There is no other survey that really pinpoints the household finances of American families," says Chet Bowie, Senior Vice President and Director of the Economics, Labor, and Population Studies department. "In 2010 we completed re-interviews of the 2007 respondents, so it's going to be an amazing set of data about how the recession affected people—the first evidence that's not just anecdotal. Policy makers can put solid data behind their assumptions and decisions regarding the stimulus package, consumer protection, and other programs."

The Survey of Consumer Finances is just one of several large-scale surveys Bowie's department conducts. Another, NORC's flagship General Social Survey (GSS) funded by the National Science Foundation, completed its 28th round in 2010, the first round to implement a new replicating panel design. The 2010 GSS survey

exceeded target sample sizes and included timely question modules on topics such as gender roles, immigration, attitudes about science, religious identity, the Internet, social networks, and others.

Another landmark study, the National Longitudinal Surveys of Youth (NLSY) for the Bureau of Labor Statistics, has followed two youth cohorts to gather insights about education, work, and wages. In 2010, the 24th round of interviews for the 1979 group was completed along with the 13th round for the 1997 group. In 2010, the National Institute of Child Health and Human Development awarded a grant to Lodato's team and a researcher at the University of Texas to collect college transcripts from 9,000 of the NLSY 1997 respondents.

"We know everything about these individuals—how they enter the labor force, training, education, military service, and a host of other decisions they've made," says Bowie. "Now, the '79s are approaching retirement, and we'll see a new dimension to their life story."

Bowie and Lodato are actively looking for more ways to collaborate and to continue providing clients with a rich, interdisciplinary picture of how education, work, and financial stability affect each other.

"Chet and I are seeking ways to make more connections between our departments and explore the education-to-workforce continuum that our data sets really speak to," says Lodato. "I would like to see us develop robust communities around our data—not just drawing arrows, but investigations into labor market outcomes vis-à-vis education. There's room for us to merge these capacities to make even stronger social-scientific contributions."

THE POWER OF DATA AND DISSEMINATION

"I think dissemination is what motivates a lot of our folks every morning when they get up and come to work," Bowie says. "They see a clear connection between what they're doing and the serious issues in the world around them."

One example of the power of NORC's dissemination of data is found in the GSS. The GSS is the most frequently analyzed source of information in the social sciences, other than the U.S. Census. In 2010, the GSS generated 4,000 inquiries and hundreds of media hits, and it continues to be cited in thousands of publications and serves as the baseline data set for numerous doctoral dissertations.

The GSS is one of many studies and projects where NORC's capabilities lead to concrete decisions with social impact. Bowie points to a project acquired in 2008, the 2010 Census Integrated

Communications Program Evaluation. The project's goal is to evaluate the impact of the millions of taxpayer dollars spent on advertising, partnerships, and in-school outreach programs to improve response rates and perceptions of the 2010 Census.

"The Census Bureau is already planning for 2020, and our data will have a major impact on how those funds will be used and whether the process should be modified or streamlined," says Bowie. "They'll make more informed decisions, and ultimately it's communities that benefit from a more efficient, effective Census."

AN EXPANDING CHILDHOOD PORTFOLIO

In 2010, the Department of Health and Human Services awarded a multi-million dollar contract to NORC in collaboration with the University of Chicago's Chapin Hall to conduct the National Survey of Early Care and Education, the first national survey of child care needs and available resources in more than 20 years. The study will provide new knowledge about critical issues facing families, and give policy makers and the public much-needed information about the care children receive when they're not with their parents and guardians.

The results, derived from tens of thousands of providers, organizations, and parents, will help providers and decision makers better promote healthy child development, as well as gain insight into how parents balance their own employment with their children's care. As the symbiosis among economic conditions, work, and education grows more complex, Lodato sees this work as one of many opportunities to expand her department's base into more integrated areas of study.

"Competition was fierce, and we didn't take for granted our role in having designed the study," says Lodato. "We saw an opportunity to do some really groundbreaking research, and it's an amazing addition to our early childhood portfolio. We also have the National Children's Study and the National Immunization Survey with NORC's Public Health department, and a new project to evaluate community college programs for health IT certification. These projects are strengthening our focus, albeit in different realms."

Lodato explains that the study of early care and education will incorporate an innovative survey design approach that samples both formal and informal providers in small geographic clusters: "We'll be able to analyze, with precision and depth, what kind of informal care is in use and map that to the area's formal child care offerings. It's an intricate approach, but one that we're very excited about."



ECONOMICS

2010 Census Integrated Communications Program Evaluation

This independent evaluation will assess the impact of the entire 2010 integrated marketing communications campaign for paid media/advertising, partnerships, the Census in Schools program, and other campaign activities—providing an important tool for assessing the success of the 2010 Census.

General Social Survey (GSS)

The GSS is one of NORC's flagship surveys and one of its longest running projects. The GSS started in 1972 and completed its 28th round in 2010. For the last third of a century, the GSS has been monitoring societal change and the growing complexity of American society. It is the largest project funded by the Sociology Program of the National Science Foundation.

Making Connections

The Making Connections data evaluate neighborhood conditions, services and amenities, family economics, and the health and education of children in poor communities in ten U.S. cities.

The National Longitudinal Surveys of Youth: 1979 (NLSY79) and 1997 (NLSY97) Cohorts

Funded by the Bureau of Labor Statistics, each of these surveys starts with and follows a sample of about 9,000 youth as they move into the labor market, through family formation, and as they prepare for retirement to provide significant insight into the return on investments in schooling, career progression, job turnover, hours of work, and wages of the U.S. labor force. The NLSY data sets are used by scholars in numerous disciplines and the study design has been used as a model in China and in several European countries.

Survey of Consumer Finances (SCF)

Sponsored by the Federal Reserve Board, this triennial survey is the only fully representative source of information on the broad financial circumstances of U.S. households. Data from the SCF are used to inform consumer protection, as well as monetary, tax, and a variety of other important economic policies.

The Survey of Economically Successful Americans and the Common Good

This study explores civic engagement and charitable activities, political participation, assessments of major national problems, and beliefs about markets, government, and equal opportunity. It also assesses solutions to problems involving education, employment, retirement, taxation, financial regulation, budget deficits, macroeconomic policy, and other matters.

EDUCATION

Education and Transition to Adulthood: NLSY97 College Transcript Collection

In 2010, the National Institute for Child Health and Human Development made a grant to University of Texas, Austin Professor Chandra Muller to work with NORC to collect and code transcripts from all institutions of higher education attended by the 9,000 respondents in the NLSY's 1997 cohort.

National Survey of Early Care and Education

In 2010, the federal Administration for Children and Families selected a team led by NORC and Chapin Hall to conduct four coordinated nationally representative surveys on the supply of and demand for care to children under age 13. The surveys will sample 12,400 organizations, 9,600 classroom staff, 11,200 home-based providers, and 17,500 parents.

The Survey of Doctorate Recipients (SDR)

The SDR is a longitudinal survey of doctorate recipients who received their degrees from academic institutions within the U.S. It is designed to provide demographic and career history information about science, engineering, and health doctorate holders. The survey, sponsored by the National Science Foundation (NSF) and the National Institute of Health, has been conducted since 1973. NORC achieved an 80.5 percent weighted response rate in 2008 and is currently conducting the 2010 SDR.

The Survey of Earned Doctorates (SED)

Conducted for the National Science Foundation and five other federal sponsors, the Survey of Earned Doctorates is an annual census of all research doctorate recipients from U.S. universities and collects data on educational history, post-graduation plans, as well as demographics. In academic year 2009, the SED achieved a survey response rate of 92.3 percent.



HENRY H. BROWNSTEIN

Senior Fellow, Substance Abuse,
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MICHAEL DAVERN

Senior Vice President and Director,
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ERIC GOPLERUD

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“THE IMPLICATIONS OF THE PATIENT PROTECTION AND AFFORDABLE CARE ACT LEGISLATION CONTINUOUSLY EVOLVE AS SPECIFIC PROVISIONS ARE IMPLEMENTED AND STAKEHOLDERS REACT. WHAT WE THINK WE KNOW TODAY CAN EASILY CHANGE TOMORROW. IN 2010, WE MOVED QUICKLY TO IDENTIFY SPECIFIC PROJECTS THAT WOULD ADDRESS THE PRAGMATIC CONSIDERATIONS OF THOSE CHARGED WITH IMPLEMENTING THE LEGISLATION AND THE CONSTITUENCIES THEY SERVE.”

— STEPHEN M. SMITH

“We are fortunate to have three very strong health departments representing health care, public health, and mental health at a time when the regulatory issues associated with each of them is changing so dramatically and quickly. Now more than ever, it is critical to have a concerted effort among these three areas.” — MICHAEL DAVERN

Healthy People, Healthy Communities

The Health Care Research department provides objective research and policy analysis of health care delivery and financing in the United States. The Public Health Research department conducts research with the overarching goal of protecting and improving the health of communities and populations. And, the Substance Abuse, Mental Health, and Criminal Justice Studies department investigates the operations of law enforcement and criminal justice systems as well as the increasingly interrelated fields of substance abuse and mental health.

The 2010 Patient Protection and Affordable Care Act (ACA) legislation ushered in a new era of change in the U.S. health care sector as well as the need to assess the impact of this change on multiple stakeholders. This legislation, coupled with other recent initiatives, led to a greater level of collaboration among NORC's experts in the Health Care, Public Health, and Substance Abuse, Mental Health, and Criminal Justice Studies departments.

PATIENT PROTECTION AND AFFORDABLE CARE ACT – EVALUATING CHANGE

“The implications of the ACA legislation continuously evolve as specific provisions are implemented and stakeholders react. What we think we know today can easily change tomorrow,” says Stephen M. Smith, Senior Vice President and Director of the Health Care Research department. “In early 2010, we brought

together our most senior health staff to review key provisions of the legislation and establish a strategic approach to informing the work of policy makers, researchers, and other stakeholders. We moved quickly from digesting the larger themes and objectives behind the legislation to identify specific projects that would address the pragmatic considerations of those charged with implementing the legislation and the constituencies they serve.”

This kind of expertise helped Smith's department acquire several new projects in 2010 aimed at achieving greater quality and cost-efficiency in health care delivery and financing. For example, Smith's team conducted several analyses for the Medicaid and CHIP Payment and Access Commission and the Medicare Payment Advisory Commission—many with very short turnaround times. It also initiated four multi-year evaluation projects for the Office of the National



Coordinator for Health Information Technology, part of the U.S. Department of Health and Human Services.

But, looking at the impact of recent legislation on health care delivery and financing is only part of the picture. And, as the field still grapples with questions such as the impact of health information technology on patient privacy and the likelihood that provisions in health reform legislation will play a role in bending the health care cost curve, NORC also actively studies how recent changes may affect the health of individuals and groups within society.

“Ultimately, we want to know whether there’s a positive impact on health and health care,” says Michael Davern, Senior Vice President and Director of the Public Health Research department. “One project we started in 2010 for the Assistant Secretary of Planning and Evaluation will inform the discussion about whether people with public insurance have a harder time accessing a primary care physician when compared to those with private insurance. It’s exciting to think that we’ll provide information that can be used as a baseline to understand the impact of the ACA.”

BATTLING SUBSTANCE ABUSE WITH INNOVATION, COLLABORATION

“One of the dealers said to our interviewer, ‘meth is a family drug—you start the kids when they’re young,’” says Henry H. Brownstein, one of the leaders of NORC’s study of the illicit methamphetamine (meth) market for the National Institute on Drug Abuse. “That was pretty disturbing, and it led one of our researchers to take a unique family and community perspective on the meth epidemic.”

For five years, Brownstein has led the Substance Abuse, Mental Health, and Criminal Justice Studies (SAMHJC) department’s efforts to understand health threats that stem from the complex dynamics of crime, substance abuse, and mental health. Brownstein, who is transitioning to a Senior Fellow position in 2011, believes the dealer’s response also reveals why collaboration and collegiality are essential: “Substance abuse involves families, education, psychology, economics, public safety, and public health. One of NORC’s outstanding characteristics is that we cross those lines and bring different

“Substance abuse involves families, education, psychology, economics, public safety, and public health. One of NORC’s outstanding characteristics is that we cross those lines and bring different kinds of experts together. There’s no other way an organization could deliver quality results to clients.” — HENRY H. BROWNSTEIN

kinds of experts together. There’s no other way an organization could deliver quality results to clients.”

The three-stage study, which concludes in 2011, employs an innovative methodological approach based on the perspectives of the market of dealers, users, police, treatment providers, and others. The study has integrated Google Maps, WebEx interviews, and Drug Enforcement Agency files to create detailed, street-level views of meth activity. The unique data set will help decision makers grapple with the complexity of the changing methamphetamine markets spreading across the country.

MEETING THE NEED FOR NATIONAL, LARGE-SCALE SURVEYS

While SAMHJC brought new perspectives and data to the effects of substance abuse on overall health, the Public Health and Health Care departments are developing enduring knowledge through both new and existing large-scale studies.

“The environment we’re in is changing tremendously. We can bring in more diverse resources and link survey data to medical claims, environmental exposure data—even collect biomarkers during interviews,” says Davern. “As a result, we are able to give researchers who use our data more pieces to the puzzle that, up to this point, they have not been able to put all together. We want to provide a more complete set of information to people who might not have viewed survey data, claims data, and environmental data as useful to their

research before and who may have only focused on one—or at most two—sources in the past. The National Children's Study, with which NORC's health departments are involved, represents a client's desire for this kind of complete data set."

Acquiring part of the field support portion of the coordinating center and the data linkages methodological support contract for the National Children's Study (NCS)—sponsored by the National Institute of Health—was an important project for NORC in 2010. The NCS promises to be one of the most significant studies of environmental effects on children, from air, water, and sound to family, culture, and genetics—factors requiring a broad, complex approach to data collection. The work will draw from the expertise in all of the health departments. NCS field support is already underway, headed by Susan Schechter, a new NORC Senior Fellow in the Health Care department known for her extensive expertise in human development and large-scale research. The data linkage project is being led by Mike Sinclair, a new Senior Fellow in the Center for Excellence in Survey Research.

Another notable, close collaboration between Smith's team and NORC's Academic Research Centers led to the fielding of the second wave of the National Social Life, Health, and Aging Project (NSHAP), a large-scale, national survey that focuses on the health, relationships, and sexual behavior of older Americans. In 2010, the survey uncovered new data regarding co-resident romantic partners and their effect on well-being.

But the collegial atmosphere that permeates NORC was perhaps most evident in 2010's influenza surveys. In what the Centers for Disease Control and Prevention (CDC) described as "excellent work," 38,000 interviews on the influenza vaccine were conducted in just two weeks. The work enabled the CDC to provide the public with exceptionally timely data during National Influenza Week in December 2010.

It's the kind of effort Stephen Smith believes is evidence of NORC's can-do teamwork and collegiality; he notes that "there's a team spirit and commitment to doing the hard, behind-the-scenes work that sometimes leads to extraordinary insights."

A NEW CHAPTER FOR MENTAL HEALTH RESEARCH

The collaboration among the three departments will only increase as new leadership in SAMHCJ begins to take hold, and new depth is brought to NORC's mental health subject matter expertise.

"You can't have a whole person when you disconnect the head from the body, and that's one view of mental health I've had throughout my career," says Eric Goplerud, a clinical psychologist NORC recently welcomed to succeed Henry H. Brownstein as Senior Vice President and Director of SAMHCJ. "What I hope to bring are the networks that I've built throughout my career and a holistic orientation to behavioral health. I believe we can re-acquaint the mental health and addictions field with the excellent resources and expertise that exist at NORC."

"BECAUSE OF STATE BUDGET CONSTRAINTS, MANY MORE PEOPLE WITH MENTAL AND PHYSICAL HEALTH ISSUES MAY BE MOVED FROM PRISON INTO THE COMMUNITY MORE RAPIDLY. WE CAN HELP POLICY MAKERS AND PROGRAM LEADERS TAKE THOUGHTFUL APPROACHES THAT DON'T THREATEN PUBLIC SAFETY. WHERE HEALTH AND CRIMINAL JUSTICE INTERSECT—THAT'S WHERE WE CAN BRING VALUE TO CLIENTS." —ERIC GOPLERUD

Goplerud is also a substance abuse treatment expert with extensive experience in academic research and policy leadership roles. His work has focused on the integration of behavioral health into health care reform, engaging business and health insurers in behavioral health care, and improving financing for behavioral health care. He points to MDRC's Second Chance Act Adult Demonstration Projects begun in 2010 and the multi-state criminal history or "rap sheet" database—the first of its kind—for the Bureau of Justice Statistics as examples of new pathways the department is forging, and upon which he hopes to expand.

"The re-entry studies, and the potential recidivism data represent the kinds of new opportunities becoming available," says Goplerud. "Because of state budget constraints, many more people with mental and physical health issues may be moved from prison into the community more rapidly. We can help policy makers and program leaders take thoughtful approaches that don't threaten public safety. Where health and criminal justice intersect—that's where we can bring value to clients."

Goplerud also hopes to explore larger survey projects, more investigator-led research, and nontraditional funders—including private-sector businesses—who might benefit from NORC's interdisciplinary expertise: "We don't necessarily need to wait for an organization to formally identify an issue or social need. For example, we know that 25 percent of people with schizophrenia or bipolar disorder have diabetes, and over 40 percent have hypertension."

Goplerud's vision for the department builds upon Brownstein's efforts to expand SAMHCJ's evaluation capabilities and relationships with new government entities and other organizations.

"We've been building up the evaluation capabilities and moving beyond data collection, and we've made inroads into new areas of the research community," he says. "Clients who just a few years ago said, 'we didn't know you did that,' are now saying 'you did that really well.'"

2010 SELECT PROJECTS

In 2010, SAMHCJ also brought on criminologist Bruce G. Taylor, former Research Director from the Police Executive Research Forum, to strengthen the policing, violence prevention, and criminal justice expertise of the department. Taylor is currently leading a randomized experiment on the effectiveness of a teen dating violence prevention program in 50 New York City public middle schools for the National Institute of Justice.

NEW EXPERTS, NEW KINDS OF OUTREACH

The Health Care and Public Health departments also welcomed new talent in 2010, with hopes to expand their impressive portfolio and take advantage of new opportunities in the rapidly changing health care sector. Wilhelmine Miller and Christine H. Nye joined NORC in 2010 as Senior Fellows, bringing with them a wealth of experience in private and public health care research, and impressive educational credentials and accomplishments.

Health Care, Public Health, and SAMHCJ all look forward to the possibility of future studies that may bring their experts into even closer interdisciplinary relationships.

Davern explains that, “We are fortunate to have three very strong health departments representing health care, public health, and mental health at a time when the regulatory issues associated with each of them is changing so dramatically and quickly. Now more than ever, it is critical to have a concerted effort among these three areas—to understand how the rapid changes in each affects the others—in order to produce high-quality evaluations that appropriately inform the policy debate. At NORC, we are committed to working together to make sure this happens.”

The departments are also increasing their presence at conferences and continuing to focus increasing effort on outreach and dissemination that informs better decision making.

“In 2010 we increased our presence at conferences like Academy Health, the Health Information Management Systems Society (HIMSS), and the American Public Health Association (APHA), which are all important venues to present the work we do in our department,” says Smith. “We’ve always had a big presence at the American Association for Public Opinion Research (AAPOR) conference, but we’re hoping to boost our presence at the range of conferences relating to health care delivery and financing as well as those focused on our historic strength in survey research.”

“The more information we have from different perspectives, the better we can understand the social context of the population’s health,” says Davern. “Surveys are moving in that direction—taking advantage of more types of information from other domains—and we believe that NORC can help lead the way to produce a more robust set of information to inform the public discourse on health.”



HEALTH CARE

Analytic Projects for Medicare & Medicaid Commissions

In 2010, NORC conducted over a dozen short-turnaround analyses for the Medicare Payment Advisory Commission and the newly formed Medicaid and CHIP Payment and Access Commission. NORC presented work at the Commissions’ public meetings and contributed to their reports to Congress.

Cost and Comparative Effectiveness of Various Diabetes Interventions in the Context of an Essential Benefits Package

Funded by the American Diabetes Association, this study analyzes state-of-the-art advances in the treatment of diabetes and their interaction with the “essential benefits” provisions of ACA, with special emphasis on balancing the best in benefit design with the best science on the treatment of diabetes.

Evaluation Projects for the Office of the National Coordinator for Health IT (ONC)

In 2010, NORC initiated four large, mixed-method, multi-year evaluation projects for ONC. NORC is evaluating the State Health Information Exchange Cooperative Agreement Program, the Information Technology Professionals in Health Care (“Workforce”) Program, the Beacon Community Cooperative Agreement Program, and the Strategic Health IT Advanced Research Projects Program.

Hospital Quality Initiatives Measurement Implementation Support

NORC provides administrative, informational, and technical support to the Centers for Medicare & Medicaid Services (CMS) Division of Hospital and Medication Measures (DHMM) to maintain the Hospital Compare website, including hospital quality reporting and payment procedures, incentive programs, and rule-making processes related to the website development.

The National Social Life, Health, and Aging Project (NSHAP)

NSHAP is a national, longitudinal study of health and social factors aiming to understand the well-being of older Americans by examining the interactions among health and social connectedness. Respondents participate in an in-person interview as well as the collection of 13 biomeasures.



Surveys of Employer-Based Health Benefits

NORC has an extensive portfolio of work fielding establishment surveys, particularly surveys of employer health benefits, and researchers have conducted numerous employer surveys for clients including the Henry J. Kaiser Family Foundation and the California HealthCare Foundation.

PUBLIC HEALTH

Evaluation and Analytic Support of Weight and Obesity Initiatives

In an effort to track Health and Human Services' (HHS) progress on reversing the obesity epidemic, NORC is collecting data from HHS's healthy weight initiatives to inform quarterly and annual reports, and is providing technical assistance and evaluation support to selected projects.

Evaluation of the Tribal Health Professions Opportunities Grants (HPOG) Program

Sponsored by the Administration for Children and Families, NORC is conducting a multi-method evaluation of the Tribal HPOG program, designed to train Tribal Temporary Assistance for Needy Families (TANF) recipients and other low-income tribal members for employment in health professions.

National Children's Study (NCS)

The NCS examines the effects of the environment and genetics on the health of children, following them from before birth until age 21 years. NORC is currently involved with three components: the first is the Field Support Piece of the Coordinating Center which provides support to all the sites planning to collect NCS data; the second is NORC's continued involvement with specific sites to actually enroll participants and collect data; and the third is to support a research agenda examining extant sources of data that may be linked to the NCS data over time (e.g., environmental exposure data and medical claims data).

National Immunization Survey (NIS)

Sponsored by the Centers for Disease Control and Prevention, the NIS produces national- and area-level data on vaccination rates for children and teens. The NIS also supports the collection of data on influenza vaccination rates for children, teens, and adults.

SUBSTANCE ABUSE, MENTAL HEALTH, AND CRIMINAL JUSTICE

2010 National Survey of Prosecutors

The Bureau of Justice Statistics has engaged NORC to conduct a national survey of a representative sample of prosecutors' offices that handle felony cases in state courts of general jurisdiction.

Conversion of Criminal History Records into Research Databases

NORC is working cooperatively with the Bureau of Justice Statistics (BJS) to create an automated system that converts "rap sheets" into standardized research databases that will enhance BJS's ability to conduct research on recidivism and criminal careers.

A Dating Violence Prevention Program for Each Grade in Middle School: A Longitudinal, Multi-level Experiment

Sponsored by the National Institute of Justice, this study of 7,200 middle school students in 50 New York City public schools is a rigorous examination and evaluation of the impact of developmentally appropriate prevention curricula.

Evaluation of the Second Chance Act Adult Demonstration Projects

Funded by the National Institute of Justice, NORC joins MDRC—as a subcontractor to Social Policy Research Associates—to conduct an impact evaluation of prisoner re-entry programs that provide supports and services to facilitate prisoners' successful re-entry into their communities.

JEFFREY P. TELGARSKY

Senior Vice President and Director,
International Projects

DOUGLAS E. HIMBERGER

Senior Vice President and Director,
Security, Energy, and Environment



“WE HAVE BEEN WORKING TO DEFINE OUR NICHE AND DETERMINE WHERE NORC CAN HAVE THE GREATEST IMPACT. WE’VE OPERATED AS A CONVENER AND A CATALYST, BRINGING PEOPLE TOGETHER TO IDENTIFY AREAS NOT BEING ADDRESSED OR OBJECTIVELY STUDIED, GATHERING THOUGHT LEADERS, AND CHANGING THESE MEETINGS INTO CLIENT RELATIONSHIPS.”

— DOUGLAS E. HIMBERGER

“NORC’s data and analysis can help foundations and donors say, ‘these are the kinds of programs that generate good impact, and these are the ones that are more marginal in terms of what they deliver.’ We help clients move beyond anecdote and superficial assessment.”

— JEFFREY P. TELGARSKY

Impact in an Interconnected World

The International Projects department evaluates global development and financial assistance programs, and coordinates international work that crosses research domains. The Security, Energy, and Environment department specializes in research at the intersection of these areas of public interest.

“It’s more and more the case that what happens in the field of international development is connected to the United States’ security and energy agendas,” says Jeffrey P. Telgarsky, Senior Vice President and Director of NORC’s International Projects department.

That’s just one reason Telgarsky’s international work may overlap with NORC’s Security, Energy, and Environment department, a relatively new research area for NORC. Current programs the International team is evaluating for the Millennium Challenge Corporation (MCC)—an independent global development and foreign assistance program created by the U.S. government—are an example of how the two areas may collaborate in the future. In several countries around the world, the MCC is looking to improve productivity in small-scale farming.

WHERE DEVELOPMENT AND SECURITY INTERSECT

“In our impact evaluation surveys, there is always an environmental aspect,” says Telgarsky. “Cotton is water intensive and traditionally involves costly, harmful

pesticides. Our client is trying to get African cotton and cashew farmers to adopt more sustainable methods. These nut crops are also resold to retailers all over the world—Wal-mart, Kraft Foods—so we also want to understand traceability, which is a huge issue for food quality as well as national security.”

Douglas E. Himberger, Senior Vice President and Director of the Security, Energy, and Environment department, agrees that there is a clear relationship with the International group’s work. In fact, as he works to build his new department, the U.S. Department of Agriculture is among the organizations with which he is meeting.

“We’ve been talking to diverse groups about what kinds of policies we need to feel assured about food safety, given that most of our food stocks come from other countries,” Himberger says. “Also, environmental issues like climate change impact food production and shipping routes—even our traditional trading partners may change. It’s a complex mix, and we want NORC to be involved in those conversations and opportunities.”

AN URGENT CONCERN, A GROWING DEPARTMENT

Himberger's department is just a little over a year old and still relatively small, created in part as a response to growing policy interest and public concern about the environment and its relationship to energy and national security. Himberger's outreach programs across public, private, and civil sectors within these domains have formed a significant part of the department's efforts in 2010 and paved the way for future relationships and projects.

"Literally thousands of private companies, government entities, and nonprofits are looking at energy, security, and environment in some way," he says. "We have been working to define our niche and determine where NORC can have the greatest impact. We've operated as a convener and a catalyst, bringing people together to identify areas not being addressed or objectively studied, gathering thought leaders, and changing these meetings into client relationships. Already, we have some innovative ideas related to making first responders more successful. We call it FRIEND: First Responder Individual Engagement and Network Development."

FRIEND, along with new thought leadership partnerships, will be added to department work that includes the Residential Energy Consumption Survey (RECS) and the Commercial Building Energy Consumption Survey (CBECS)—the only comprehensive sources of national-level energy consumption data and important tools for policy makers at all levels of government. But even in these established, ongoing studies, Himberger's team invested time in 2010 looking at new ways to disseminate this knowledge. He describes a recent meeting on "the Hill" with law makers:

"A senator co-authoring an energy bill was interested in how RECS could be combined with other consumption surveys and indicators for a richer data set," says Himberger. "In terms of policy making, we talked a lot about what they're looking for but can't find. We'll be meeting with researchers at the University of Chicago to determine how we can add data to the existing energy surveys, and I think it will become an interesting and valuable line of research for us."

DISSEMINATION AROUND THE WORLD

Just as RECS and other studies in Himberger's area will make their way into U.S. policy makers' hands, Telgarsky's 2010 evaluation work will determine the continuation or modification of programs in locales as remote as Qatar and Honduras. In fact, Telgarsky believes that concern with the efficacy of global development programs is increasing—and he sees opportunities for NORC and its partners to make a difference.

"There are hundreds of millions of dollars that get spent every year on development activities," he says. "But if you look in a vigorous way at efficacy, and return on investment at the household level, data is

limited—there's a real knowledge gap there. NORC's data and analysis can help foundations and donors say, 'these are the kinds of programs that generate good impact, and these are the ones that are more marginal in terms of what they deliver.' We help clients move beyond anecdote and superficial assessment."

Telgarsky's team furthered its goal of dissemination with several projects, including one for the State of Qatar in partnership with the RAND Corporation. The project was NORC's first large-scale, international project, involving 25 people at its peak. NORC designed a system of data collection, management, and analysis of Qatar's education reform model, similar to a charter or school choice system that puts assessment tools in the hands of parents and local contractors. With this project, completed in 2010, NORC played an integral role in one of the first educational reforms of its type in the Middle East.

"It built upon the skills and capabilities NORC has to offer, including fiscal techniques, construction of experimental or quasi-experimental designs, and data collection from two similar groups of people to determine whether changes are attributable to the program or other factors," Telgarsky noted.

OVERCOMING CHALLENGES THROUGH COLLEGIALITY

Telgarsky and Himberger note that proposing and implementing projects in 2010 did not come without challenges. Rapid technological change, for one, required flexibility and thoughtful planning.

"For international projects, it's about balancing the desire for the latest technology and immediate results with what's appropriate for a particular country," says Telgarsky. "Using tablets in the field isn't much value if they can't be repaired or there's no energy. Balancing the speed of innovation with appropriate methods is really driving our approach to future projects."

Both Telgarsky and Himberger find that NORC's strong collegial environment is helping them meet these challenges, while enriching the project work and the satisfaction of their teams.

"Someone will come in and say, 'I worked on something like that before. How can I help?'" says Himberger. "I haven't been anywhere as collegial as NORC, and it's a blessing when we need to act on things quickly, with a limited number of people."

For Telgarsky, creating opportunities from challenges is part of the team spirit that pervades NORC—even in the wilds of Mongolia: "People in other departments really step up when you need help or other expertise. A rural, small-business evaluation survey we did in Mongolia was in an area with no hotels or even villages. But our staff looked at it as an adventure requiring all kinds of problem solving. They had a four-wheel drive car and lived in tents—and it turned out to be one of the most successful surveys we've done overseas."



INTERNATIONAL

Design and Implementation of the Impact Evaluation of the Feeder Roads Activity for the Millennium Development Authority of the Republic of Ghana (MiDA) Program

The three-year impact evaluation of the MiDA Program takes place in eight of the country's 23 program districts, using primary data from three market surveys similar in scope to the Consumer Price Index.

Design and Implementation of the Monitoring and Evaluation of the Competitive African Cotton for Pro-poor Growth (COMPACI) Program

NORC designed and is implementing the monitoring and evaluation methodology for the COMPACI project—funded by the Bill & Melinda Gates Foundation and the German Ministry of Development Corporation—a six-country program aimed at increasing household incomes of small-scale cotton farmers using sustainable growing methods.

Evaluations of Capacity Building for Policy Research Organizations

NORC conducted evaluations, employing stronger performance indicators than prior evaluations, of two programs working with 15 and 20 policy research organizations, respectively. One, completed in 2010, indicates the program had small but significant positive effects on the policy community's perception of participant organizations' effectiveness.

Millennium Challenge Account: Morocco Olive Evaluation

NORC is carrying out impact and performance evaluations of MCA-Morocco's rain-fed olive project. Using an experimental design, the quantitative data collection includes baseline and three annual follow-up surveys of olive farmers, agricultural associations, and olive processing plants. In 2010, olive farmers in rural communities completed approximately 3,000 bilingual French-Arabic surveys over a two-month period.

Millennium Challenge Account: Namibia Conservancy Support for Indigenous Natural Products Surveys

Work under the contract began in September 2010 with the development of a draft questionnaire and sampling plan for approximately 1,500 household interviews in the baseline survey. Beginning in 2011, data collection field work will be carried out in collaboration with NORC's local subcontractor, Survey Warehouse.

SECURITY, ENERGY, AND ENVIRONMENT (SEE)

Argonne National Laboratory Impact Evaluation

In collaboration with Argonne National Laboratory senior leadership, SEE is objectively evaluating the impact of Argonne's basic scientific and technological research for multiple stakeholders within and beyond the Chicago area.

SEE Outreach Programs

SEE is engaging individuals and organizations from the federal, state, and local levels across the public, private, and civil sectors to encourage new and innovative ways of collaborating within and across the security, energy, and environment domains. SEE created First Responder Individual Engagement and Network Development (FRIEND) and the Security, Energy, and Environment Working Group (SEEWG).

SEE Thought Leadership

SEE partners with subject matter experts in many fields to develop new strategies and policies for vital issues in the security, energy, and environment domains, including collaborations ranging from green building practices—as a National Institute of Building Sciences Consultative Council member—to behavioral research on terrorist group activity—as a Study of Terrorism and Responses to Terrorism collaborative partner.





“The Academic Research Centers are here to bring out the best in interdisciplinary, collaborative research, and to provide an environment for faculty at the University of Chicago to work with NORC staff in ways that are synergistic and enhance the critical work of both institutions.” – KATHLEEN E. PARKS

KATHLEEN E. PARKS

Senior Vice President and Director,
Academic Research Centers

Embracing NORC's University Heritage

BETTY G. FARRELL

Director, Cultural
Policy Center

LINDA J. WAITE

Senior Fellow and Director,
Center on the Demography
and Economics of Aging

THOMAS B. HOFFER

Senior Fellow and Director,
Joint Center for Education
Research

KATHLEEN A. CAGNEY

Senior Fellow and Director,
Population Research Center

TOM W. SMITH

Senior Fellow and Director,
Center for the Study of
Politics and Society

EDWARD O. LAUMANN

Director, Ogburn-Stouffer
Center for the Study of
Social Organizations

Seven Academic Research Centers exemplify NORC's commitment to the highest standards of academic excellence and research innovation. The relationships among NORC's Academic Research Centers and the University of Chicago are mutually beneficial in many ways, applying renowned scholarship to practical social science problems. NORC's core capabilities support faculty research, and its newly renovated, environmentally friendly offices provide university staff with an open, collaborative working environment.

As part of a learning culture, intergenerational project teams enrich learning, scholarship, and discovery. In particular, graduate research assistants at NORC have the tremendous opportunity to apply what they have learned in practical settings. As the next generation of social scientists, they work with experts in various fields and disciplines to conduct world-class empirical research, and NORC benefits from their fresh perspectives, energy, and insights.

DEEP CONNECTIONS

Collaboration with the University's Division of Social Sciences is particularly strong, but NORC has long-standing relationships with other key institutions at the University, including:

Argonne National Laboratory

Biological Sciences Division

Center for Health and the
Social Sciences

Chapin Hall Center for Children

Department of Sociology

Irving B. Harris Graduate School
of Public Policy Studies

Journal of Labor Economics

Pritzker School of Medicine

School of Social Service
Administration

University of Chicago
Medical Center

CENTER FOR ADVANCING RESEARCH AND COMMUNICATION IN SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS

This Center is a National Science Foundation funded initiative that supports education research focused on core scientific questions of science, technology, engineering, and mathematics (STEM). Committed to capitalizing on and sharing the insights, methods, and results that help to build an arc of knowledge across STEM fields, the Center's mission is to build capacity to produce rigorous evidence of what works to improve STEM instruction and learning; encourage discovery and innovation across disciplines and institutions; and accumulate, synthesize, and disseminate findings to stakeholders. To this end, Center staff conduct research and support over 300 STEM education researchers across the United States in their efforts to identify promising interventions, talented scholars, new methods, and opportunities to capitalize on STEM research findings to improve educational policy and practice. Center investigators' research interests include factors that impede and strategies that enhance knowledge accumulation, STEM education and learning, and the participation of underrepresented groups in STEM education research and careers.

In 2010, the Center's program of work was extended to develop new methodological resources to address design and analytic issues arising in intervention studies in U.S. elementary and secondary schools, and to propose new metrics to assess the rigor and impact of STEM educational research initiatives.

CENTER ON THE DEMOGRAPHY AND ECONOMICS OF AGING

This Center, now in its 17th year of funding from the National Institute on Aging, provides support to more than 40 researchers who conduct research in four key areas: social relationships, living arrangements, and family; the social context of aging; health care research; and biobehavioral pathways. A key project conducted by the Center, in collaboration with NORC's Health Care Research department, is the National Social Life, Health, and Aging Project (NSHAP). This national, longitudinal study of health and social factors aims to understand the well-being of older Americans by examining the interactions among health and social connectedness. Respondents participate in an in-person interview and the collection of 13 biomeasures.

The Center consists of three core departments: Administrative and Research Support Core, Program Development Core, and External Innovative Core on Biomarkers in Population-based Aging Research. These core departments facilitate and support a large and extremely active program of research and training. The Center is also involved in recruitment and retention efforts at affiliated departments at the University of Chicago and at NORC. These efforts take various forms, but all stem from the commitment to support associated researchers.

“The Academic Research Centers extend the ability of University faculty to conduct multi-disciplinary, empirical research that cuts across departmental and professional school boundaries and offers the opportunity for graduate students, as well as faculty, to work in a setting that provides state-of-the-art research facilities.” – NORMAN BRADBURN,
SENIOR FELLOW, CULTURAL POLICY CENTER

CENTER FOR THE STUDY OF POLITICS AND SOCIETY

The Center for the Study of Politics and Society focuses on the investigation of societal change. The National Data Program for the Social Sciences (NDPSS) is the largest component of this Center and its major activity is the regular collection and distribution of the General Social Survey (GSS) and its allied surveys in the International Social Survey Program (ISSP). The well-respected GSS has been conducted 28 times since 1972, and tracks and develops models to explain societal change.

2010 saw the implementation of an innovation in the GSS. The study now has three components: 1) the commencement of a new panel, 2) the first re-interview of GSS respondents from two years earlier, and 3) a second and final re-interview of GSS respondents from four years earlier. This new design innovation will now become part of the GSS moving forward.

The NDPSS is a highly productive social indicators, infrastructure, and data-diffusion program. Its basic purposes are threefold. First, it gathers data on American society in order to monitor and explain trends and constants in attitudes, behaviors, and attributes, and it examines the structure and functioning of society in general as well as the role of various sub-groups. Second, the NDPSS seeks to gain fresh perspectives on American society by comparing the United States to other societies, and to develop cross-national models of understanding human society. And last, the Center and NDPSS are committed to making high-quality data easily accessible to scholars, students, and others with minimal cost and waiting. All of this is accomplished through its work with the GSS and ISSP.

CULTURAL POLICY CENTER

The Cultural Policy Center (CPC) is a joint initiative of the Harris School of Public Policy Studies and NORC and is dedicated to researching and understanding the most significant issues affecting arts and culture from a range of interdisciplinary perspectives.

Accomplishments in 2010 included two grants awarded by the National Endowment for the Arts to analyze the 2008 Survey of Public Participation in the Arts, and the publication of a Report for the American Association of Museums, *Demographic Transformation and the Future of Museums* (published May 2010). In conjunction with



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the onset of the data analysis stage of Cultural Infrastructure in the United States—an ongoing project funded by the Mellon, Kresge, and MacArthur foundations—the CPC hosted a two-day working conference in October 2010. This Center continues to host weekly workshops for NORC, the University of Chicago community, and the Chicago arts community on topics such as international urban preservation policies and building more diverse audiences for classical music and museums. In April 2010, CPC convened the first Chicago CultureLab, an innovative partnership with a consortium of 12 leading international arts consultants and the CPC, organized to spur innovative and critical thinking in the field, to facilitate and support experimentation among arts and culture organizations and individuals, and to develop and implement relevant, objective research in and for the cultural sector.

JOINT CENTER FOR EDUCATION RESEARCH

An integral resource for NORC's Education and Child Development Studies department, this Center coordinates research activities with the University's Committee on Education, and draws upon resources and ideas from University of Chicago faculty and researchers. A project that exemplifies this goal is Getting on Track Early for School Success: An Assessment System to Support Effective Instruction, which is supported by the Foundation for Child Development, the W.K. Kellogg Foundation, and the Annie E. Casey Foundation.

In 2010, a team of co-investigators from the University of Chicago's Committee on Education, the Urban Education Institute, the Center for Elementary Mathematics and Science Education, and NORC began to create instructionally relevant tools for assessing the literacy and math skills of children from ages three through four. These new tools will be integrated and connected with existing K-3 tools used in over 100 schools throughout the country.

OGBURN-STOUFFER CENTER FOR THE STUDY OF SOCIAL ORGANIZATIONS

Under the direction of Edward O. Laumann for more than 20 years, this Center undertakes sociological research on topics in population, education, and social structure. The Center exemplifies the Academic Research Centers' dedication to

real-life, on-the-job training and mentoring for graduate students. In this case, the students are drawn from the University of Chicago's sociology department, where Laumann is the George Herbert Mead Distinguished Service Professor of Sociology and the College.

The National Social Life, Health, and Aging Project (NSHAP) figures prominently in the work of the Center. NSHAP draws heavily on Laumann's earlier research on the behaviors and social structures that influence transmission of HIV and other STDs. Laumann is one of the nation's leading authorities on the sociology of sexuality. His current research, focused on the social connectedness of older adults, also draws on NSHAP data.

POPULATION RESEARCH CENTER

In its 31st year of partnership with the National Institute of Child Health and Human Development, the Population Research Center was funded in 2010 for another five years of service to the research community.

This Center is an interdisciplinary research institution designed to facilitate high-quality, demographic analysis on social and economic change within its signature theme of human and social capital in the urban context. The Population Research Center's growth has come from researchers in economics, psychology, business, public policy, medicine, and social services administration. The diverse group of Center research associates, affiliates, and staff reflects the expanded domain of contemporary demography and the consistent theme of integrative research at NORC and the University of Chicago. This Center has continued to promote collaboration and advance population research through novel research projects, an active pilot grant program, the Demography Workshop and sponsored conferences, and the Center website, as well as a newly appointed Geographic Information Systems (GIS) Specialist.

“The ways in which we reach today’s populace are very different than in previous years. Increased use of mobile technologies and numerous other changes in the ways people [respondents] live and communicate are driving a need for NORC to embrace changes to the way we design surveys, collect data, and apply statistical methods.”

— KIRK M. WOLTER, SENIOR FELLOW AND EXECUTIVE VICE PRESIDENT, SURVEY RESEARCH

Innovations in Practice

NORC’s survey research departments, survey operations departments, and technology teams work collaboratively with its research departments and academic research centers to design and enhance research, collect data, identify and apply best practices, and deliver innovation and insight for NORC’s project teams and clients.

CENTER FOR EXCELLENCE IN SURVEY RESEARCH (CESR)

CESR helps define and share best practices—both internally and externally—across the continuum of research design and implementation at NORC. To accomplish its mission, the Center conducts timely, state-of-the-art statistical and methodological research on sample and survey design and implementation, as well as analysis of surveys and information collection activities. The Center aims to assist in raising and ensuring NORC’s reputation for excellence in survey research and statistics by sponsoring an annual, internal grant competition. In 2010, CESR awarded eleven internal research grants and plans to award fifteen in 2011. Other notable activities in 2010 include:

Innovation Days

NORC Innovation Days is a two-day, internal seminar where staff share recent work and results, technical achievements, and highlight innovations at NORC. In 2010, over 40 presentations were made during 16 sessions, covering key topics in the fields of information technology, data collection, statistics, and analysis.

Privacy-Protected Method for Collecting Data on Immigration Status Through In-Person Surveys

Funded by a grant from the National Science Foundation, and led by Fritz J. Scheuren, this project studies a method—developed by the U.S. Government Accountability Office in 2006—that asks sensitive questions about immigration status with absolute anonymity of response.

Statistical Efforts in Support of the Office of Historical Trust Accounting

NORC played a major role in the settlement of the Cobell lawsuit that alleged mismanagement of Individual Indian Money trust accounts and now provides statistical expertise to the Office of Historical Trust Accounting as they examine Tribal Trust accounts.

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RONALD J. JUREK
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DANIEL KASPRZYK
Senior Fellow and Vice
President and Director,
Center for Excellence in
Survey Research

JUDITH NELL PETTY
Vice President,
Field Operations





NORC DATA ENCLAVE

The NORC Data Enclave, led by Timothy M. Mulcahy, Data Enclave Program Director and Senior Research Scientist, is a secure data access platform through which authorized researchers may access sensitive microdata via an encrypted remote connection. By the end of 2010, the Enclave grew to serve more than 250 researchers and host confidential data for several federal agencies, as well as foundations. Communities of researchers have started to form and support each other as they work remotely in the protected virtual environment of the Enclave. Also in 2010, the Data Enclave convened the first Microdata Access Conference for thought leaders in key federal agencies. The conference was a success and was held again in early 2011.

FIELD OPERATIONS

NORC's nationwide Field Operations department celebrated its biggest year yet in 2010 and continued to deliver high-quality, in-person data collection services that included basic surveys as well as biomarker collection, environmental samples, and multi-lingual interviews. Regional managers and a large cadre of dispersed field managers employed a record number of highly trained field interviewers in 2010, who are expert at gaining cooperation and collecting input from a diverse—and sometimes difficult to reach—group of respondents. In the course of the year, the group fielded numerous, full-scale national projects. These include data collected for the 2010 Census Integrated Communications Program Evaluation, the National Longitudinal Surveys of Youth '97 (Rounds 13 and 14), the National Longitudinal Surveys of Youth '79 (Round 24), the Residential Energy Consumption Survey, the General Social Survey, the Survey of Consumer Finances, and the National Social Life, Health, and Aging Project.

In addition, NORC continued to manage key study sites around the United States. A select list of sites includes the National Children's Study sites in Cumberland, Maine, Polk County, Iowa, Waukesha,

Wisconsin, and Montgomery County, Pennsylvania; the Racial and Ethnic Approaches to Community Health Problems Across the U.S. (REACH U.S.) 2010 North Carolina site; the Making Connections Providence, Rhode Island site; and several Chicago-based sites such as the Chicago School Readiness Project, the Survey of Economically Successful Americans and the Common Good, and the Study of Adolescent Health.

INFORMATION TECHNOLOGY GROUP

NORC's Information Technology (IT) Group designs, implements, and maintains systems and infrastructure that support all of NORC's operations. Its efforts enable other NORC departments to meet client objectives in all aspects of survey research, including sampling, data collection, analysis, and dissemination.

In 2010, IT completed a number of key initiatives to improve operations and better serve clients as it continues to expand its business. These initiatives demonstrated continued commitment to evolving multi-mode data collection systems and staying at the forefront of innovation. These efforts also helped support the largest data collection period in NORC's history.

IT focused considerable attention on improving NORC's information security, which has become increasingly important to NORC's clients. Many NORC projects require NIST-standard Certification and Accreditation (C&A), a stringent prerequisite for getting Authority-To-Operate (ATO) for data collection systems. NORC's engineers have made great strides in maintaining existing certifications while obtaining a number of new C&As this past year. NORC compliance with federal computer and network security standards assures clients that data will be well protected throughout collection, storage, processing, and delivery.

Additionally, a new, high-speed network infrastructure based on the latest switching technology—and specially matched to a virtual computing environment for the transmission of all of NORC's voice, data, and video traffic—was implemented across the organization. This work allows NORC to take advantage of new technologies and mobility, and to scale capacity for the demands of the future.

STATISTICS AND METHODOLOGY

The Statistics and Methodology department pioneers innovations in all aspects of survey research. NORC statisticians and methodologists help understand the cognitive processes underlying respondents' reactions to surveys; design and implement rigorous, efficient methods for sampling and conducting surveys; and employ advanced techniques for analyzing and interpreting survey data. As a collaborator with the research departments and a research group in its own domain, the department's key accomplishments in 2010 included:

“NORC clients need insights that are valuable and, increasingly, delivered as quickly as possible. The pace and expectations of modern social science research are changing and NORC is helping chart the course for how industry methods, processes, and technologies will evolve to meet these expectations.”

— MICHELE KOPPELMAN,
EXECUTIVE VICE PRESIDENT, OPERATIONS AND INFORMATION TECHNOLOGY

Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW)

NORC developed a disclosure limitation methodology that allows the QCEW program at the Bureau of Labor Statistics to release significantly more detailed information to the public while meeting confidentiality and data-quality requirements.

Census Personal Identification Validation System (PVS) Assessment

NORC assessed the Census Bureau's PVS, a system that searches and validates person records in surveys, censuses, or administrative records. The assessment reviewed record linkage methods and focused on process efficiency, input record quality, and PVS reference file coverage.

Consumer Expenditure Conditioning Effects

NORC performed research on the prevalence and impact of panel conditioning effects in the Consumer Expenditure Interview Survey.

Immigrant Parents

NORC designed weights for a multi-mode survey in three inner-city communities for the University of Chicago Survey Lab.

TELEPHONE SURVEY AND SUPPORT OPERATIONS

The Telephone Survey and Support Operations (TSSO) department is responsible for the collection and processing of data at NORC involving telephone interviewing, mail surveys, web surveys, as well as field interview logistics support. Its large interviewing and operational staff, which is over 15 percent bilingual, increasingly deliver multi-mode data collection that employs integrated methods of data capture across cell phones, land lines, and the web. In 2010, TSSO made significant strides in expanding its multi-mode capacities and delivered on other strategic initiatives and studies:

American Competitiveness Survey

With funding from the National Bureau of Economic Research, NORC collected survey data from more than 6,600 small, large, and Fortune 500 firms via computer-assisted telephone interviews to determine their levels of competitive innovation. The American Competitiveness Survey, co-sponsored by the National Science Foundation and the Kauffman Foundation, also assisted in improving NORC's methodologies for conducting future business studies.

Expansion of Mail and Telephone Support for Multi-mode Surveys

TSSO increased mail and telephone support for multi-mode surveys using address-based sampling (ABS), which supported the second round of the REACH U.S. Risk Factor Survey for the Centers for Disease Control and Prevention, the Census Integrated Communications Program Evaluation 2010 project for the U.S. Census Bureau, and the Hispanic Enumeration Survey 2010 (HES 2010) for a consortium of organizations headed by the Associated Press.

The Growth of Cell Phones in Data Collection

The department continues to successfully integrate substantial cell phone components into many surveys including the National Immunization Survey, the National Survey of Children with Special Health Care Needs, and the National H1N1 Flu Survey. Increasingly, cell phone samples are now part of managing any phone-based data collection, and TSSO is playing an integral part in developing innovative and cost-saving strategies for this critical methodology.

Innovation in Computer-Assisted Telephone (CATI)

Data Collection Operations

In order to provide additional flexibility, increased capacity, and redundancy, TSSO expanded its Distributed CATI operation (D-CATI), allowing interviewers to work from home. TSSO established a hub of interviewers who work remotely—allowing the department to take its rigorous training programs on the road and to incorporate distance learning into the exacting training process.

Rapid Flu Survey

In the fall of 2010, on behalf of the Centers for Disease Control and Prevention, NORC undertook a Rapid Flu Survey that was notable for its large dual-frame landline/cell telephone samples, with each survey achieving approximately 30,000 interviews in a two- to four-week period.



The Finance, Administration, and Development teams work closely with every department at NORC, collaborating on internal issues and providing support, as needed, for client-facing projects.

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SENIOR FELLOWS

The honor of Senior Fellow is conferred upon recipients by NORC to recognize their national reputation in a specific discipline and contributions to the organization's high-quality social science research.

DAN A. BLACK

Measurement error
Human capital
Urban labor markets

NORMAN BRADBURN

Survey methods
Happiness (affect balance scale)
Humanities indicators

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Drugs and crime
Illicit retail drug markets
Crime measurement and statistics
Violence, violent crime, and homicide
Qualitative research methods

KATHLEEN A. CAGNEY

Neighborhood effects and health
Race and ethnic differences in access to health care and long-term care
Demography of aging
Life course approaches to research in health
Health status assessments

CHERYL AUSTEIN CASNOFF

Public health
Health financing
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A. RUPA DATTA

Questionnaire design and survey data quality
Educational choice and decision making
Survey design for early care and education

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Employer-sponsored health plans
Health reform
Individual insurance
Military health care
Uninsurance and underinsurance

RACHEL HARTER

Sampling
Weighting
Small domain estimation

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Statistical methods for meta-analysis
Evidence-based methodology for social science research
Social distribution of academic achievement in America
Educational policies and practices

JAY HIMMELSTEIN

Health information technology and health insurance exchange policy
Public sector health delivery system reform
State-based health care reform implementation

THOMAS B. HOFFER

STEM education pathways
Accountability in education
Education survey design and analysis
Education program evaluation

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Minority participation in cultural institutions
Cultural infrastructure in the United States
Diversity and change in the nonprofit arts

DANIEL KASPRZYK

Survey methods
Design and conduct of sample surveys
Education statistics
Elementary and secondary school surveys

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Teacher education
Teacher supply and demand, with a focus on minority teachers
Educational policy
Graduate education and training
Mixed methods evaluation

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Population health policy
Clinical and cost effectiveness research and policy
Bioethics

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Public/private plan competition
Medicaid
State Children's Health Insurance Program (SCHIP)
The uninsured

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Sample and questionnaire design and analysis
Response and nonresponse error
Data quality

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Medicaid policy and payment
Health information technology
Managed care
Aging and long-term care

STEPHEN RAUDENBUSH

Statistical methods for longitudinal and clustered data
Experimental design
Assessing qualities of classrooms, schools, and neighborhoods

SUSAN SCHECHTER

Survey management and operations
Using cognitive research methods to improve questionnaire design
Collecting data from rare or hard-to-reach populations
Sensitive questions

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Human rights
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Statistics in the social sciences

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Social context of schooling
Adolescent transition into adulthood
Knowledge accumulation and scale-up
Mixed methods and longitudinal research

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Complex sample survey design and analysis
Nonsampling error
Human resources, labor markets, and employment discrimination
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Data confidentiality and quality

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High school reform
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LOWELL TAYLOR

Labor markets
Economic demography
Incentives in organizations

LINDA J. WAITE

Social demography
Aging
Health
Links between biology, psychology, and the social world
Working families

KIRK M. WOLTER

Design, conduct, and analysis of sample surveys
Economic statistics
Demographic statistics
Health statistics
Education statistics



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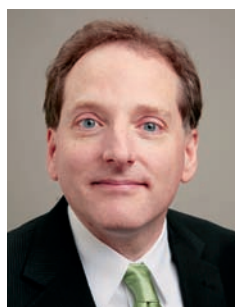
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Photos:

Staff and NORC location photos: Tom Maday

Senior Fellow photos: Katherine Lambert (DC metro area) and Jill Paider (Chicago)

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Design:

Smith Design Co.

Acknowledgements:

Julie Serna and Amelia Solorio for overall logistical support.

Sherin Ghafir for on-the-ground support in the Bethesda office.

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