



# NORC

at the UNIVERSITY OF CHICAGO  
2008 ANNUAL REPORT

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# NORC

at the UNIVERSITY OF CHICAGO

## 2008 ANNUAL REPORT

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# FROM THE PRESIDENT



John H. Thompson  
*President*

The past year has been one of reflection and reexamination for NORC as we chart our path forward. We have experienced great success in our business development efforts, in the renewal of many existing projects, and in the delivery of high-quality products and services to our clients. We finished 2008 with the highest level of revenue in our 67-year history and we received more award notices during the month of September than in any previous single month. We owe this success to the efforts of our most valuable resource – our staff, many of whom are pictured on the cover of this report.

Members of our staff tell us that one reason they join and stay at NORC is the interesting work they do here and their ability to contribute, within and outside the organization, in ways that matter to our society. Recent examples of these kinds of contributions include Senior Fellow Tom W. Smith's appointment as president-elect of the World Association for Public Opinion Research and NORC Research Associate Linda J. Waite's receipt of a National Institutes of Health (NIH) MERIT award in recognition of her superior competence and outstanding productivity in research work on biomarkers and population-based aging research as part of the National Social Life, Health, and Aging Project (NSHAP).

We also have seen some staffing changes in 2008. One that deserves special mention is the departure of Mike Tilkin after eight years as NORC's chief information officer and the assumption of that key role by Ron Jurek. Also, two top notch researchers joined NORC: Senior Fellow Avinash (Avi) Singh in the Center for Excellence in Survey Research; and Senior Fellow Ryung Suh, who is heading up a new project in the Health Care Research Department that provides assistance to the Office of Rural Health's Policy and Planning Group in the Veterans Administration.

Another important development has been the addition of two new groups to our Academic Research Centers. The first is the newly established Center for Advancing Research and Communication in Science, Technology, Engineering, and Mathematics (STEM). Funded by the National Science Foundation and headed by Principal Investigator and NORC Senior Fellow Barbara L. Schneider (Michigan State University), the Center will increase the likelihood that opportunities for impacting policy and practice are not missed, and that investments in basic, upstream, 'frontier' STEM education research are supported and promising work

is brought to scale. The second is our joint initiative with the Harris School of Public Policy Studies to operate the Cultural Policy Center at the University of Chicago, a North American leader in research on cultural policy.

One of our major efforts in 2008 was the development of a strategic five-year plan for NORC. Working closely with our Board of Trustees, we reexamined our mission and crafted a vision for where we would like the organization to be in five years. We set major goals and objectives and are in the process of developing specific tactics to realize these goals. We expect to finalize the plan at the April Board meeting.

Part of reexamining our organization led to a change in our reporting structure in order to allow better management of NORC's broad range of day-to-day activities. Under this new structure four organizational groups, each headed by an Executive Vice President, report to me:

- Finance and Administration - Jim Dunne continues to oversee the administrative departments. His new title is Executive Vice President for Administration and Chief Financial Officer.
- Research Programs - Dan Gaylin oversees all of NORC's research (with the exception of Survey Research, described below) and its business development activities as Executive Vice President for Research Programs.
- Operations and Information Technology - Missy Koppelman is Executive Vice President for Operations and Information Technology, with oversight of the Information Technology Group, Field Operations, and the Telephone Survey and Support Operations Centers.
- Survey Research - Kirk Wolter, as Executive Vice President for Survey Research, provides leadership for NORC's senior fellows focused on survey methodology, oversees the Statistics and Methodology Department, and continues to direct the Center for Excellence in Survey Research. He also will continue some of his work as a senior fellow.

As NORC's new President, I am honored to have been given the privilege of, and the responsibility for, leading this great organization.

A handwritten signature in black ink, appearing to read 'John H. Thompson', written over a light-colored background.

John H. Thompson  
*President*

# FROM THE CHAIRMAN



Edward O. Laumann  
*Chairman*

One of the most rewarding aspects of being Chairman of NORC's Board of Trustees has been witnessing the growth in research collaboration between the University of Chicago and NORC, and the powerful outcomes that result from those collaborations. Recent examples include the National Social Life, Health, and Aging Project (NSHAP), which gained nationwide attention in the popular press and in academic journals for its groundbreaking insight into the social lives of older Americans (see p. 15). Other collaborative projects such as the National Children's Study (p. 9) and the National Longitudinal Survey of Youth (p. 18) are under way and we expect equally striking results.

An important source of NORC's current success, and of its success throughout its history, has been the contributions of those who have served as NORC trustees. Over the years, they have given us guidance in all aspects of managing and leading an organization. Examples of their contributions are many but two from former trustees come to mind: Joe Sullivan, former chairman of NORC's Audit and Finance Committee, devoted so many hours of his time, many of them while he was gravely ill, to the betterment of our financial systems and controls; and Art Nielsen, Jr., now a life trustee, who generously shared his wealth of experience heading a research organization and pioneering the survey research industry.

After great service to NORC, Edward Lawlor stepped down this year. He joined the Board in 2002 and contributed his considerable knowledge of public health issues and policy analysis; his work as a researcher and a trustee has been invaluable to NORC.

A great source of satisfaction in 2008 was the Board of Trustees' selection of John H. Thompson as NORC's new President. John had served as NORC's Interim President since February and as NORC's Executive Vice President for Survey Operations since he joined the organization in 2002. He came to NORC after a distinguished 27-year career at the U.S. Census Bureau, where, as one of the Bureau's most senior career officers, he had responsibility for all aspects of the 2000 Decennial Census — including management, operations, and methodology.

John Mark Hansen, the NORC trustee who chaired the search committee for the position, said NORC has "found a leader for this organization who can inspire us to live up to the achievements of our past and challenge us to even greater achievements in our future. John Thompson is the right person to lead the organization now."

I agree wholeheartedly and look forward to working with him in 2009.

A handwritten signature in black ink that reads "Edward O. Laumann". The signature is written in a cursive, flowing style.

Edward O. Laumann  
*Chairman*

## In Memory of Our Colleague

**Ronald James Broach**  
1970 – 2008



Ronald J. Broach, our colleague and friend for a decade at NORC, died peacefully at his home at the age of 38. As we mourn his untimely passing, we also remember with great pleasure his strengths and personal warmth. After beginning his career as a university instructor, designing and teaching undergraduate philosophy courses at University College, Washington University, Ron decided to join NORC as a survey specialist. He gained rapidly increasing seniority with us, as he displayed his talent for absorbing the broader substantive perspectives of a project as well as the practical detail necessary to get the job done.



From the start we recognized him as an incisive thinker, always looking for the best solution and with a gift for communicating his thinking so others could join him in working towards that solution. His administrative home at NORC was the Education and Child Development Department, where he used his extensive knowledge about multi-mode data collection strategies and integrated CATI, CADE, and web-based instruments to great effect on several projects—including most importantly as Associate Project Director for the Survey of Doctorate Recipients.

We miss Ron even as we recall the valuable lessons he taught us in working with a smile and enduring hardship and pain with dignity and serenity.

**NORC**, known since its founding in 1941 as the National Opinion Research Center, pursues objective research that serves the public interest. NORC has offices on the University of Chicago campus and in Chicago's downtown Loop, Bethesda MD, and Berkeley CA, and a field staff that operates nationwide. NORC's clients include government agencies, educational institutions, foundations, other nonprofit organizations, and private corporations. Our projects are local, regional, national, and international in scope.

NORC creates value for its clients by developing effective, innovative solutions that combine state-of-the-art technology with high-quality social science research in the public interest. Our researchers conduct rigorous scientific research that creates knowledge, which in turn enables societies to improve.

NORC remains a leader in the development of survey and other data collection methodologies, applying new and time-tested strategies to the problems facing our world and using advanced statistical and other analytical techniques to interpret social science data.

Our project work is interdisciplinary, with strong staff cooperation across substantive and operational areas and collaboration with the University of Chicago's world renowned faculty. And NORC is an equal opportunity employer, committed to the personal and professional development of everyone on our staff.

# NORC Senior Fellows



**Dan A. Black**  
*Measurement error  
 Human capital  
 Urban labor markets*



**Norman Bradburn**  
*Survey methods  
 Happiness (affect  
 balance scale)  
 Humanities indicators*



**Jon R. Gabel**  
*Employer-sponsored  
 health plans  
 Individual insurance  
 The uninsured  
 End-of-life care  
 Specialty hospitals*



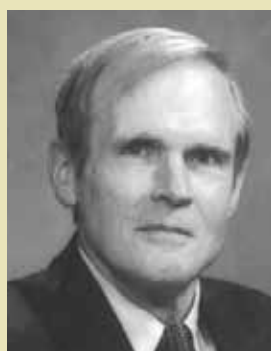
**Michael J. O'Grady**  
*Medicare reform  
 Public/private plan  
 competition  
 Medicaid/SCHIP  
 The uninsured*



**Colm O'Muircheartaigh**  
*Survey research  
 methodology  
 Sample and questionnaire  
 design and analysis  
 Response and  
 nonresponse error  
 Data quality*



**Michael E. Samuהל**  
*Public health and  
 epidemiology  
 Medical countermeasures  
 for radiation  
 International studies  
 Health information  
 technology*



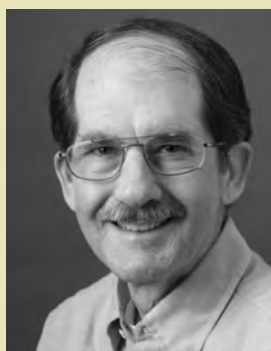
**Fritz Scheuren**  
*Human rights  
 Voter behavior  
 Statistics in the social  
 sciences*



**Barbara L. Schneider**  
*Social context of  
 schooling  
 Adolescent transition  
 into adulthood  
 Knowledge accumulation  
 and scale-up  
 Mixed methods and  
 longitudinal research*



**Avinash C. Singh**  
*Design and analysis of  
 spatial and temporal  
 surveys  
 Small area and latent  
 variable modeling  
 Data confidentiality  
 and quality*



**Tom W. Smith**  
*Trends  
 Survey methods  
 Cross-national research  
 Public opinion  
 Religious transformation*



**Raymond J. Struyk**  
*Social assistance  
 Housing policy and  
 finance  
 Think tank mentoring  
 Program evaluation  
 Technical assistance*



**Ryung Suh**  
*Military and veterans  
 health care  
 Health system strategic  
 planning  
 Bioterrorism preparedness  
 and response  
 Health technology assess-  
 ment and reimbursement*



**Kirk M. Wolter**  
*Design, conduct, and  
 analysis of sample surveys  
 Economic statistics  
 Demographic statistics  
 Health statistics  
 Education statistics*



# Finance and Administration

**John H. Thompson**  
President

**James E. Dunne**  
Executive Vice President for Administration  
and Chief Financial Officer

**Cathleen C. Savage**  
Vice President, Strategic Projects and  
Communication

**Curtis J. Bailey**  
Controller

**Andrey M. Pryjma**  
Director, Human Resources

**Linda K. Sharp**  
Director, Purchasing and Facilities



James E. Dunne



Cathleen C. Savage



Curtis J. Bailey



Andrey M. Pryjma



Linda K. Sharp

Children's Health Information Technology Toolkit  
Yemen Conditional Cost Transfer Survey  
Census of Public Defenders Offices  
Qatar National Education Data System  
Millennium Challenge Corporation Georgia  
National Survey of Child Care Supply and Demand  
Experiments in Education  
Gates Millennium Scholars  
Growth Model Pilot Program  
Survey of Consumer Finances  
National Ethnographic Study  
Historical Accounting of Individual Indian Money Accounts  
Veterans Administration Office of Rural Health Policy and Planning Group  
Evaluation of Emergency Severity Index Panel  
NORC Data Enclave  
Multi-Site Evaluation of Chafee Foster Care Program  
Health Information Technology and Data Exchange  
National Former Prisoners Survey  
National Crime Victimization Survey Redesign  
Dynamics of Methamphetamine Markets  
Evaluation of Personal Health Records  
Robert Wood Johnson Foundation Common Ground Evaluation  
Health Information Technology and Data Exchange  
Data Research and Development Center  
Center for Advancing Research and Communications in Science Technology Engineering and Mathematics  
Washington State Achievers  
Census of Public Defenders Offices  
2008 Census of State and Local Law Enforcement Agencies  
Growth Model Pilot Program  
National Social Life Health and Aging Project  
Millennium Challenge Corporation Benin  
Center on Aging  
National Former Prisoners Survey  
Multi-Site Evaluation of Chafee Foster Care Program  
Commercial Buildings Energy Consumption Survey - Energy Suppliers Survey  
2010 Census Integrated Communication Plan Evaluation  
National Longitudinal Survey of Youth  
Survey of Earned Doctorates  
General Social Survey  
Experiments in Education  
Teaching Artists Research Project  
Veterans Administration Office of Rural Health Policy and Planning Group  
National Crime Victimization Survey Redesign  
National Resource Center for Health Information Technology  
Anthrax Evaluation of Missing Data  
NORC Data Enclave  
California Employer Health Benefit Survey  
Dynamics of Methamphetamine Markets  
Millennium Challenge Account Honduras Impact Evaluation  
Data Research and Development Center  
Multi-Site Evaluation of Chafee Foster Care Program  
National Social Life Health and Aging Project  
TRIO Evaluation  
Veterans Administration Office of Rural Health Policy and Planning Group  
Center for Advancing Research and Communications in Science Technology Engineering and Mathematics  
2008 Census of State and Local Law Enforcement Agencies  
Commercial Buildings Energy Consumption Survey - Energy Suppliers Survey  
National Resource Center for Health Information Technology  
National Survey of Child Care Supply and Demand  
National Longitudinal Survey of Youth  
General Social Survey  
National Children's Study  
National Former Prisoners Survey  
Survey of Earned Doctorates  
Survey of Doctoral Recipients  
Washington State Achievers  
Commercial Buildings Energy Consumption Survey  
2010 Census Integrated Communication Plan Evaluation  
National Longitudinal Survey of Youth  
NORC Data Enclave  
General Social Survey  
Historical Accounting of Individual Indian Money Accounts  
Center on Aging  
Health Information Technology and Data Exchange  
Millennium Challenge Account Lesotho Impact Evaluation  
State and Local Area Integrated Telephone Survey  
Patient Safety Research Coordinating Center  
Survey of Earned Doctorates  
Yemen Conditional Cost Transfer Survey  
Millennium Challenge Corporation Georgia  
Economy of Thailand and Cambodia  
Commercial Buildings Energy Consumption Survey  
Cultural Infrastructure Project  
Anthrax Evaluation of Missing Data  
Qatar National Education Data System  
Teaching Artists Research Project  
Financial Survey of Families  
Healthy People 2020 Implementation  
National Immunization Survey  
Growth Model Pilot Program  
Runaway Youth and Homeless Survey  
Mongolian Microfinance Evaluation

# FOCUS AREAS



## CHILDREN AND CHILD DEVELOPMENT

**Runaway and Homeless Youth Survey** One in every eight young people runs away from home at least once before reaching age 18. Many return home after a brief absence. But some become homeless; homeless teenagers fall prey to victimization and delinquency, and are known to be at risk of future homelessness, even if they return home very soon after a particular episode. Shelters and other services are available for runaway and homeless youth. But estimates suggest that only about a quarter of them seek such resources, and the providers themselves report unused capacity. The goal of this research project is to provide service agencies with information that will help them reach and serve runaway and homeless youth.

The information being collected in this four-city 14-month study, funded jointly by the Annie E. Casey Foundation, the Chicago Community Trust, and the U.S. Family and Youth Services Bureau, includes a school survey, interviews with youth living on the street or in shelters, and youth in the foster care system. The intent is to learn what youth know about the services available to them and how they would go about finding those services if they were seeking them. An important facet of the research is to learn how runaway teens spend their first few days away from home: Where do they go? How do they find food? Where do they sleep? Answers to these and similar questions will help service providers target their outreach at the earliest stage of an adolescent's homelessness, when the likelihood of helping improve the life chances of this high risk group is greatest.

**National Children's Study** The National Children's Study (NCS) is the largest and most comprehensive long-term study of children's health and development ever attempted in the United States. The NCS will track the health status of 100,000 children from before birth through age 21, with the overall goal of improving the health and well being of children.

The study, sponsored by the National Institute for Child Health and Human Development (NICHD) and a consortium of other federal agencies, has the potential to support breakthrough research on the factors affecting child health, including genetics and a wide range of environmental influences. From its initiation and for decades to follow, the NCS will provide health researchers and practitioners with powerful resources for understanding the etiology of childhood illnesses and the possibilities for developing interventions to prevent them.

In addition to the NCS work already under way at the University of Wisconsin's Vanguard Center, NORC will play an important part in nine National Children's Study Centers. Work will vary from center to center and may include some or all of the following tasks:

- Data collection coordination
- Listing
- Household screening
- Participant enrollment
- In-person and telephone interviewing
- Biospecimen and environmental sampling
- Clinic/hospital-based data collection
- Technical consultation on sampling design

The study centers in which NORC will play a role include:

Greater Chicago National Children's Study Center  
University of Massachusetts  
University of Pittsburgh  
Children's Hospital of Philadelphia (CHOP)  
University of Minnesota  
Maine Medical Center  
University of Louisville  
University of Iowa  
University of California - Irvine

**Chafee Foster Care Independent Living Programs** It is well established that youth aging out of foster care have limited education and employment experience, relatively poor mental and physical health, and a relatively high chance of becoming homeless, having children out of wedlock, and/or serving jail or prison sentences. The John Chafee Foster Care Independence Program (CFCIP), created under the Foster Care Independence Act of

## RESEARCH PROGRAMS GROUP

### Daniel S. Gaylin

Executive Vice President for Research Programs



Daniel S. Gaylin

### Jeffrey D. Hackett

Director, Business Development



Jeffrey D. Hackett

Academic Research Centers

Economics, Labor, and Population Studies Department

Education and Child Development Department

Health Care Research Department

International Projects Department

Public Health Research Department

Substance Abuse, Mental Health, and Criminal Justice Department

1999, provides funding and substantial flexibility to states to provide support for such youth as they make the transition to independent living. The same legislation that established CFCIP called for an experimental random assignment evaluation of selected Independent Living Programs funded through it. The goal is to determine the effects of these programs on achieving key beneficial educational, economic, and social outcomes for participating youth.

In response to the evaluation requirement, the Children's Bureau of the U.S. Department of Health and Human Services contracted with an Urban Institute partnership that includes NORC to perform an impact and a process analysis. Four programs are participating in the evaluation. The evaluations of two of them—a tutoring/mentoring program and a classroom-based life skills training program, both in Los Angeles County, California—are now complete. The process analyses provide ample evidence of the continuing prevalence of educational and other deficits among foster youth. However, the impact evaluations found no significant program impacts on educational outcomes (the tutoring/mentoring program) or on any of a wide variety of indicators of successful transition to adulthood (the life skills training program).

**Design Phase of the National Study of Child Care Supply and Demand (NSCCSD-2010)** The National Study of Child Care Supply and Demand 2010 (NSCCSD-2010) will be the first national survey of child care supply

and demand in America in twenty years. It will provide a current picture of the supply and demand for early and school-age care programs for children under age 13, thus filling a gap in our understanding of today's extraordinarily varied child care landscape, as well as factors influencing parents' choices of care for their children. The study will also address policy and practice questions that can inform discussions and decisions made at the state and national levels regarding child care and education services for children generally and low-income children in particular.

NORC, partnering with the Chapin Hall Center for Children and Child Trends, was chosen to provide a design for this survey, which is sponsored by the Office of Planning, Research, and Evaluation in the Administration for Children and Families. The work included convening an expert panel, drafting a literature review and compendium of measures, designing sampling and methodological plans, developing and testing three separate survey instruments (including extensive cognitive testing with parents and child care providers), and estimating the resources a national study would require. The effort includes special focus both on American Indians and Alaskan Native populations, and on low-income households with children ages birth to 12 years.

## CRIMINAL JUSTICE

### National Survey of Former Prisoners

This study, sponsored by the U.S. Bureau of Justice Statistics (BJS), is exploring the incidence and prevalence of prison sexual assaults. It is one of several studies congressionally-mandated by the Prison Rape Elimination Act of 2003. NORC recently conducted the national survey, which grew out of a pilot survey previously conducted by NORC. For the pilot, NORC worked with BJS to address the sensitive issues of prison sexual assault among former state prisoners. The sampling framework, protocols, and questionnaire were pre-tested in 16 parole offices with over 750 respondents. To guard respondent privacy while collecting data on such a highly personal topic, the survey used a NORC-developed touch-screen audio computer-assisted self-interviewing (TACASI) instrument.

The National Survey field work began in January 2008 and over 17,500 interviews of former prisoners were completed nationwide. During 2009 NORC staff will continue to prepare the data set, complete weighting activities, and upgrade information as requested by the client.

**Human Trafficking** Human trafficking is even harder to combat than many other types of crime. Not only is it hard to find the victims but, when found,



many of them neither admit nor understand they are victims. The goal of this study, sponsored by the National Institute of Justice, was to gain information about human trafficking victims from the many types of organizations involved in combating trafficking in persons. The study design consisted of two parts: (1) telephone interviews with key stakeholders from among state and local law enforcement, including prosecutors, and service delivery organizations involved in combating trafficking in persons; and (2) case review of police and prosecutor files to determine whether offenses that have characteristics of human trafficking are charged and prosecuted as a different offense. The intent of the interviews was to collect qualitative data from respondents about their impressions of the numbers and characteristics of the persons involved and the kinds of services victims receive. Major topics in the NORC-developed questionnaires included the investigative process, relationships among key stakeholder organizations, characteristics of perpetrators and victims, sex trafficking vs. work in the sex industry, and purchasers of sex trafficking vs. purchasers of services in the sex industry. In order to help understand the effects of existing legislation to combat human trafficking, the case review took place in states with and without such legislation. Researchers briefed members of the U.S. Departments of Justice and State on their findings.

### **National Crime Victimization Survey Redesign (NCVS)**

The NCVS has been suffering, as have many surveys, from declining response rates and rising costs. In an effort to improve its methodology and introduce economies to assure its sustainability, the Bureau of Justice Statistics of the U.S. Department of Justice solicited the advice of an expert panel, convened by the National Research Council of the National Academies, on how the NCVS might be redesigned. Following the Panel's report, BJS chose four methodological research topics for further examination. NORC has been selected to undertake two of the four: (1) examination of the 12-month reference period, and (2) analysis of possible nonresponse. The first is described here. The second, a more complex statistical study, is described on page 20.

## SUBSTANCE ABUSE, MENTAL HEALTH, AND CRIMINAL JUSTICE SYSTEMS DEPARTMENT

**Henry H. Brownstein**  
Senior Vice President and  
Director  
**Natalie Suter**  
Associate Director

**Principal Research Scientists**  
Candace Johnson

**Senior Research Scientists**  
Timothy Mulcahy  
Zhiwei Zhang

**Senior Survey Director**  
David A. Herda

#### **Associated Scientists**

**Capt. Bruce Bellamy**  
Mecklenburg County Sheriff's  
Department  
**Cynthia Burke**  
San Diego Association of  
Governments  
**Jeffrey Butts**  
Chapin Hall Center for Children  
**Kelly Dampousse**  
University of Oklahoma  
**Margaret E. Ensminger**  
Johns Hopkins University  
**Peter D. Friedmann**  
Brown University  
**Denise Herz**  
California State University  
**Denise B. Kandel**  
Columbia University  
**Toni Krupski**  
University of Washington  
**Benjamin B. Lahey**  
University of Chicago  
**William Lawson**  
Howard University  
**Jeanne C. Marsh**  
University of Chicago



**Henry H. Brownstein**

**Susan Martin**  
Consultant  
**Jane C. Maxwell**  
University of Texas  
**Gerald Melnick**  
National Development and  
Research Institutes, Inc.  
**Tom Mieczkowski**  
University of South Florida  
**Commander Kevin O'Sullivan**  
Kansas City (MO) Police  
Department  
**Harold Pollack**  
University of Chicago  
**Jack Riley**  
RAND Corporation  
**Bruce G. Taylor**  
Police Executive Research  
Forum  
**Rachel Volberg**  
Gemini Research  
**Sharon C. Wilsnack**  
University of North Dakota  
**Diane Frost Wiscarson**  
Attorney at Law  
**Allisa Pollitz Worden**  
State University of New York  
at Albany  
**Douglas Wright**  
Consultant

**Examination of a 12-Month Reference Period** -- The NCVS currently uses a six-month reference period, although other countries often use 12 months and the NCVS itself has used 12 months in the past. The intent of the study is to address methods for improving event recall with a 12-month reference period without unduly increasing respondent burden. Both telephone and web modes will be tested. Review of the relevant literature and examination of extant NCVS data will be followed by a development and cognitive testing phase, a field test, and finally, development of a plan for transitioning the NCVS to a 12-month reference period.



## EDUCATION

**White House Fellows Survey** A census of all living White House fellows, this study was the first of its kind for the White House Fellows program and is part of a larger investigation into leadership in the United States. Funded by the Carnegie Corporation, the administration of the survey used phone, web, and paper and pencil (PAPI) modes to explore the impact of the White House Fellows program on the future lives of its participants. Data collection took place over a four-week period and achieved a response rate of over 77 percent.

**TRIO Program Analysis** TRIO refers to a group of seven grant programs funded by the U.S. Department of Education (DOE) to improve postsecondary preparation and access, college persistence, and completion rates of at-risk students. The seven-program set consists of: Talent Search, Educational Opportunity Centers, Student Support Services, Ronald E. McNair Postbaccalaureate Achievement, Upward Bound, Upward Bound Math and Science, and Upward Bound/Veterans. Under this multi-year contract, NORC provides analytic support to DOE in the form of (1) cleaning and multi-year merging of TRIO program datasets and (2) numerous evaluation and analytic reports based on the data, for both internal DOE use and dissemination to grantees and to the public.

### **Survey of Earned Doctorates (SED)**

The SED, funded by the National Science Foundation and five other federal agencies (National Institutes of Health, U.S. Department of Education, U.S. Department of Agriculture, National Endowment for the Humanities,

and the National Aeronautics and Space Administration) gathers information annually from all new U.S. research doctorate graduates (about 45,000 in recent years) about their educational histories, funding sources, and post-doctoral plans. Each year the SED data are added to a larger historical record of doctorate-degree graduates, the Doctorate Records File (DRF), allowing policy makers to see long-term trends in the numbers and fields of study of new research doctorate recipients. NORC has conducted the SED since 1997 and has been selected by the National Science Foundation to conduct it for another six-year period starting in 2008. Use of a range of data collection modes—paper survey, web, write-on PDF, and critical-item phone completion—enables NORC to achieve annual response rates of at least 91 percent.

**Gates Millennium Scholars** Implemented in 2000, the Gates Millennium Scholars Program is a twenty-year initiative that provides scholarships and leadership opportunities to high achieving, low-income minority students. NORC is being funded by the Bill & Melinda Gates Foundation to conduct the Gates Millennium Scholars Tracking and Longitudinal Study (GMS). The primary pur-

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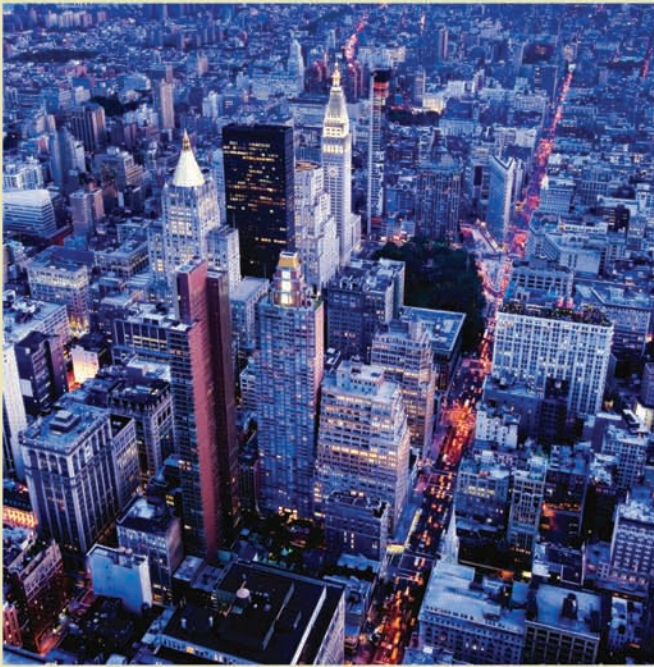
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pose of this study is to analyze the short- and long-term effects of the Millennium Scholars Program on scholars' academic, professional, and civic lives. This research will help inform the education community about strategies to improve the educational attainment and achievement of students of color. The GMS survey, which uses a web-based data collection instrument, with mail, phone, and email prompts for nonrespondents, is the largest web survey effort NORC has done to date. In addition to designing and implementing the survey, NORC has worked with the Gates Foundation, its advisory panel, and its partner organizations to develop a robust data system capable of locating and tracking students and their educational, employment, and civic accomplishments during the study.



## ENERGY

### **Commercial Buildings Energy Consumption Survey (CBECS)**

The CBECS is the only national survey that collects information on the stock of U.S. commercial buildings, their energy-related building characteristics, and their energy consumption and expenditures. In 2008, NORC completed data collection of the 2007 CBECS, for which we had to combine a dated area probability sample with five specialized list samples (such as, for example, hospitals, universities, and airports). NORC achieved an 80 percent (unweighted) response rate. Weighting and documentation will be completed by mid-2009. NORC has also begun the Energy Supplier Survey component (CBECS-ESS) of the survey. The CBECS-ESS will gather data directly from the commercial firms, cooperatives, municipal utilities,

and other organizations that supply energy to the buildings that were the focus of the 2007 CBECS. Data will be collected primarily by mail, with telephone follow-up performed by a small group of interviewers.



## HEALTH

### **Racial and Ethnic Approaches to Community Health Across the United States (REACH US)**

REACH is the cornerstone of efforts by the Centers for Disease Control and Prevention (CDC) to eliminate racial and ethnic health disparities in areas such as cardiovascular disease, diabetes, adult immunization, and breast and cervical cancer. In 2007, CDC established grants with 40 organizations to develop and implement innovative strategies to reduce such disparities. Beginning in 2009, NORC will conduct annual REACH US Risk Factor Surveys in 28 of these communities, to provide CDC and its diverse group of REACH grantees with quantitative data to help determine which interventions work most effectively in improving health among members of their communities. From 2001 to 2005, NORC conducted REACH surveys using primarily a RDD telephone methodology. For REACH US, NORC will implement an innovative address-based sampling (ABS) approach to maximize both coverage and response rates. ABS will provide the opportunity to screen and interview respondents over the telephone, through the mail, on the web, and in person.

### **Veterans Rural Health Policy and Planning Group**

The new Office of Rural Health (ORH), created within the U.S. Department of Veterans Affairs, is charged with establishing evidence-based, collaborative processes to enhance the delivery of care to rural veterans; supporting studies and analyses that identify and promulgate best practices; testing innovative

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care delivery models through targeted pilot programs; and translating the results of these into policies to be disseminated across the continuum of care for rural veterans. NORC, in partnership with the University of North Dakota's Center for Rural Health and its Rural Assistance Center, Atlas Research LLC, Georgetown University, and the National Rural Health Association, has been selected to operate a Policy and Planning Group to provide program and regulatory support to the ORH. Support areas include communications, meeting and conference planning and management, monitoring and evaluating initiatives, responding to rapidly emerging policy issues, developing innovative pilot projects, and conducting targeted studies and analyses.

**National Social Life, Health, and Aging Project (NSHAP)** The health of older adults is influenced by many factors. One of the least understood is the role that social support and personal relationships may play in healthy aging. NSHAP, funded by the National Institute on Aging, is the first population-based study of health and social factors on a national scale. Its goal is to understand the well-being of older Americans by examining the interactions among physical health, illness, medication use, cognitive function, emotional health, sensory function, health behaviors, and social connectedness. NSHAP is designed to provide health providers, policy makers, and individuals with useful information and insights into these factors, particularly on social and intimate relationships. The study will be important in finding new ways to reduce morbidity and prevent dysfunction and disease as people age.

NORC survey researchers and affiliated University investigators conducted the first wave of NSHAP in 2005-2006, with more than 3,000 interviews and a nationally representative sample of adults ages 57 to 85. Face-to-face interviews and biomeasure collection took place in respondents' homes. The second wave has now been funded and will include an enhanced set of biomeasures in response to improved technologies and new findings on the mechanisms by which social relationships affect health. The pre-test will take place in the summer/fall of 2009, with Wave II interviews beginning in the summer of 2010. Adding a second wave of data will permit longitudinal analyses and maintain the rapport necessary for future waves, ultimately allowing us to describe long-term health trajectories and perform causal analyses.

**Evaluation of Personal Health Records (PHRs) Pilots for Medicare Enrollees** PHRs are important in helping achieve the overall federal priority of speeding adoption of Healthcare Information Technology (HIT). NORC has

been chosen to evaluate the functional usability and utility of PHRs provided through pilot studies by the Centers for Medicare and Medicaid Services (CMS) to Medicare fee-for-service (FFS) beneficiaries. The pilot project that is the focus of the current evaluation, My Personal Health Record, South Carolina, launched in 2008 in the South Carolina service area, represents one component of a diverse set of HIT initiatives. NORC's evaluation approach includes an environmental scan and literature review to identify best practices for developing PHR standards and features; an expert panel to guide the evaluation; focus group meetings with pilot participants (e.g., users, vendors, health insurance plans, and health care providers); and phone interviews with non-participants. This study is particularly important given the lack of work done to date on what assistance may be needed to help elderly and disabled populations use PHRs. It will also inform policymakers of best practices to encourage PHR adoption by consumers in general and FFS Medicare beneficiaries in particular.

### **Evaluation of the Robert Wood Johnson Foundation (RWJF) Common Ground Program**

The Robert Wood Johnson Foundation (RWJF) Common Ground Program awarded grants to 31 public health agencies throughout the country to help state and local public health agencies better respond to health threats by improving their use of information systems. RWJF contracted with NORC to conduct a four-year, multi-method evaluation of these Common Ground grantees to assess (1) the process by which grantees implemented the Common Ground framework; (2) challenges encountered and how those challenges were addressed; (3) the relationship between programmatic activities and intended as well as unanticipated consequences; and (4) key elements necessary to achieve transformation of public health agency business practices and related information technology requirements.

For this project, NORC will complete detailed background data analyses of grantees, including an assessment of how representative grantees are of the general population of state and local health departments; conduct semi-structured telephone interviews and site visits with grantees; design and field pre- and post-initiative surveys of all grantees; produce eight to ten detailed grantee case studies; and design and field surveys and conduct key informant interviews with non-grantee health departments, focused on how lessons from the Common Ground experience may be translated to the broader set of public health agencies initiatives.



## HOUSING, NEIGHBORHOOD, AND COMMUNITY

### Resident Relocation Surveys

As part of the City of Chicago's Plan for Transformation, the Chicago Housing Authority (CHA) is replacing or rehabilitating substandard public housing developments over a 15-year period. During this process, which takes place in phases, the CHA is assisting displaced leaseholders to find housing in the private market or in other public housing units, building new mixed-income developments, and facilitating relocation into the new mixed-income communities. Since 2002, with funding from the John D. and Catherine T. MacArthur Foundation, NORC has been fielding the Resident Relocation Surveys as part of its longitudinal study of the relocation and resettlement experiences of two cohorts of leaseholders.

Three student datasets are available to anyone interested in becoming familiar with the contents of the dataset. Research datasets, the use of which requires a Data Access Agreement, now include data from the three rounds of data collection completed with the two cohorts and a codebook. Data for the Phase II cohort include a 2002 baseline of the whole population and 2003 and 2006 follow-up interviews for a random sample. Data for the Phase III cohort include a 2003 baseline for a randomly selected sample and 2004 and 2006 follow-ups of that sample.

**Making Connections** For more than half a century, the Annie E. Casey Foundation has worked to build better futures for disadvantaged children and their families. The Making Connections initiative is a collaboration of local organizations and residents to strengthen families and improve neighborhoods. The thesis underlying the initiative is that the best way to improve outcomes for vulnerable children is to strengthen their families' connections to economic opportunities, positive social networks, and effective services and supports.

NORC, in collaboration with the Annie E. Casey Foundation, the Urban Institute, Local Management Entities, and research advisors, is responsible for collecting the data necessary to make a rigorous evaluation of local efforts to improve the community and to inform the development of future initiatives. Between August 2002 and April 2004, ten Making Connections neighborhoods participated in the baseline data collection. These data were used to evaluate important factors such as neighborhood conditions, services used by residents, family economics, and the health and education of neighborhood children. NORC returned to all ten neighborhoods between 2005 and 2007 to complete a second interview with the same families. A third wave of data collection began in 2008 and will continue into 2010.



## INTERNATIONAL WORK

### Spain's Survey of Household Finances

Sponsored by Spain's Central Bank, NORC is carrying out the third round of the "Encuesta Financiera de las Familias" (EFF), Spain's Survey of Household Finances. The EFF is the sole source of household level data of its kind in Spain. The survey, taking place in 2008 and 2009, is conducted via a computer assisted personal interview (CAPI) with 7,000 households, including an oversampling of wealthy households.

Similar to the U.S. Federal Reserve Board's Survey of Consumer Finances, which has been conducted by NORC since 1993, the EFF 2008 includes a longitudinal sample component, and is conducted entirely in Spanish by an experienced field staff managed by NORC's subcontractor in Madrid, under the direction of NORC's international and economics departments. Building on its experience with other overseas projects and with multilingual populations in the United States, NORC developed the project's case management system for use by Spanish-only interviewers and programmed the questionnaire in both Spanish and English.



### Millennium Challenge Account— Lesotho Impact Evaluations

Lesotho is strategically located within the rapidly expanding Southern African Development Community. However, without immediate and sustainable interventions to harness its abundant water resources and to improve the health of its workforce, Lesotho has limited prospects of achieving rapid economic growth. The Millennium Challenge Corporation (MCC) and the Kingdom of Lesotho have signed a five-year compact to address these needs. NORC, along with its subcontractors, Instituto Nacional de Salud Pública (INSP) of Mexico, and the Institute of Business and Economic Research at the University of California at Berkeley, have designed and are implementing a rigorous impact evaluation of four activities of the Millennium Challenge Account—Lesotho program.

In the health sector, NORC and its subcontractors are working with the Ministry of Health and Social Welfare to evaluate health clinic renovation efforts and anti-retroviral improvement through rehabilitation of outpatient departments. In the water sector, NORC is working with the Department of Rural Water Supply to assess improvements in rural water supply, sanitation, and hygiene awareness, and with the Water and Sewage Authority to assess improvements in urban/peri-urban water network and supply. For the health clinic renovations and the rural water supply activities, NORC is using an experimental design. For the other two components where randomization is not possible, a quasi-experimental approach is being used.

### EBRD Mongolia Microfinance Survey

NORC is working with the European Bank for Reconstruction and Development (EBRD) and XacBank, a local micro-finance institution, to assess the effectiveness of micro-finance lending models. The project

focuses on poor women living in the rural villages (soums) of Mongolia to whom micro-credits will be offered by XacBank. In addition to establishing and tracking baseline data on consumption patterns and living standards, a face-to-face paper survey of over 1,100 women will test the effects of both group and individual lending on enterprise formation, investment, intra-group transfers, and other behaviors that may be affected by access to credit. A control group established for the project will ultimately become eligible for loans upon completion of a follow-up survey 18 months after the initial baseline survey. NORC and its local partner (Marbis Consulting) helped design and pilot test the survey instrument, trained survey teams, completed the baseline data collection in April 2008, and delivered the data to the EBRD for analysis. Planning is under way for a follow-up survey in the fall of 2009.

### Bangladesh Land Administration

For the International Finance Corporation and its Bangladesh Investment Climate Facility, NORC provided overall management and quality assurance for a project to improve how land is administered, property rights and transactions are registered, and real property rights are protected in Bangladesh. The recently completed project included:

- a NORC-designed face-to-face survey of 300 market intermediaries including lawyers, bankers, and property developers;
- in-depth interviews with 40 registration office heads;
- process mapping of key land-related transactions;

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- follow-up data collection through focus groups with stakeholders;
- formulation, modification, and finalization of proposals for system modernization and business process reengineering; and
- development of a communications strategy.

Field staff and field management of the data collection were provided by Uniconsult LLC of Bangladesh, a sub-contractor to NORC.



## LABOR AND EMPLOYMENT

### National Longitudinal Surveys of Youth

NORC plays an integral role, together with Ohio State University's Center for Human Resource Research, in conducting two allied surveys of America's youth: the National Longitudinal Survey of Youth 1979 (NLSY79) and the National Longitudinal Survey of Youth 1997 (NLSY97). Both these major longitudinal surveys are funded by the Bureau of Labor Statistics (BLS). The National Institute of Child Health and Human Development is also a significant supporter of the NLSY79, funding both the child sample through an interagency agreement and the young adult sample through a grant. Each oversamples African American and Hispanic American youth, addresses key questions about the economic, social, and academic experiences of respondents, and examines a myriad of issues surrounding youth entry into the work force and subsequent transitions in and out of it.

NLSY79 recently completed its 23rd round of data collection. NLSY97, conducted annually, is currently in its 12th year. Each uses sophisticated instrumentation, with computer-assisted personal interviews (CAPI) augmented by such elements as self-administered questionnaires and child assessment modules. NORC hosted a conference on the NLSY97 at the BLS headquarters in May 2008, financed by the NICHD-funded Population Research Center and the

Spencer Foundation, to highlight the extraordinary value of the data collected and to promote its continued and expanded use by scholars.

## POPULATION STUDIES

### Survey of Consumer Finances (SCF)

Sponsored by the Federal Reserve Board, the triennial SCF collects information from about 4,500 respondents concerning household financial characteristics and behavior, including household and mortgage debt. Widely judged to be the best source of information about family finances in the United States, NORC has conducted this survey six times, including the most recent (2007) survey, and has been chosen to conduct the 2010 survey.

Data from the SCF inform a wide variety of economic policy decisions across the government. They also serve as a basis for longer-term research on the economic state of the American family. A recent example to illustrate the value of this data base is the finding from the 2007 survey that many household balance sheets were already fragile heading into the current recession, which began in

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December 2007. Also, projections by the Federal Reserve Board based on the 2007 survey show that U.S. household wealth plummeted in 2008, more than reversing gains achieved over the previous three years.

### **Evaluation of the Integrated Communication Campaign for the 2010 Census**

The 2000 decennial Census was able to reverse a two-decade decline in mailed-in response rates with a set of bold and effective initiatives that included the Partnership and Marketing Program, a communications initiative for which NORC was proud to be part of the evaluation phase. NORC has now been contracted to evaluate a revised and augmented communications initiative, the Integrated Communications Campaign (ICC), in connection with the 2010 Census. As prime contractor, NORC will develop and execute an evaluation approach that will combine multiple design elements. These include comprehensive logic models that illustrate the operational plan for the ICC; specification of methods for establishing baseline and planned growth measures against which 2010 ICC efforts and outcomes can be assessed; designs, plans, and conduct of surveys to collect primary data from the general public; observational case-control studies of geographical areas that are matched on sociodemographic and psychographic characteristics but experience planned or unplanned variations in ICC implementation; and analysis of relationships between media penetration and changes in awareness, attitudes, and intentions among the general public and key population subgroups.

### **General Social Survey (GSS)**

The GSS, the 27th round of which was completed in 2008, is one of NORC's flagship surveys and our longest running project. For the last third of a century it has been monitoring societal change and the growing complexity of American society. The GSS is the largest project funded by the Sociology Program of the National Science Foundation and, except for the U.S. Census, the most frequently analyzed source of information in the social sciences.

A standard core of demographic and attitudinal questions remains largely unchanged, facilitating time trend studies as well as replication of earlier findings. In addition to

the core, topics of special interest are added in particular years as individual researchers purchase time in the GSS. Since 1985, the GSS has participated in the International Social Survey Program (ISSP), which involves social scientists from 45 countries and is still expanding. Each year, sections of the GSS are devoted to ISSP questions that are asked in nations around the world.



## **SOCIETY AND CULTURE**

### **Cultural Infrastructure in the United States**

Throughout the last two decades, cultural organizations across the United States have been vigorously pursuing construction projects. Groups of art lovers in American cities, suburbs, and exurbs have been pooling public, private, and nonprofit funds to construct state-of-the-art venues designed to enhance artistic goals. Many public and private building projects have been built as tourist magnets and tools of urban revitalization. Not long after the ribbon-cutting ceremonies associated with the first wave of these building projects, however, consultants and arts leaders began to express concern about their long-term viability. Since then, some organizations have been plagued by cost overruns, donor fatigue, and even empty auditoriums and galleries.

In order to understand the direct and indirect impact of this recent building boom on arts organizations and their communities, in 2008 the Cultural Policy Center partnered with a group of private funders (the Rockefeller Brothers Foundation, the Smart Family Foundation, the Andrew W. Mellon Foundation, the Kresge Foundation, and NORC) and launched the Cultural Infrastructure in the United States project (1) to investigate whether these building projects are meeting the core needs and objectives of the individual organizations that pursue them, and (2) to explore the consequences of construction projects for those organizations as well as for surrounding local, regional, and national cultural ecologies. The goal is to generate a set of management tools and policy recommendations for a range of cultural sector stakeholders.



### Teaching Artists Research Project

Remarkable advances have taken place over the past decade and a half in arts education, both in and out of schools, due largely to the creativity of teaching artists. Their best efforts are redefining the roles the arts play in public education; and their work is central to arts organizations' strategies for civic engagement and audience diversity. Research has shown how instrumental teaching artists are to the social, emotional, and cognitive development of thousands of young people. But little is known about teaching artists. This project's goal is to deepen understanding of their world in studies of 12 communities across the country. Many funders are supporting the study, primarily local funders focusing on specific sites. The JPMorgan Chase Foundation is providing general support.

In the study's first phase, begun in the fall of 2006, NORC worked closely with Columbia College Chicago's Center for Arts Policy to design the research, conduct stakeholder and focus group meetings, and develop survey instruments for teaching artists and their program administrators. Phase II, begun in summer 2008, is building samples of teaching artists and program administrators in each study site. Phase III, anticipated to start in the spring of 2009, will focus on selection of a subsample of survey respondents as well as key informants for qualitative interviews.

## DATA, STATISTICS, AND METHODOLOGY

### National Crime Victimization Survey (NCVS) — Nonresponse Bias Study

NORC will evaluate nonresponse bias in the NCVS using a number of methods. We will then compare and consolidate the results derived from those methods. The various methods will require the use of frame data, record of call (contact) data, questionnaire response

data, and external data from the sample geographical segments of the NCVS. Survey data from recent rounds of the NCVS will form the basis of the analysis, the results of which will lead to recommended weight adjustments. Alternatives to be tested include propensity to respond modeling vs. nonresponse adjustment cells, and alternative variables in nonresponse adjustments and post-stratification. The use of multiple imputation approaches to wave nonresponse after the first round will also be examined.

### Historical Accounting of Individual Indian Money and Tribal Trust Accounts

In a class action lawsuit against the Secretaries of the Interior and Treasury seeking an accounting of Individual Indian Money (IIM) accounts, the Court concluded that the IIM beneficiaries were owed a historical accounting. The Office of Historical Trust Accounting (OHTA) in the U.S. Department of the Interior was established to develop a comprehensive plan for that accounting and to provide similar support for the historical accounting of Tribal monies.

NORC, the statistical contractor to OHTA for this purpose, was responsible for designing, implementing, and analyzing samples to test systems and make estimates as input to the court case. In addition, NORC estimated error rates and dollars in error from records sampled from the IIM data and reconciled by various accounting firms. NORC also gave expert witness testimony in recent rounds of the court case. In 2007, the presiding judge ruled that budget constraints facing OHTA made a complete accounting impossible and that the case should move to a remedy phase. In June 2008, the most recent phase of the trial, NORC's expert testimony was praised by the judge as providing a plausible estimate of funds withheld and as particularly useful in evaluating the extent of uncertainty in the existing trust data. NORC is now continuing its work for OHTA, focusing on completing samples of IIM system transactions and on Tribe-level "small area" estimation from Tribal Trust System samples.

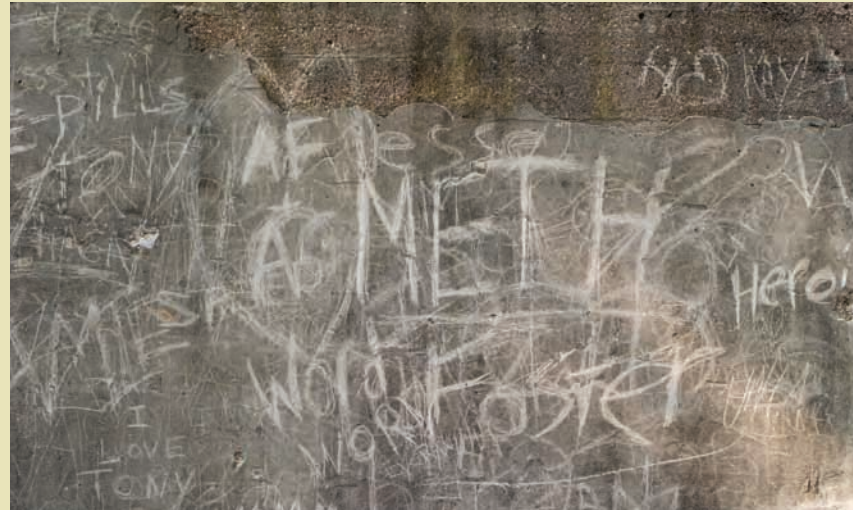


**The NORC Data Enclave** Public use micro-data are available to any user without special authorization because they have been de-identified. That is, they have been processed to preserve confidentiality for the specific persons, firms, etc. that the raw data describe. Creating public use tapes is expensive and time consuming, however. In addition, some types of analyses require more complete data than are possible with full de-identification. This leaves many data producers inside and outside government with the need to provide authorized access to microdata that have not been fully de-identified. While some of the largest federal statistical agencies (e.g., the Census Bureau and the Bureau of Labor Statistics) have sufficient economies of scale to develop advanced in-house solutions that serve the needs of authorized external researchers, smaller data producers often lack the resources to archive, curate, and disseminate the datasets they have collected in a way that permits sophisticated analysis. The NORC Data Enclave was developed to respond directly to this need, i.e., it provides a secure environment within which authorized researchers can access sensitive microdata remotely or onsite at NORC's Bethesda and Chicago offices.

The project has four goals: (1) archive, index, and curate micro-data; (2) promote secure researcher access to sensitive micro-data; (3) safeguard data confidentiality; and (4) build and sustain a researcher collaboratory, which is essentially an e-community of researchers around the available datasets. Sponsors of the project include the Technology Innovation Program at the U.S. Department of Commerce's National Institute of Standards and Technology; the U.S. Department of Agriculture's Economic Research Service and National Agricultural Statistical Service; and the Ewing Marion Kauffman Foundation. In 2009, three new sponsors will join the project: the National Science Foundation, the Energy Information Agency at the U.S. Department of Energy, and the Annie E. Casey Foundation.

## SUBSTANCE ABUSE AND MENTAL HEALTH

**Dynamics of Methamphetamine Markets** For the National Institute on Drug Abuse (NIDA), NORC and its partners are conducting a three-stage study of the organization and operation of illicit retail methamphetamine (meth) markets. The first stage, which was completed in 2008, involved a survey screening assessment of a respondent sample in cities and counties across the United States to obtain basic information about meth market participation. The second stage, currently under way, uses these responses to select 75 cities or counties where narcotics police are most knowledgeable of the meth trade in their area and most willing to work with us to learn more about it. In-depth interviews



with these key informants will take place in 2009. The study will culminate in a comprehensive process study of meth markets in nine different cities or counties. Our methodology is a comprehensive community initiative research model and an evidence-based theory of change approach to study local retail markets from the perspectives of local stakeholders--including dealers and users (e.g., arrestees, treatment clients), community organizers and providers, local narcotics police, and local public health officials.

**Mental Health and Substance Abuse in Appalachia** NORC was funded by the Appalachian Regional Commission (ARC) to assess disparities in substance abuse, mental health, and access to treatment services, both within the 410-county Appalachian Region and between Appalachia and the rest of the nation. Quantitative analyses using major national databases were complemented by case studies to highlight county level experiences. Findings reveal that mental health is a key area of concern in Appalachia. Independent of substance abuse, mental health diagnoses for serious psychological distress and major depressive disorder are proportionately higher in Appalachia than in the rest of the nation. The study also found that alcohol is the predominant substance of abuse both nationally and within Appalachia, and that primary abuse of other opiates and synthetics is a key problem in Appalachia. Findings do not support that methamphetamine use is higher in Appalachia than elsewhere in the nation. The study also found that access to treatment is better in Appalachia on many levels when compared to the rest of the United States. In addition, the case studies identified barriers to treatment for substance abuse and mental illnesses that exist within the Appalachian region.

# SURVEY RESEARCH GROUP

**Kirk M Wolter**  
Executive Vice President  
for Survey Research  
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## Survey Research Group Associated Scientists

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Johns Hopkins University  
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**Seth Grimes**  
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**Susan Liss**  
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Kirk M. Wolter

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**Kelly D. Patterson**  
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Ahmpay, LLC  
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Duke University  
**Donald B. Rubin**  
Harvard University  
**Bruce D. Spencer**  
Northwestern University  
**Hal S. Stern**  
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Northwestern University  
**Joe B. Walker**  
Consultant  
**Gerald I. Weber**  
Consultant  
**Louise Woodburn**  
Consultant  
**Y. Michael Yang**  
ICF International  
**Alan M. Zaslavsky**  
Harvard University

## STATISTICS AND METHODOLOGY DEPARTMENT

**Rachel M. Harter**  
Vice President and Director  
**Kennon R. Copeland**  
Associate Director  
and Senior Statistician



Rachel M. Harter

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Susan M. Hinkins  
Robert Montgomery  
Edward Mulrow  
Whitney E. Murphy  
Steven Pedlow  
Hee-Choon Shin

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Stephanie Eckman  
Edward English  
Lisa Lee  
Vincent Welch, Jr.  
Ting Yan  
Michele F. Zimowski

**Senior Survey Economist**  
Parvati Krishnamurty

**Senior Project Director**  
Laura Knapp Lancheros

## CENTER FOR EXCELLENCE IN SURVEY RESEARCH

**Kirk M. Wolter**  
Senior Fellow and Director  
**Avinash C. Singh**  
Senior Fellow  
**Laura Knapp Lancheros**  
Senior Survey Director  
**Robert Montgomery**  
Senior Statistician

This Center's mission is to conduct timely, cutting edge statistical and methodological research on problems of design, execution, and analysis of surveys and related information collection activities. In 2008, the Center continued its research on cell-phone-only households and began work on the use of address-based sampling as a potential replacement for random digit dial telephone surveys. In addition, the Center made ten small grants to NORC researchers toward improving the conduct of social science research.



# OPERATIONS AND INFORMATION TECHNOLOGY GROUP



Michele Koppelman

## Michele Koppelman

Executive Vice President for Operations and Information Technology

### INFORMATION TECHNOLOGY DEPARTMENTS TELEPHONE SURVEY SUPPORT AND OPERATIONS FIELD OPERATIONS CENTER

**Survey Techniques.** NORC gathers survey data in many different ways, including in-person and by mail, telephone, internet, and audio-self-administered; or by mixed modes. Our survey data collection capabilities include a large, highly experienced national field staff; a scalable, state-of-the-art CATI call center based on Voice over Internet Protocol (VoIP); a newly developed hybrid calling system that combines predictive dialing technology with rigorous survey methodology; use of new technologies, such as PDAs, portable scanners, GPS devices, and touch-screens; biomarker and biological sample collection using trained interviewers or medical professionals as appropriate; proven capability to access diverse and hard-to-reach communities; interviewing in a variety of modes in any of dozens of languages, notably Arabic, Chinese, Hmong, Khmer, Korean, Spanish, Russian, and Vietnamese; a unique case management system that allows for timely cost and progress reports; and superior interviewer training tailored to meet unique client needs.

**Other Data Collection Strategies.** In addition to survey data, NORC is expert in the following data collection techniques: case studies, cognitive interviews, Contingent Valuation methods, focus groups, key informant and stakeholder interviews, records collection and record sampling, qualitative data collection, site visits and other observational approaches, and use of vignettes.

**Data Quality, Stewardship, and Confidentiality.** NORC makes an ongoing corporate investment in continuous improvement initiatives in our field and telephone operations, which has resulted in steady gains in productivity and accuracy. All data collection efforts are supported by state-

of-the-art quality assurance methods and procedures. Protecting the confidentiality of respondents is of paramount importance to us and we treat all data with the highest professional standards for security and confidentiality.

## Information Technology Departments

### Ronald J. Jurek

Chief Information Officer and Acting Vice President for Infrastructure, Security, and Operations



Ronald J. Jurek

### Joseph P. Taylor

Vice President, Project Management Office

### Jeffrey R. Vose

Vice President, Technology Project Services



Jeffrey R. Vose

### Charles A. Armstrong

Director, Infrastructure, Security, and Operations

### Brian Whiteley

Deputy Director, IT Finance

NORC's Information Technology (IT) staff includes programmers, systems analysts, and data processing managers. This group provides programming design and applications support to all survey projects, including designing, implementing, and supporting systems for computer-assisted data collection, data entry, ongoing project reporting, preparation of final data files, code book preparation, and production of documentation deliverables.

NORC also features robust IT facilities and computer hardware and applications that have supported its successes as an organization and have demonstrated resilience in the face of NORC's largest and most complex high-technology projects. NORC's offices have modern facsimile, voicemail, teleconferencing, and videoconferencing installations to facilitate formal and informal communications. These facili-

ties are interconnected with high-speed telecommunications trunk lines (T-1 and higher) for voice and data transmission. Each office also houses conference rooms with adequate space for conducting in-person meetings and are equipped with LCD projectors for conducting digital presentations. All NORC office staff use high-performance, multi-media computers with the Microsoft operating systems.

## Telephone Survey and Support Operations

### Jennifer A. Kelly

Vice President, Telephone Survey and Support Operations

### Patrick Cagney

Director, CATI Projects and Technology

### Kate Hobson

Director, CATI Projects and Technology

### Shirley Williams

Director, Production and Survey Support Center

The NORC telephone and data preparation facility is in Chicago's downtown Loop area, providing NORC with excellent flexibility and diversity for hiring interviewers, clerks, and supervisors. Tasks at the facility include computer-assisted telephone (CATI) data collection, respondent locating and screening, survey response coding, hard copy document management, computer-assisted data entry, and survey material mailings.

Our state-of-the-art telephony infrastructure is highly scalable, allowing NORC to operate multiple facilities as one centralized center and rapid expansion into additional facilities to meet emerging client demands. Current capacity stands at more than 360 stations equipped for CATI data collection. NORC conducts large centralized random digit dial surveys as well as focused local studies and has seen significant gains in telephone interviewing that have resulted from development of the hybrid dialing technology. This innovation is a system that automatically dials numbers for a subset of the RDD sample and delivers connected calls to interviewers, while simultaneously allowing for pre-dial reviews of more challenging cases. At the same time, VoIP technology allows for complete decentralized calling, where interviewers in their homes are securely connected as a virtual call center, as well as voice recording for monitoring and improvement of interviewer quality.



## Field Operations Center

### Judith Nell Petty

Vice President and Director, Field Operations

### Suzanne Bard

Associate Director, Field Operations (through December 2008)

### Kyle Fennell

Associate Director, Field Operations



Judith Nell Petty

NORC's large nationwide field organization is managed by senior field staff, with extensive in-person data collection experience. Each region is headed by a regional manager responsible for recruiting and hiring staff, training, and developing interviewers and field managers within the region to their full potential. The capabilities of this skilled group include conducting longitudinal studies, collecting biomarkers, accessing diverse communities, conducting interviews in many languages, and using a broad variety of tools to collect data, including our newest tool, computer assisted recorded interviewing (CARI). Perhaps more importantly, this group has special skills for gaining cooperation from a diverse group of respondents, whether using a list or area probability sample.

In-person interviewing is supported by a case management system that accommodates many questionnaire authoring tools including Blaise, SPSS, and MRInterview. By capitalizing on modernized operations and undertaking major initiatives in training, recruitment, and management processes, NORC has realized steady gains in productivity. And its use of a national sampling frame that incorporates the USS list of addresses allows the flexibility to tailor national and local surveys to unique client needs.



## ACADEMIC RESEARCH CENTERS AND THE 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 a collegial and supportive work environment, 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:

- Biological Sciences Division
- Center for Health and the Social Sciences
- Chapin Hall Center for Children
- Department of Statistics
- Division of the Social Sciences
- Irving B. Harris School for 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 Communications in Science, Technology, Engineering, and Mathematics

**Barbara L. Schneider**  
Senior Fellow and Principal Investigator

**Sarah-Kay McDonald**  
Executive Director and Co-principal Investigator

**Larry Hedges**  
Co-principal Investigator

**Colm O'Muircheartaigh**  
Senior Fellow and Co-principal Investigator

**Kevin Brown**  
Associate Director and Senior Research Scientist



*The first meeting of the Board of Science Advisors.*

This Center is a National Science Foundation (NSF) funded initiative that supports education researchers focusing on core scientific questions of Science Technology, Engineering, and Mathematics (STEM) learning as part of NSF's Research and Evaluation on Education in Science and Engineering (REESE) program.

The Center is committed to capitalizing on and sharing the insights, methods, and results that help build an arc of knowledge across STEM fields. Working closely with REESE projects and program staff and its own Board of Science Advisors, the Center supports the identification of promising interventions, promising scholars, new methods, and opportunities to capitalize on STEM research findings to improve education policy and practice. Center investigators:

- examine contextual factors influencing instruction and student achievement, interest, and persistence in STEM;
- provide technical assistance that strengthens methodological and analytical capability;

### ACADEMIC RESEARCH CENTERS

**Kathleen Parks**  
Senior Vice President and Director  
**Michael Kwit**  
Deputy Director for Finance  
**Michael Reynolds**  
Deputy Director for Survey Research  
**Tom W. Smith**  
Senior Fellow



**Kathleen Parks**

**Senior Research Scientists**  
Kevin Brown  
Leonid A. Gavrilov  
Sarah-Kay McDonald  
Sara Leitsch  
Nick Rabkin

- work with REESE projects to establish criteria for synthesizing studies that take innovative approaches to STEM research;
- collaborate with REESE projects to identify core project and programmatic messages; and
- synthesize REESE research findings and create and share products that summarize key findings for NSF staff and broader audiences.

## Center for the Study of Politics and Society

**Tom W. Smith**  
Senior Fellow and Director

**Research Associates**  
James A. Davis  
Fr. Andrew M. Greeley  
Michael Hout  
Peter V. Marsden



**Tom W. Smith**

The Center for Study of Politics and Society (CSPS) focuses on the investigation of societal change in comparative perspective. The National Data Program for the Social Sciences (NDPSS) is its largest component. The NDPSS has conducted the General Social Survey (GSS) in the United States 27 times from 1972 through 2008. The GSS tracks societal change, develops models to explain societal change, studies socio-demographic subgroups through the pooling of cases across surveys, and improves survey research methodology through experiments and design innovations.

Since 1982 the NDPSS has had a cross-national component. Its main part has been the International Social Survey

Program (ISSP) which was co-founded by NORC in 1984. The ISSP has conducted annual surveys from 1985 to the present and now has 45 member countries. Other cross-national research includes the International Mental Health Stigma Study and studies of the terrorist attacks in the United States and Spain.

The CSPA also carries out considerable research on religion in general and religious change in particular. The work of Andrew Greeley on the sociology of religion includes research on evangelicals, images of God, trends in belief in life after death, and many other aspects. Tom W. Smith has done studies on the incidence and nature of spiritual transformations, the decline of Protestantism in the United States, and religious change around the world.

## Center on Demography and Economics of Aging

**Linda J. Waite**, Director  
**Diane Lauderdale** and  
**Kathleen A. Cagney**, Co-Directors



Linda J. Waite

This Center, now in its 16th year of funding from the National Institute on Aging, provides support to more than 30 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. The Center consists of an Administrative and Research Support Core, a Program Development Core, and an External Innovative Core on Biomarkers in Population-Based Aging Research. Together these three cores facilitate and support a large and extremely active program of research and training.

The Program Development Core consists of an active program of pilot projects and support for new faculty developments in aging. The External Innovative Core is a network that seeks to develop a new focus on biomarkers in population-based aging research by providing a centralized resource for collecting, discussing, evaluating, and disseminating recent developments in the measurement and collection of biomarker and pharmaceutical data on population-based aging research.

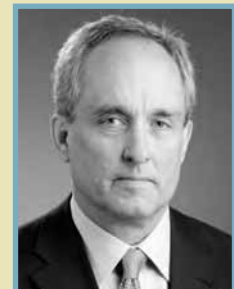
Funded by the Behavioral and Social Research Program at the National Institute on Aging, the External Innovative Core hosts an annual workshop on issues pertinent to collection and analysis of biomeasures in integrated population-based health and aging research. In the past two years, the workshop was funded through a cooperative agreement to sup-

plement this annual activity. To accomplish integrated health and illness research in the population setting, areas of need include: developing methodology for analytic integration of biological and social data and methods for streamlining collection of data in the population setting, and working to remain up to date on rapid advances in clinical and laboratory science regarding the relation of key biomeasures to the behavioral, psychosocial, economic, and health-related variables of interest to population scientists.

## Cultural Policy Center



Norman Bradburn



Carroll Joynes

**Norman Bradburn** and  
**Carroll Joynes**  
Co-Directors

The Cultural Policy Center at the University of Chicago is a nationally recognized interdisciplinary research center dedicated to informing policies that affect the arts, humanities and cultural heritage. It is a joint initiative of the Harris School of Public Policy Studies and NORC.

Since 1999, the Cultural Policy Center has served as an incubator for new ways of understanding arts and culture, how they work, and how they are informed and affected by policies in the public, private and nonprofit sectors. The Center draws its strength from collaborations with faculty and students throughout the University of Chicago and with researchers and cultural sector leaders across the globe. It is committed to:

- Developing research that provides the basis for informed policy decisions affecting cultural institutions, activities, and markets.
- Generating policy options for cultural administrators and policymakers.
- Preparing students of public policy for careers in the cultural sector.
- Developing future researchers and scholars in the field of cultural policy research.
- Advancing public dialogue on policy and culture issues of the day.

## Data Research and Development Center

**Barbara L. Schneider**  
Senior Fellow and Principal Investigator



Barbara L. Schneider

**Larry V. Hedges**  
Co-Principal Investigator

**Colm O'Muircheartaigh**  
Senior Fellow and Co-Principal Investigator

**Sarah-Kay McDonald**  
Executive Director and Co-Principal Investigator

This Center was established in 2002 with support from the National Science Foundation (NSF) to examine the essential factors in scaling-up promising education models, programs, and strategies. Working in support of the NSF-U.S. Department of Education-National Institute of Child Health and Human Development *Interagency Education Research Initiative* (IERI), the Center collaborated with federally funded interdisciplinary research teams across the country to identify and address challenges that arise in evaluating educational innovations as they are scaled-up to bring promising interventions to larger audiences in diverse contexts. In addition to supporting 100+ IERI projects (providing tailored technical assistance, hosting principal investigator meetings and workshops, and developing online resources for the IERI community), the Center produced a two-volume book on *Scale-Up in Education* (Rowman & Littlefield, 2007); published 15 articles in refereed journals and 12 chapters in edited volumes; supported 35 students (including four post-doctoral fellows and 21 graduate students, six of whom were placed in university positions); and made over 50 presentations on the Center's research at professional association meetings. This Center completed its work in December 2008.

## Joint Center for Education Research

**Thomas B. Hoffer**  
Director



Thomas B. Hoffer

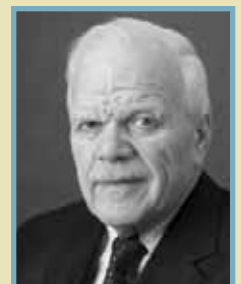
This Center draws upon resources and ideas from University of Chicago-based faculty and other researchers, and coordinates research activities with the University's Committee on Education. The Center continues to be an integral resource for NORC's Education and Child Development Studies Department.

The Center works to support investigator-initiated research grants and collaborations with University of Chicago faculty who have similar interests in education evaluation research and analytic projects in the school policy realm. The center also facilitates the creation of research opportunities with two university-based research organizations that have focused primarily on Chicago Public Schools:

- Consortium on Chicago School Research
- Center for Elementary Mathematics and Science Education (CEMSE)

## Ogburn-Stouffer Center for the Study of Social Organization

**Edward O. Laumann**  
Director



Edward O. Laumann

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

Laumann's current research, also drawing on NSHAP data, appeared as "The Social Lives of Older Adults: A National Profile," in the *American Sociological Review*, 75:103:203. Relatively little is known about the social consequences of

this trend, although Laumann's research does show that for heterosexual men and women, social networks contract as one ages.

Another topic of Center research combines social network, exchange, and gender perspectives to propose a causal account of erectile dysfunction in older men. They argue that the way in which heterosexual couples' social networks overlap has important implications for the male partner's sense of power and independence, and ultimately his ability to perform sexually with her. The strength of social network associations rivals those involving biomedical factors in erectile dysfunction, including prostate trouble. This research, done in conjunction with Professor Benjamin Cornwell of Cornell University, draws on the analysis of data from the National Social Life, Health, and Aging Project.

## Population Research Center

### Kathleen A. Cagney

Director

This interdisciplinary Center, now its 24th year, is designed to facilitate high-quality population research conducted by economists, sociologists, and other population scientists. The Center's growth since 1983, when it became a P-30 Population Center, has come from researchers in economics, psychology, business, public policy, medicine, and social services administration. That diversification reflects both a broadening in all population centers and a consistent trend at Chicago. The Center has always worked at the margins of what was considered to be traditional demography, and as a result has helped expand the domain of the field.



Kathleen A. Cagney

## ACADEMIC RESEARCH CENTER AFFILIATES AND ASSOCIATES

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Jonathan Guryan  
Jung-Hwa Ha  
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Larry V. Hedges  
Tom Hoffer  
Elbert Huang  
Ariel Kalil  
Micere Keels  
Jibum Kim  
R. Tamara Konetzka  
Lianne Kurina  
Robert Lalonde  
Diane Lauderdale  
Edward O. Laumann  
Sara Leitsch  
Wendy Levinson  
Stacy Tessler Lindau  
Jens Ludwig  
Ofer Malamud  
Willard G. Manning  
Christopher Masi  
Susan E. Mayer  
Martha McClintock  
David O. Meltzer  
Bruce Meyer  
Robert T. Michael  
Casey Mulligan  
Naoko Muramatsu  
Kevin M. Murphy  
Derek Neal  
S. Jay Olshansky  
Colm O'Muircheartaigh  
Emily Oster  
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Jesse Shapiro  
Mario L. Small  
Tom W. Smith  
Matthew Stagner  
Nancy Stein  
Ronald A. Thisted  
Robert Townsend  
Eve Van Cauter  
Linda J. Waite  
Diane Whitmore Schanzenbach  
Kirk M. Wolter  
Kazuo Yamaguchi  
Yang Yang  
Wesley Yin

## SELECTED CLIENTS

### Colleges and Universities

Baylor University  
Bowling Green State University  
Brandeis University  
Columbia College Chicago  
Columbia University  
Duke University  
George Washington University  
Georgetown University  
Indiana University  
Michigan State University  
New York University  
Northwestern University  
Ohio State University  
Center for Human Resource Research  
Rice University  
University of California, Berkeley  
University of California, Los Angeles  
University of Chicago  
University of Connecticut  
University of Illinois  
University of Maryland  
University of Massachusetts  
University of Michigan  
University of Minnesota  
University of Pittsburgh  
University of Toronto  
University of Wisconsin-Madison

### Foundations

Andrew W. Mellon Foundation  
Annie E. Casey Foundation  
Barr Foundation  
Bill & Melinda Gates Foundation  
Blue Cross Blue Shield of Massachusetts Foundation  
Boston Foundation  
California HealthCare Foundation  
Chicago Community Trust  
Chicago Tribune Foundation  
Clarence E. Heller Charitable Foundation  
Commonwealth Fund  
Ewing Marion Kauffman Foundation  
Ford Foundation  
Fry Foundation  
Gaylord & Dorothy Donnelley Foundation  
Golden Apple Foundation  
Harvest Foundation  
Irving Harris Foundation  
James Irvine Foundation  
John D. and Catherine T. MacArthur Foundation

John Templeton Foundation  
Joyce Foundation  
JPMorgan Chase Foundation  
Juvenile Diabetes Research Foundation  
Kaiser Family Foundation  
Kresge Foundation  
McDougal Family Foundation  
Missouri Foundation for Health  
Morse Charitable Trust  
Nemours Foundation  
Open Data Foundation  
Paul G. Allen Family Foundation  
Poetry Foundation  
Public Welfare Foundation  
Raynier Foundation  
Rhode Island Foundation  
Robert Wood Johnson Foundation  
Rockefeller Brothers Foundation  
Russell Sage Foundation  
Spencer Foundation  
Walter and Elise Haas Fund  
William and Flora Hewlett Foundation

### Other Private Sector

4Culture  
Affiliated Computer Services, Inc.  
American Academy of Arts and Sciences  
American Cancer Society  
American Educational Research Association  
American Medical Association  
American Statistical Association  
Andrew Greeley Enterprises  
Arabella Philanthropic Investment Advisors  
Arbor Research Collaborative for Health  
Association of State and Territorial Health Organizations  
Berkeley Policy Associates  
Blue Cross Blue Shield Association  
CDM Group  
Center for Studying Health System Change  
Children's Hospital of Philadelphia  
Children's Memorial Hospital  
Cornhusker Place Substance Abuse Center  
Council of Professional Associations on Federal Statistics  
David deFerranti Associates  
Eastern Research Group  
Health Affairs Journal  
Health Research and Educational Trust  
Health Services Advisory Group  
Internet Corporation for Assigned Names and Numbers  
IMS Health, Inc  
Knowledge Networks  
L&M Policy Research  
Learning Point Associates  
Maine Medical Center  
Massachusetts Cultural Council  
Metadata Technology, Ltd.



Metanexus Institute on Religion and Science  
National Academy of Sciences  
National Association of County and City Health Officials  
National Center for Healthcare Leadership  
National Development and Research Institutes  
National Network of Public Health Institutes  
National Runaway Switchboard  
National Rural Health Association  
Police Executive Research Forum  
Public Health Accreditation Board  
Project HOPE  
Sabre Systems, Inc.  
TKC Integration Systems  
United Jewish Communities  
Urban Institute  
Western New York Public Health Alliance, Inc.

#### **State and Local Government**

Appalachian Regional Commission  
Chicago Metropolitan Agency for Planning  
Chicago Public Schools  
Illinois Department of Employment Security  
Illinois Department of Human Services  
Providence Department of Art, Culture and Tourism  
Rhode Island State Council on the Arts  
Seattle Mayor's Office of Arts and Culture  
St. Louis Integrated Health Network  
Tacoma Arts Commission  
Washington State Arts Commission

#### **U.S. Government**

Board of Governors of the Federal Reserve System  
Interagency Education Research Initiative  
Medicare Payment Advisory Commission  
Millennium Challenge Corporation  
National Aeronautics and Space Administration  
National Endowment for the Humanities  
National Science Foundation  
U.S. Department of Agriculture  
U.S. Department of Commerce  
    National Institute of Standards and Technology  
    Bureau of the Census  
U.S. Department of Education  
    Institute for Education Sciences  
    Office of Postsecondary Education  
U.S. Department of Energy  
    Energy Information Administration  
U.S. Department of Health & Human Services  
    Administration for Children and Families  
        U.S. Family and Youth Services Bureau  
        Office of Policy Research and Evaluation  
    Agency for Healthcare Research and Quality  
    Centers for Disease Control and Prevention  
        National Center for Health Statistics  
        National Institute of Occupational Safety and Health

Health Resources and Services Administration  
    Office of Rural Health Policy  
National Institutes of Health  
    National Institute on Aging  
    National Institute of Child Health and Human  
        Development  
    National Institute on Drug Abuse  
    Office of AIDS Research  
Office of the Assistant Secretary of Planning and Evaluation  
Office of Public Health and Science  
    Office of Disease Prevention and Health Promotion  
    Office of Minority Health  
    Office on Women's Health  
Substance Abuse and Mental Health Services  
    Administration  
U.S. Department of Interior  
    Office of Historical Trust Accounting  
U.S. Department of Justice  
    Office of Justice Programs  
        Bureau of Justice Statistics  
        National Institute of Justice  
U.S. Department of Labor  
    Bureau of Labor Statistics  
    Equal Employment Opportunity Commission  
    Occupational Safety & Health Administration  
U.S. Department of Veterans Affairs  
    Veterans Health Administration  
        Office of Rural Health

#### **Non-U.S. Organizations**

Banco de España  
European Bank for Reconstruction and Development  
Frankfurt School of Finance and Management  
Global Development Network  
International Development Research Centre of Canada  
International Finance Corporation  
International Housing Coalition  
KfW  
Rwanda Ministry of Finance and Economic Planning  
State of Qatar, Supreme Education Council  
United Nations Economic Commission Europe  
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