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By any measure, 2011 was a very successful year for NORC. We marked our 70th anniversary with record profitability, near-record revenue, challenging new research projects, and unparalleled service delivery. We expanded our capacity by adding new office space and welcoming new staff members, and our success was a result of outstanding contributions and hard work from all areas of our company. Therefore, the theme of this year's annual report is built around our work and the information that we produce. We feature a cross-section of our company discussing how we collect, analyze, and disseminate the wide array of data that leads to insight on some of the most important issues facing society.

NORC is conducting its business in a dynamically changing environment influenced by the rapid emergence of new technologies and methods of communication. This, of course, presents both exciting new opportunities and some serious challenges. We realize that we have to position NORC to adapt to such change and to take advantage of new ways that we can continue to conduct high-quality social science research. We are looking toward the long-term future of the organization, and are in the process of developing a new strategic plan to guide our decision making for years to come. We are also taking steps to ensure that we have a culture at NORC that continues to value learning, adaptation, collaboration, and a focus on our clients.

Some highlights of 2011 are as follows:

- In September, the Associated Press–NORC Center for Public Affairs Research released its first report, *Civil Liberties and Security: 10 Years After 9/11*. NORC's Security, Energy, and Environment department led development of the nationally representative survey of more than 1,000 Americans. Among its key findings: nearly two-thirds of respondents believe it is sometimes necessary to sacrifice some rights and freedoms to fight terrorism.
- NORC's longest-running research project, the General Social Survey (GSS), reaches its 40th year of providing insight into contemporary American life in 2012. Last year, the Economics, Labor, and Population Studies department and the Center for the Study of Politics and Society completed extensive preparations for the 2012 GSS fieldwork. With the exception of U.S. Census data, the GSS survey is the most frequently analyzed source of information in the social sciences.

“In this year’s annual report we feature a cross-section of our company discussing how we collect, analyze, and disseminate the wide array of data that leads to insight on some of the most important issues facing society.”

— JOHN H. THOMPSON, President and CEO

- The contract renewal of the National Longitudinal Surveys of Youth (NLSY), a set of surveys sponsored by the U.S. Department of Labor on the labor market experiences of Americans, assures that NORC will be involved in these important longstanding surveys for three more years. The 24th biennial round of NLSY-79 and the 14th annual round of NLSY-97 both attained response rates of better than 80 percent.
- Another long-term project, the Survey of Earned Doctorates, run by NORC’s Education and Child Development Studies department, concluded last year. Conducted for the National Science Foundation, the most recent survey found that the number of doctorates awarded in science and engineering jumped 28 percent from 2000 to 2010. The survey, which achieved an enviable response rate of 93 percent for the 2010 academic year, provides vital data for education and labor force planners.
- More than 300 researchers participate in the NORC Data Enclave, which offers remote access to confidential data in a secure environment. Notably, NORC Data Enclave staff and several partners were selected to implement the new Qualified Entity Certification for Medicare Data Program under the Affordable Care Act. The Act, for the first time, permits disclosure of Medicare claims data for the purpose of measuring health care provider and supplier performance. The Data Enclave team will lead a review of data privacy, security, and information transfer standards. The Public Health Research department also will develop public use files for Medicare data, while ensuring the confidentiality of Medicare beneficiaries.
- The Public Health Research department documented perceptions of health disparities among racial/ethnic minorities and whites in a study conducted for the U.S. Department of Health and Human Services’ Office of Minority Health. The study found wide differences based on race. Fifty-five percent of whites were aware of health status and health care disparities, compared to 89 percent of African Americans, 61 percent of Hispanics, and 18 percent of Asian Americans.
- The Health Care Research team began work on a multi-year contract with the Center for Consumer Information and Insurance Oversight at the Centers for Medicare & Medicaid Services to analyze regulatory and legal barriers to implementing state health insurance exchanges under the Affordable Care Act.

The law mandates that states set up the exchanges by January 2014. Another notable project in the Health Care portfolio is the National Social Life, Health, and Aging Project, a cost-efficient, longitudinal study examining healthy aging that captures biomarkers such as blood tests and saliva swabs in respondents’ homes. In Wave II, researchers added a cognitive test to the survey. The data from 3,400 completed interviews is still being analyzed, but is on track to yield valuable information for scholars of various disciplines, and decision and policy makers.

- In 2011, the World Bank selected the International Projects department (INPRO) to provide critical quantitative and qualitative data about the lives of 14,600 Kenyan households in 15 cities throughout the country. NORC’s research will guide stakeholders in improving service delivery, particularly in the cities’ slums. Since it was launched in 2005, INPRO has conducted research in 36 countries, an average of six new countries each year.
- NORC’s Substance Abuse, Mental Health, and Criminal Justice Studies department studied whether an affordable and easy-to-implement dating violence/sexual harassment prevention program can reduce incidents of school harassment and violence. Funded by the U.S. Department of Justice, the study examined the outcomes of educational interventions conducted in 117 classrooms at 30 New York City middle schools. Among the key findings: six months after the interventions, the program reduced violence and sexual harassment by as much as 50 percent. NORC staff conducted a Capitol Hill briefing on the results of the study.

Internally, we made some significant investments in improving our capabilities in 2011, including implementing a new computer-assisted interviewing system, a corporate capabilities database, improved proposal and business development processes, a new corporate web presence, and a revamped employee performance and compensation program. In addition to our offices in downtown Chicago, the University of Chicago campus, and Bethesda, we have opened new offices in Atlanta, Boston, and San Francisco. We have also expanded our Bethesda office to accommodate growth and support our multidisciplinary collaboration.

Our talented people continue to be NORC’s greatest asset and in 2011, we welcomed several new senior colleagues. The Security, Energy, and Environment department welcomed its first Senior Fellow, Joseph S. Broz, who brings more than 30 years of expertise



in the security and energy fields. Robert T. Michael, who has served NORC in many capacities, including as CEO, accepted an appointment as a Senior Fellow in the Economics, Labor, and Population Studies department. We also welcomed Michal Engelman, an assistant professor in the Department of Sociology at the University of Chicago, and now a research associate of the Population Research Center and the Center on the Demography and Economics of Aging. The Substance Abuse, Mental Health, and Criminal Justice Studies department expanded its capacity with the addition of Tracy L. McPherson, a Senior Research Scientist. Representing the Public Health Research department in NORC's new Atlanta office is Principal Research Scientist David B. Rein.

NORC is committed to fostering a culture that encourages creativity and innovation, and we are working hard to develop processes and tools to amplify innovation across the organization. Vice President of Strategic Innovation is a new corporate position created to help us realize our goals on this front. We are pleased to have named Angela DeBello, most recently a Vice President in Public Health Research, to this post.

Two new members joined the Board of Trustees last year, and Clayton S. Rose stepped down after serving for five years. Rose made invaluable contributions in strategic planning and financial and business operations that have significantly improved the organization. We are very appreciative of the time Rose devoted to NORC, and also wish him continued success. The new members are Kenneth S. Polonsky, M.D., the Richard T. Crane Distinguished Service Professor of Medicine and Dean of the Division of the Biological Sciences and the Pritzker School of Medicine at the University

of Chicago; and Robert H. Gertner, Ph.D., the Joel F. Gemunder Professor of Strategy and Finance and Deputy Dean at the Booth School of Business at the University of Chicago. The board is eager to collaborate with these distinguished colleagues as we work to position NORC for success in our next seven decades.

As ever, NORC is committed to honoring our history by continuing to conduct top-quality social science research in the public interest. 2011 held to this commitment and was a very successful year for NORC thanks to the tremendous contributions of our staff and colleagues. Building on this legacy of success, we look forward to working with our clients to meet the exciting challenges and opportunities in 2012 and beyond.

JOHN H. THOMPSON
President and CEO

EDWARD O. LAUMANN
Chairman



Daniel S. Gaylin

EXECUTIVE VICE PRESIDENT,
RESEARCH PROGRAMS

“NORC’s job isn’t to tell people what to think, but to generate information and knowledge that allows people to form their own opinions, and thus make better decisions—whether it’s legislators writing national policy, federal staff working to improve a program, or households making choices about what’s best for their families.”

— DANIEL S. GAYLIN, Executive Vice President, Research Programs

During the last decade, the erosion of reliable, credible sources of information has accelerated. Between ubiquitous “news” coverage and a deluge of electronic and social media, people are bombarded with communications, most with a strong point of view. Even for the most astute information consumer, it’s challenging to separate opinion from fact.

Organizations such as NORC—with deep expertise in a wide range of social issues, no political agenda, and the ability to distinguish between credible and biased information—play a critical role for policy makers, practitioners, and the public. NORC’s job isn’t to tell people what to think, but to generate information and knowledge that allow people to form their own opinions, and thus make better decisions—whether it’s legislators writing national policy, federal staff working to improve a program, or households making choices about what’s best for their families.

NORC collects some of the most important data in the nation to understand where we have been and where we are going—across the whole range of human endeavor. What’s more, NORC is able to connect the dots among reliable data sources, ensuring that decision makers have access to useful and complete information. As such, the organization is as much about analyzing and translating

research into policy and practice as it is about collecting data and managing information.

Working with our sponsors and partners, NORC continuously moves through the knowledge-creation cycle: identifying a gap in knowledge; designing and executing a study; collecting, analyzing, and interpreting data, which leads to knowledge; and further identifying knowledge gaps.

As one of the main “go-to” research organizations for federal agencies, NORC helps shape policy decisions that relate to all aspects of society. NORC’s research spans health, education, economics, security, mental health, criminal justice, the environment, international development, and more.

As you’ll read on the pages that follow, 2011 was an exciting year for the NORC research departments and Academic Research Centers. The launch of the Associated Press-NORC Center for Public Affairs Research is particularly gratifying because it will disseminate objective social science research to people throughout the world who are hungering for knowledge and truth.

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SURVEY:
1,000+
Americans

Two-thirds
say it's fitting to sacrifice
some privacy and freedoms
in the fight against
terrorism

The Associated Press-NORC Center for Public Affairs Research

Nothing is more important to the success of a democracy than ensuring that citizens and policy makers have accurate, unbiased information and analysis about the key issues of the day. With this principle in mind, in 2011, NORC and the Associated Press (AP) established a joint venture called the Associated Press-NORC Center for Public Affairs Research.

AN IMPORTANT APPROACH TO REVITALIZING JOURNALISM

The work of the AP-NORC Center for Public Affairs Research represents an important contribution to journalism in the United States. Until recently, news organizations themselves were important sources of research on key issues, often working in tandem with major social science research organizations. Today, however, economic pressures have forced news organizations to dramatically curtail enterprise journalism, with surveys reduced to low-cost “horse race” stories that track simpler issues such as the ups and downs of political battles at the expense of more complex and nuanced social issues.

The rigorous, objective social science research that is the hallmark of NORC combined with the unrivaled capacity of the AP to reach vast global audiences offers a solution to this contraction in the field of journalism. With core support for the AP-NORC Center provided by philanthropic foundations, thoughtful, survey-based reporting continues to have a valued role within American journalism.

The Center is led by Dan Gaylin, executive vice president of NORC, and Trevor Tompson, global director of polling for the AP, and involves staff from across NORC’s research and operational departments, as well as a wide range of senior editors, reporters, and polling experts from the AP. Supporting the work is an

independent advisory committee chaired by Paul J. Lavrakas, a prominent social scientist with deep expertise in survey research for academic, media, and commercial institutions.

REFLECTIONS ON 9/11: A 10-YEAR RETROSPECTIVE STUDY OF CIVIL LIBERTIES AND NATIONAL SECURITY

The inaugural survey of the AP-NORC Center for Public Affairs Research, called Civil Liberties and Security: 10 Years After 9/11, explores important questions that remain in the wake of the terrorist attacks on the World Trade Center on September 11, 2001. In a nationally representative survey of more than 1,000 Americans, the survey examines where people draw the line between civil liberties and security. The survey also illuminates the impact of the events of 9/11 and how they have affected the way Americans live today.

In stories based on the survey findings, AP reporters Jennifer Agiesta and Nancy Benac wrote that “two thirds of Americans say it’s fitting to sacrifice some privacy and freedoms in the fight against terrorism.” They note, however, that if asked to choose between “preserving their rights and freedoms and protecting people from terrorists,” a slim majority of those surveyed say they’d come down on the side of civil liberties.

The stories based on the survey findings were used by thousands of AP clients worldwide in both print and electronic form. The study was featured in the *New York Times*, the *Wall Street Journal*, the *Washington Post*, and on the front page of more than 30 daily newspapers across the nation. It is estimated that more than 300 million people across the globe viewed the study.

In 2012 the Center will conduct multiple studies on the important topics of the day, including energy independence, obesity and diabetes, and low-income Americans’ experience in the job market.

AP

“AP’s commitment to getting the story right fits perfectly with NORC’s commitment to research excellence, and so the partnership to create the AP-NORC Center was a natural fit. Our collaboration will bring to the world reliable and impartial insights on the key social and political questions of our time.”

— TREVOR TOMPSON, Global Director of Polling for the Associated Press

Chet Bowie

SENIOR VICE PRESIDENT AND
DIRECTOR, ECONOMICS, LABOR,
AND POPULATION STUDIES



“Economic policy makers need high-quality data and analyses to help them address the economic changes facing the nation now and in the coming years. Without data, effective solutions to problems like unemployment will likely remain elusive.”

— CHET BOWIE, Senior Vice President and Director, Economics, Labor, and Population Studies

The Economics, Labor, and Population Studies department has an outstanding reputation for leading large-scale flagship surveys that investigate diverse subject areas such as labor force participation, the finances of consumers, housing needs, and trends in general social indicators. Typically, these are large and complex surveys on which the team consistently delivers high-quality results and response rates. The department brings to bear the same results-driven focus, expertise, and analysis to every project, regardless of size and complexity. The end goal is always to deliver superior quality and objective, actionable insights to clients and partners.

In 2011, the department prepared for and conducted its flagship surveys. It undertook successful new waves of data collection for the National Longitudinal Surveys of Youth (NLSY) studies, a set of surveys used to gather information on the labor market experiences of American men and women. Both the NLSY-79 and the NLSY-97 continue to achieve high participation rates among the combined 18,000+ respondents. Also in 2011, NORC completed its seventh triennial Survey of Consumer Finances for the Federal Reserve Board. And on another flagship survey, the General Social Survey (GSS), extensive prep work for 2012 fieldwork was

completed. This included determining sample design, conducting training programs for interviewers, and running pre-tests to determine interview length.

The Economics, Labor, and Population Studies department expanded its portfolio in 2011, adding projects of various complexity and requiring a range of subject-area expertise, including three new projects concerning native populations and human services in the United States—an assessment of housing needs of Native Americans, Alaska Natives, and Native Hawaiians; a study of the Food Distribution Program on Indian Reservations; and a study of the coordination of Tribal Temporary Aid for Needy Families and child welfare programs.

During the past year, the department has concentrated on exceeding client and partner expectations, building new partnerships, business development, and expanding capacity through two new strategic hires, Kim Nguyen, Ph.D., and Athena Diaconis, a Zetta Kenfield Sprole Scholarship recipient.

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ITS WORK VISIT: www.norc.org

Impressive response rates on the latest rounds of the National Longitudinal Surveys of Youth (NLSY)

The 24th biennial round of the NLSY-79 concluded in January 2011 and stayed true to its better-than-80-percent historical response rate among the 9,600 surviving sample members and their children. Similarly, an exceptional better-than-83-percent response rate was achieved in the 14th annual round of the NLSY-97 from the 9,000 sample members. Round 15 of data collection, which started in early September 2011, is on track to reach a similar record-setting level of respondent participation. Conducted jointly with the Ohio State University Center for Human Resource Research, the NLS program was begun in the mid-1960s by the U.S. Department of Labor. Today, these surveys provide much of what we know about the return on investments in schooling, career progression, job turnover, hours of work, and wages of the U.S. labor force.

NLSY-79

Better than

80%

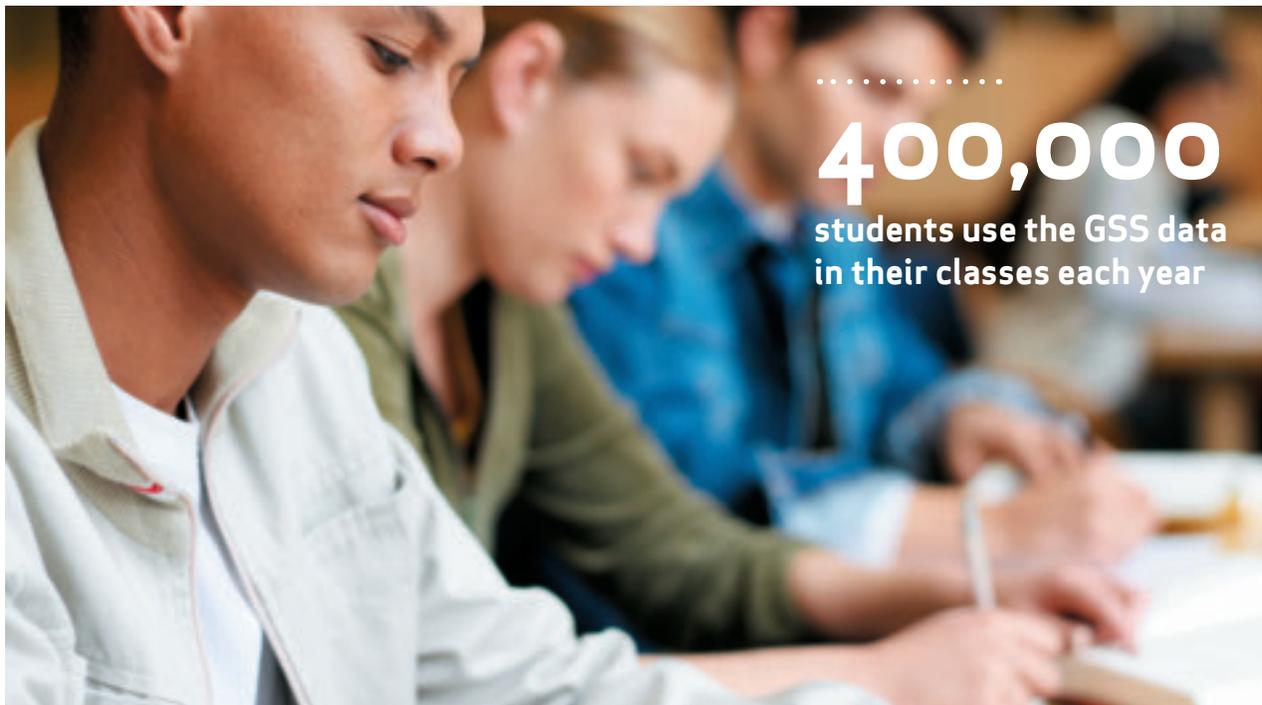
response rate historically among the 9,600 surviving sample members and their children

NLSY-97

Better than

83%

response rate among the 9,000 sample members



400,000
students use the GSS data
in their classes each year

General Social Survey

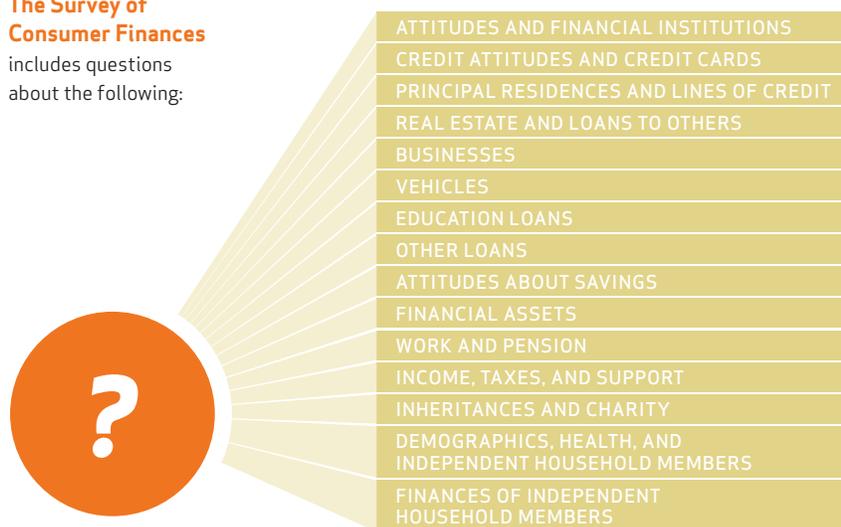
The General Social Survey (GSS) is NORC's longest-running project. Since 1972, the GSS has monitored societal change and studied the growing complexity of American society. With the exception of U.S. Census data, the survey is the most frequently analyzed source of information in the social sciences. GSS data are referenced daily by legislators, policy makers, educators, and throughout the media. As a teaching tool, the GSS has been instrumental to authors of more than 16,000 journal articles, books, and Ph.D. dissertations, and about 400,000 students use the GSS in their classes each year. In 2011, prep work for the 2012 GSS fieldwork was completed. This included determining sample design, conducting training programs for interviewers, and running pre-tests to optimize interview length.

The Federal Reserve Board renews NORC's contract to conduct its 2013 Survey of Consumer Finances

The triennial Survey of Consumer Finances (SCF) is the only fully representative source of information on the broad financial circumstances of U.S. households. The Federal Reserve Board commissions the SCF data to provide a core set of data on family income, assets, and liabilities to inform monetary and tax policy. Following the department's execution on the 2010 wave, the Board of Governors of the Federal Reserve already has contracted with NORC for the 2013 triennial survey.

The Survey of Consumer Finances

includes questions about the following:



INNOVATIVE TRAINING AND DATA QUALITY METHODS UTILIZED IN THE SURVEY OF CONSUMER FINANCES (SCF):

The SCF has updated and transformed interviewer training methods and feedback to ensure the successful outcomes for which NORC is known. A three-day, in-person training prepares interviewers on how to collect high-quality data that is both sensitive and technical in nature. Innovative training tools included videos, games, individual and group exercises, online tutorials, paired and round-robin mock interviews, and staged and impromptu practice sessions. NORC and the Federal Reserve Board (FRB) have created a continuous feedback loop, in which FRB staff provide detailed commentary on completed interviews that NORC then communicates back out to field interviewers to improve the quality of the next interviews. These integrated methods of training, along with continuous feedback and process improvement throughout the fieldwork process, are unparalleled in these survey types.

Evaluating the communications campaign for the 2010 Census

Every ten years, the U.S. Census counts every resident in the United States. Census data are critical to all branches and levels of government, and impact the allocation of resources to local communities. To boost participation in this massive project and help control costs, the Census Bureau launched a broad-based, multi-faceted, integrated communications campaign to urge households to promptly return their surveys by mail.

NORC was hired to conduct the 2010 Census Integrated Communications Program Evaluation to assess the program and highlight improvements for the 2020 Census. NORC's evaluation illuminated several aspects relevant to the communications plan in that it:

- Tracked changes in awareness of and attitudes toward the Census prior to and during the 2010 Census
- Evaluated the effect of the 2010 communications campaign on mail return and cooperation with enumerators
- Increased understanding of the communications mechanisms that can affect Census participation

- Emphasized the perspectives of hard-to-count groups in achieving these analytical objectives

The final report, delivered to the Census Bureau in December 2011, presents the findings of NORC's three-year assessment and offers recommendations for improvements to the 2020 effort.



In the end, approximately 74 percent of the households returned their 2010 Census forms by mail; the remaining households were counted by Census workers who knocked on doors of non-participants throughout the United States. For the Census Bureau, creating a communications plan that yields even higher returns of the mail-back survey is a top priority because it will save millions of taxpayer dollars.



325
researchers now
work on 18 datasets
in the Data Enclave

**NEW
ENCLAVE
SPONSOR**

Centers for
Medicare & Medicaid
Services

NORC Data Enclave expands in 2011

The NORC Data Enclave, increasingly recognized as the leader in providing remote access to confidential microdata in a secure environment, has grown in terms of new sponsors and available datasets and now supports more than 325 researchers. Highlights of 2011 work include:

- Data Enclave experts joined IMPAQ International, the National Committee for Quality Assurance, and Buccaneer (a General Dynamics Company) in implementing the Qualified Entity Certification Program for Medicare Data. This groundbreaking provision of the Affordable Care Act (Section 10332) permits, for the first time, the disclosure of Medicare claims data for the creation of health care provider and supplier report cards. NORC leads the certification review of all standards relating to Centers for Medicare & Medicaid Services administrative claims data privacy, security, and transfer.
- The team assisted the congressionally appointed Financial Crisis Inquiry Commission (FCIC) in collecting confidential data from hedge funds that were ultimately used to examine the causes of the current U.S. financial and economic crisis. NORC collected, de-identified, aggregated, and produced a public use file and provided support in preparation of the FCIC's final report to Congress.
- The U.S. Department of Agriculture (USDA), a consistent innovator in the federal statistical community, is using the Data Enclave as a secure development platform for its Farm Income Estimation System. The deployment of the Farm Income Estimation System within the Data Enclave provided the USDA with a secure, remote-access solution for application development and database management that allowed seamless integration with its existing confidential datasets.
- The Statistical Community of Practice and Engagement, comprised of the 13 principal U.S. statistical agencies, sanctioned by the Interagency Council on Statistical Policy, and chaired by the Office of Management and Budget, entered into a cooperative agreement with NORC to: 1) develop a platform for designing, developing, and testing alternate cloud configurations for storing public use statistical data, 2) identify and evaluate cloud security software, 3) develop benefit/cost analyses of dissemination and various analytical tools, and 4) design and test processes for securely migrating data from individual agencies to alternate cloud platforms in a secure environment.

Understanding the impact of household compositions on child well-being in Making Connections neighborhoods

For the Annie E. Casey Foundation, NORC evaluated Making Connections, a ten-year initiative designed to improve outcomes for disadvantaged children and their families in ten poor, urban communities. Researchers at NORC authored papers and presented findings at both domestic and international conferences focusing on three points in time between 2002 and 2011, covering homes where a child or children were present. Survey data examined a wide range of issues such as mobility, social capital and networks, economic hardship, and more. The study was unique in that the relationship of all adults in the household—rather than parental relationships only—to a focal child was examined. Considerable diversity in household structures was revealed. In fact, 45 percent of households with children in the NORC sample include at least one adult who is not the parent of the focal child. And two-thirds of the households with children fall into a category other than the traditional two-parent family. The findings show that the sample includes about twice as many non-traditional households than national levels. Moreover, in 10 percent of the households, children are being taken care of by someone other than a parent, and neither parent is found in the home.



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Bronwyn Nichols Lodato

SENIOR VICE PRESIDENT AND
DIRECTOR, EDUCATION AND CHILD
DEVELOPMENT STUDIES

“In 2011, the Education department took on new challenges and expanded its research portfolio to include studies focused on today’s most pressing education issues, from access to early childhood education, to school improvement for students with disabilities, to understanding college access and persistence for high-achieving, low-income students.”

— BRONWYN NICHOLS LODATO, Senior Vice President and Director, Education and Child Development Studies

NORC’s Education and Child Development Studies department conducts high-quality social science research on all levels of education—from preschool children to postgraduate doctorate holders. Its research supports government and private agencies and other organizations that require program evaluations, assessments, data collection, and policy analysis. The Education staff is composed of highly regarded research professionals who collaborate regularly with NORC’s Joint Center for Education Research, NORC colleagues throughout the organization, and experts at other institutions to accomplish mutual research agendas.

2011 was a year of great activity for the Education team as many comprehensive projects were completed. Two significant data collection projects, conducted on behalf of the National Science Foundation, concluded in the past year. Both of these projects—the Survey of Earned Doctorates and the Survey of Doctorate Recipients—achieved enviably strong response rates and provided insight on higher education and employment trends. The team also submitted a final analysis and detailed reports to the U.S. Department of Education for the Evaluation of the Growth Model Pilot Project Under No Child Left Behind. High response rates were achieved on

a separate study for the U.S. Department of Education, the School Improvement Status and Outcomes for Students with Disabilities Study. Additionally, findings from the Horatio Alger Foundation Success Factors Study on resilience to negative environmental factors showed the importance of participation in extracurricular and community-related activities for success among high school students from less advantaged backgrounds.

Awarded in 2010, the National Survey of Early Care and Education (NSECE) got underway as NORC conducted preparatory work for data collection and trained field interviewers in 2011. The NSECE is the first national research study on the provision of early care and education in the United States conducted since 1990. Also at year-end, the department was awarded a noteworthy contract to supply expert statistical services to the National Center for Education Statistics.

The Education department appointed Sheila Nataraj Kirby, Ph.D., to the position of Senior Fellow in 2011. Kirby is a nationally recognized leader in education evaluation and policy analysis and will expand NORC’s core abilities and capacities in these areas.

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ITS WORK VISIT: www.norc.org

Survey of Earned Doctorates

NORC conducts the annual Survey of Earned Doctorates (SED) for the National Science Foundation (NSF) and five other federal sponsors.* The SED results are vital for educational and labor force planners who track characteristics and trends related to doctoral degrees. In November 2011, data from the 2010 SED was released. The 2010 SED universe comprised a little over 48,000 research doctorate recipients awarded from U.S. universities. For academic year 2010, the SED achieved a self-report response rate of 93 percent, up a percentage point over 2009 figures. The 2010 results showed the number of doctorates awarded in science and engineering (S&E) fields were slightly lower than the year prior, but up a total of 28 percent since 2000. In total, just over 33,000 S&E doctorates were awarded in 2010, comprising 69 percent of all doctorate degrees for the year.

Since 2000, doctorates awarded in science and engineering fields are up a total of

 **28%**

SOURCE: NSF/NIH/USED/NEH/USDA/NASA, 2010 Survey of Earned Doctorates.

*In addition to the NSF, the National Institutes of Health, the U.S. Department of Education, the U.S. Department of Agriculture, the National Endowment for the Humanities, and the National Aeronautics and Space Administration sponsor the SED.

Survey of Doctorate Recipients

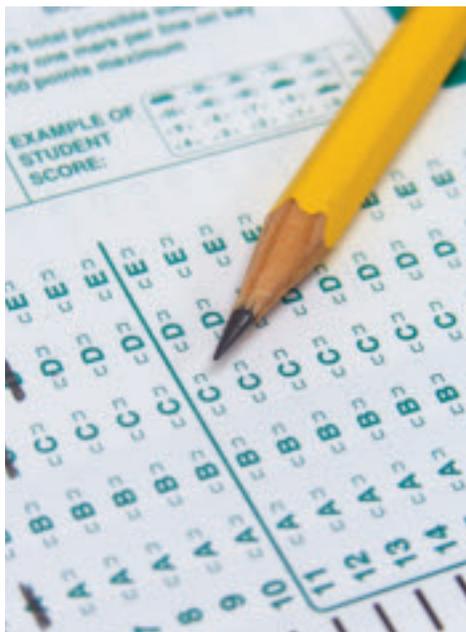
Sponsored by the National Science Foundation and the National Institutes for Health, the Survey of Doctorate Recipients (SDR) is the only source of data on the career outcomes of the 870,000 U.S.-trained science, engineering, and health (SEH) doctorate holders. NORC employs an innovative mixed-mode data collection protocol that integrates a traditional paper questionnaire with a computer-assisted telephone interview and web-based data collection instrument. The 2010 SDR sample included nearly 46,000 scholars throughout the world and achieved an 80 percent unweighted response rate.

Findings from the 2008 SDR found that after the start of the recent economic recession in October 2008, the unemployment rate was 1.7 percent for SEH doctorate recipients compared to 6.6 percent for the general population.

2008 Unemployment Rate



SOURCE: National Science Foundation/National Center for Science and Engineering Statistics, Survey of Doctorate Recipients: 2008.



NORC to provide expert statistical advice to NCES

In December 2011, the National Center for Education Statistics (NCES) awarded NORC a contract to provide expert statistical help to the agency within its Education Statistics Support Institute Network (ESSI Network). The ESSI Network will provide NCES with the technical assistance and expert advice it requires to support its national and international data collections and assessments, analyses, methodological research, statistical product preparation, and training programs. NORC's award within the ESSI Network includes providing expert help as needed to: 1) address unforeseen methodological and substantive problems that may arise in the collection or analysis of data in NCES's large portfolio of studies, and 2) mount small exploratory studies to inform the potential development of performance work statements for NCES as new areas of work emerge. Under the initial award, NORC will support the development of a research and analysis agenda for the Statewide Longitudinal Data Systems.

Nearly
100,000
households

and
30,000
childcare providers



The first survey of the nation's supply of early care and education in over 20 years

The National Survey of Early Care and Education project team, including partners at Chapin Hall and other organizations, spent 2011 preparing and launching a massive data collection effort. Activities included a field test, modification of six questionnaires, staffing and training of more than 700 field personnel, and the launch of mail and web phases of data collection. The study's purpose is to better understand the relationship between the early care and education needs of families with young children and the non-parental care available to them. To this end, data are collected from five groups: three types of care providers (center-based, formal home-based, and informal home-based), households with young children, and the workforce in early care centers. Study findings will inform federal, state, local, and private policies aimed at families and children, as well as initiatives to support early childhood programs and practitioners. The study is sponsored by the Administration for Children & Families Office of Planning, Research and Evaluation within the U.S. Department of Health and Human Services.

NATIONAL SURVEY OF EARLY
CARE AND EDUCATION CALLS
FOR INNOVATION IN SAMPLE
DESIGN AND USE OF
ADMINISTRATIVE DATA

To address the urgent, complex policy and research goals of this study, the NORC team devised a sophisticated sample design strategy that could be valuable in studying other local human services, such as medical care or access to healthy foods. Five sample types are drawn from 755 communities across all 50 states and the District of Columbia. Collecting data from a nationally representative sample of small communities permits the study to describe the dynamics of child care availability and utilization at the local level, where care decisions actually take place. To achieve these samples, the team constructed the first-ever list of every center-based and formal home-based provider of early care and education in the nation, creating unprecedented estimates of the total numbers of providers as well as the composition of supply across provider types such as publicly funded, Head Start, school-based, community-based, faith-based, and license exempt. This dataset, built from administrative and commercial records, is a valuable research tool in itself, as well as a sampling frame for center-based and formal home-based provider surveys.

Improving school performance measures with the Growth Model Pilot Project

The goal of this project was to assess how a group of nine pilot states sought to use measures of individual student achievement gains for accountability purposes mandated by the No Child Left Behind Act. Pilot states measured students' annual academic progress in math and reading using growth-to-proficiency models that track students' progress toward achieving and exceeding grade-level proficiency standards. Under the No Child Left Behind Act, the evaluation metric for schools is solely based on the annual proportion of students who meet or exceed state-mandated proficiency. NORC's findings indicate that using growth models for evaluation enabled more schools to meet adequate yearly progress (AYP). However, the requirement that states must define growth with respect to proficiency targets restricted the numbers of schools making AYP under the growth criteria.

Percentage of schools that made Adequate Yearly Progress (AYP) with and without counting growth to proficiency

ALL SCHOOLS IN NINE STATES

44% met AYP without counting growth to proficiency

54% met AYP with counting growth to proficiency

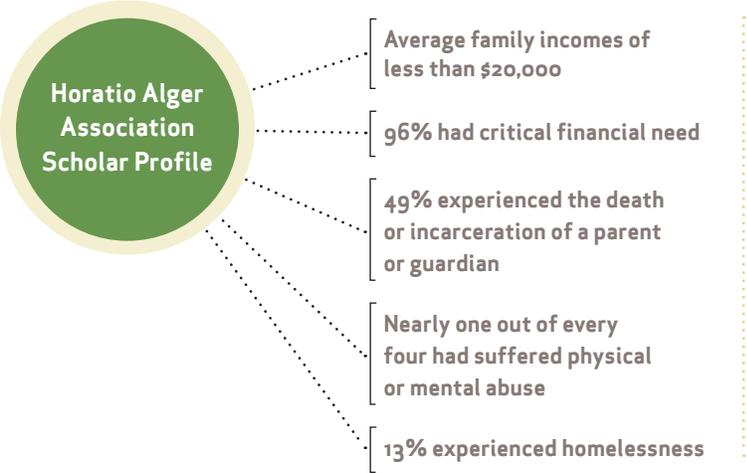
Identifying resilience in high-achieving, at-risk students

The Success Factors Study is a comprehensive, three-phase research project examining the Horatio Alger Association (HAA) Scholarship Program, a national effort that provides financial scholarships and mentoring to at-risk students. The project seeks to identify the factors associated with these students' abilities to overcome severe adversity, while still demonstrating strong academic potential. It considers whether certain individual attributes, support structures, and educational experiences combine to enhance a student's chance of success. The mixed-methods research design includes comparisons of HAA scholarship application data to a nationally representative sample of high school seniors.

In August 2011, NORC completed the first phase of the study. Results showed that despite their difficult backgrounds, HAA scholars had higher academic achievement during high school

and reported higher levels of community and extracurricular involvement than the average high school student. The results from the study's first phase support the hypothesis that HAA scholars have higher levels of resilience, as evidenced by a propensity to take actions to improve present situations, a willingness to sacrifice immediate gratification to secure future success, and an ability to mentally reframe adverse circumstances in order to view hardship as an advantage.

NORC is now conducting the second phase of the HAA project to build on phase one outcomes. The findings from this research will provide important information for analysts, policy makers, and practitioners seeking to foster resilience among college aspirants, as well as insight into how to improve college access for at-risk students.



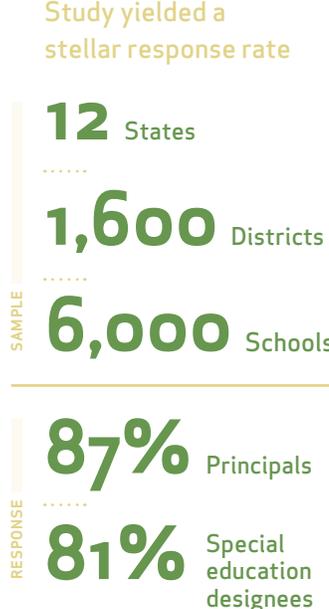
IN SPITE OF THEIR CONDITIONS, HAA SCHOLARS ACHIEVED:

- Significantly higher ACT or SAT scores and academic success during high school ...
- Considerably greater rates of community extracurricular involvement ...
- More leadership roles during their school and community service activities

Assessing education outcomes for students with disabilities

In 2011, NORC conducted data collection for an assessment of the Individuals with Disabilities Education Act of 2004. The purpose of the School Improvement Status and Outcomes for Students with Disabilities Study is to provide policy-relevant information about the education of students with disabilities by examining current school practices that may affect education outcomes as well as achievement trends of this student group. The project was subcontracted to NORC by the American Institutes for Research on behalf of the Institute for Education Sciences at the U. S. Department of Education.

To achieve the study's objectives, NORC implemented two web-based surveys to collect school-level data from principals and special education designees in approximately 6,000 middle and elementary schools within 1,600 districts in 12 states. NORC developed successful nonresponse strategies to boost response rates above 80 percent—a remarkable achievement given that these busy school administrators are generally overburdened with requests to participate in other surveys. Final response rates were 87 percent for principals and just over 81 percent for special education designees.





Stephen M. Smith

SENIOR VICE PRESIDENT AND
DIRECTOR, HEALTH CARE RESEARCH

“In 2011, we continued to expand our role in creating new information, insight, and analysis on evolving social priorities during a time of historic importance for health care and public policy.”

— STEPHEN M. SMITH, Senior Vice President and Director, Health Care Research

The Health Care Research staff is highly knowledgeable and reliably current on health care policy and impending legislation. It combines deep subject matter expertise with unparalleled qualifications in survey research, evaluation design, and qualitative methods. From private insurance to Medicare and Medicaid, from large urban health systems to small rural clinics, and from the needs of children to those of older adults and ethnic and racial minorities, NORC'S Health Care Research team understands the issues and challenges facing policy and decision makers. NORC offers specific expertise in health information technology, payment and delivery-system reform, benefits design and quality measurement, and the health care safety net. Our work leads to novel assessments of policies and programs, facilitates implementation projects, and contributes to important improvements in cost and quality of American health care.

In 2011, the Health Care Research department expanded its projects, staff, and clients, building new partnerships at the Department of Health and Human Services and other funders. The team performed groundbreaking work with some of the nation's newest agencies and organizations created as part of

the Affordable Care Act. For example, NORC helped the recently appointed Medicaid and CHIP Payment and Access Commission (MACPAC) establish its place in Washington by providing writing, analysis, and production support for MACPAC's first two Reports to Congress. In addition, in 2011, the team made site visits to every state of the union to provide advice and counsel to organizations grappling with the profound changes brought about by the Recovery Act and health reform legislation.

While much of Health Care's expansion in 2011 focused on analytic, evaluative, and technical assistance work, it continues to excel in conducting high-quality survey research. Notable in the Health Care portfolio is the collaboration with the University of Chicago and NORC's Academic Research Centers on the National Social Life, Health, and Aging Project (NSHAP), which continues to break new ground and is an enviable example of a cost-efficient, longitudinal study that captures biomarkers.

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ITS WORK VISIT: www.norc.org



Improving childhood health and well-being

In partnership with colleagues in NORC's Public Health Research department, Health Care Research coordinates multiple, ongoing contracts for the National Children's Study (NCS), the most complex and far-reaching panel study of children ever mounted in the United States. The NCS includes a panel of 100,000 children and will examine the effects of physical and social factors such as air, water, diet, sound, family dynamics, community features, cultural influences, and genetics on the growth, development, and health of U.S. children.

Funded by the National Institute of Child Health and Human Development, NORC supports NCS through field support, data collection oversight, training, quality assurance, operations monitoring, and problem solving across 37 national study centers. NORC's 2011 contributions to fieldwork, training, recruitment, and other activities during the current pilot phase will inform and shape best practices essential for achieving success during the main study.

IN 2011, NORC'S FIELDWORK SUPPORT:

Conducted in-person trainings for over
200
study center staff

Produced over
50
field support and training guidance memos

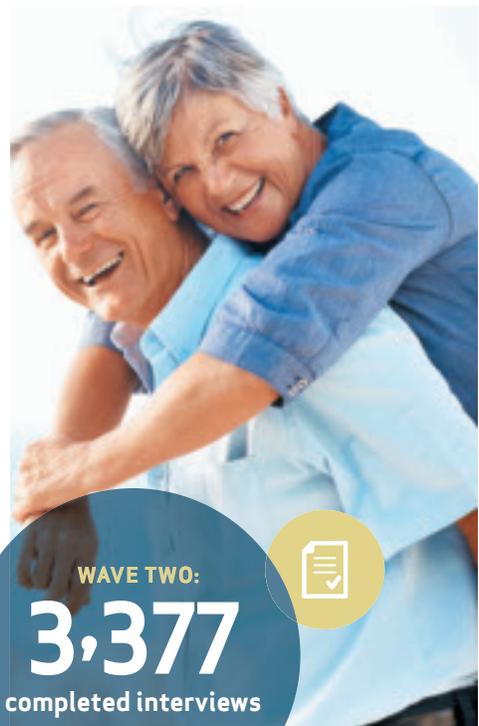
Responded to more than
4,790
help desk inquiries from study center staff

Biomeasures and cognition tested for Wave Two of NSHAP

The National Social Life, Health, and Aging Project (NSHAP) is a longitudinal, population-based study of health and social factors of older Americans that aims to understand their well-being by examining a wide range of health-related factors. NSHAP provides policy makers, health providers, and individuals with useful information and insights into these factors, particularly on social and intimate relationships.

In 2011, NORC and principal investigators at its Center on the Demographics and Economics of Aging and at the University of Chicago completed NSHAP's second wave of data collection. Researchers re-interviewed Wave One respondents (who were adults aged 57 to 85 in 2005-2006), Wave One non-interviewed respondents, and newly added spouses or live-in partners. Collection of NSHAP's second wave of data is essential to understanding how social and biological characteristics change over time.

For both waves, data collection included three measurements: 1) in-home interviews, 2) in-home biomeasure samples, such as blood spots, vaginal swabs, weight, and blood pressure, and, 3) leave-behind self-administered questionnaires. The Wave Two data collection added a cognitive function test.



Evaluation of a community-based health information technology initiative

The Office of the National Coordinator for Health IT selected NORC to design and conduct an overarching evaluation of the Beacon Community Cooperative Agreement Program. This community-based initiative provides funding to 17 communities throughout the United States. The communities were selected because each had demonstrated a pre-existing commitment to electronic health records or health information exchange, and the capacity to improve health care delivery through expansion of these efforts. The program is designed to show how investments in health IT can help transform health care delivery in local areas through improved quality, cost-efficiency, and population health outcomes.

Early in 2011, NORC began the evaluation using a combination of secondary data (Medicare claims) and primary data collection activities. The team is charged with identifying valid benchmarks for assessing the program's impact, taking into account priorities, goals, interventions, and timeframes that vary across the 17 study communities.

A sample of Beacon Community Grants that NORC is evaluating



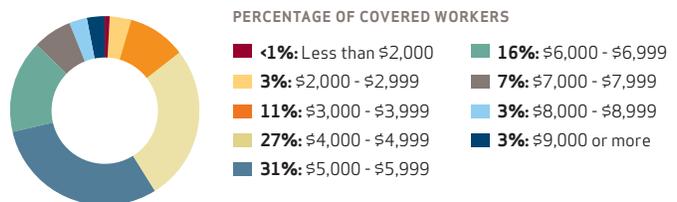
- A** Increase care coordination for patients with diabetes in rural areas
- B** Reduce racial health disparities and improve control of diabetes and smoking cessation rates by linking technically isolated health systems, providers, and hospitals
- C** Leverage broad community partnerships with hospitals, providers, payers, and government agencies to expand a community-wide care coordination system
- D** Expand electronic health information exchange to enable providers to improve medical care decisions and overall care quality
- E** Create systems to measure and report processes and outcomes that drive improved quality, reduce health care costs, and improve health outcomes
- F** Enhance patient care management, reduce costs associated with hospitalization and emergency services for patients with diabetes and childhood asthma

U.S. employer health benefits trends

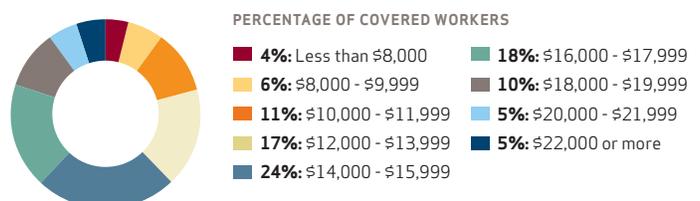
Since 1999, the Kaiser Family Foundation's annual Employer Health Benefits Survey (EHBS) has provided a detailed picture of availability, costs, and trends in employer health insurance coverage. Employer-sponsored health insurance remains the leading source of health insurance in the country, and the EHBS provides timely information to policy makers, researchers, benefits personnel, and the public.

NORC has conducted the last five rounds of EHBS. In 2011, telephone interviews were conducted with benefits managers from a nationally representative sample of 3,000 public and private employers with three or more employees. Interviews were conducted from January through May 2011. As always, the survey results generated wide interest from the national media and the policy community.

Distribution of annual premiums for covered workers with single coverage, 2011



Distribution of annual premiums for covered workers with family coverage, 2011



Bolstering states' abilities to exchange health information

NORC is conducting an evaluation of the State Health Information Exchange (HIE) Cooperative Agreement Program. The HIE program is based on the premise that timely sharing of health information can improve health care quality, efficiency, and safety; can enable more effective public health programs and clinical research; can give providers more comprehensive clinical information for use in treating patients; and can ultimately positively impact the health of all Americans.

In total, 56 states, eligible territories, and qualified state designated entities received awards from the Office of the National Coordinator for Health IT. Awardees are responsible for increasing connectivity and enabling health information exchange to improve the quality and efficiency of care. NORC's multi-year assessment will explore the different approaches of each grantee and detail innovations and challenges that can be shared and used to improve future programs. To gather these findings, NORC is engaging in major evaluation activities including reviewing state plans, case studies, and surveying states' progress. The NORC team is also providing evaluation-related technical assistance to states in the design of their evaluation plans.

PROGRESS AREAS TO DATE BASED ON
THE PERCEPTIONS OF STATE LEADERSHIP
SURVEYED BY THE eHEALTH INITIATIVE

↑ **Most HIE progress made since program initiation:**
e-Prescribing

↓ **Least HIE progress made since program start:**
Exchange of clinical care summaries



Facilitating the creation of state health insurance exchanges

The Affordable Care Act also created the Center for Consumer Information and Insurance Oversight at the Centers for Medicare & Medicaid Services. In 2011, this new Center awarded NORC a multi-year technical assistance contract to support implementation of key elements of health care reform. New regulations, designed to make health care insurance accessible to a larger group of Americans,

call for states to establish state health insurance exchanges that will facilitate individual purchase of health insurance in the future. For this project, NORC analyzes regulatory and legal barriers to setting up exchanges at the state level, and assesses best practices for communicating with consumers who will become eligible to enroll in the health insurance exchanges beginning in 2014.



Jeffrey Telgarsky

SENIOR VICE PRESIDENT AND
DIRECTOR, INTERNATIONAL PROJECTS

“We believe that the work we do can have a positive impact on both the lives of the people involved in a specific project and the lives of those who benefit from new policy that flows from our findings.”

—JEFFREY TELGARSKY, Senior Vice President and Director, International Projects

Many countries are trying to juggle multiple development challenges: rapid urbanization, significant changes to agriculture and trade that affect rural economies and food security, climate change, increased competition for scarce natural resources, aging or substandard infrastructure, and population shifts. In this rapidly changing context, global development and financial assistance programs are increasingly relying on research and analysis to ensure that they are responding to the needs of the most vulnerable populations and finding ways to help them use scarce resources more efficiently, with the ultimate goal of producing better project outcomes.

NORC's International Projects (INPRO) department works closely with clients and partners to help inform the design and implementation of development programs through data collection, impact and process evaluations, and policy analysis that gives decision makers the insight they need to make real-time, real-life change where it is needed. This past year, INPRO experts worked around the globe on a range of projects: from road improvements and agricultural assistance in Honduras and the Survey of Household Finances for the Bank of Spain to the rehabilitation of olive farms in Morocco and food security in Sri Lanka.

NORC continues to use technology to bring innovation to the way it conducts survey research around the world. For example, INPRO field interviewers will start using tablet PCs in both a baseline study as part of the World Bank Kenya Urban Program and in a rural household study in Ghana. The new technology benefits respondents, interviewers, clients, and partners by making data available more quickly and with higher quality than traditional paper-and-pencil data collection.

A key factor supporting INPRO's tremendous growth and success since its formation in 2005 is its skill set, which is unique among international development research groups outside of a university setting. In particular, INPRO brings to the table a combination of superior expertise in statistics and economic analysis with more than 70 years of NORC experience in data collection. This gives NORC the ability to conduct all types of international surveys and evaluations, in any timeframe, while reliably meeting critical deadlines and staying on budget.

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2011 INTERNATIONAL PROJECT LOCATIONS



Poverty reduction in Honduras

In 2011, International Projects finished an impact evaluation of the Millennium Challenge Corporation's (MCC) Farmer Training and Development Activity (FTDA) in Honduras. Part of a larger effort by MCC that was designed to stimulate economic growth and poverty reduction, the FTDA sought to improve productivity and competitiveness among owners and operators of small- and medium-sized farms by providing assistance at all stages of production, from field preparation and planting—and the administration of fertilizers, herbicides, and insecticides, drip irrigation and hybrid varieties—to negotiation with buyers and marketing of their high-value horticultural crops. Farmers participating in the program were expected to significantly increase their agricultural productivity and income by increasing the number of hectares under cultivation, improving yield through the use of improved technology, and changing their crops mix to emphasize more marketable horticultural crops over basic crops.

NORC's evaluation of the five-year initiative found that the FTDA had largely positive outcomes for participating farmers. Over the five-year period, these farmers increased expenditures and activity related to horticultural crop cultivation, and earned more income from these crops than farmers who did not participate in the program.



Hybrid Horticultural Crops

- PAPAYA
- MELONS
- SQUASH
- BELL PEPPERS
- LETTUCE

World Bank taps NORC for Kenya Urban Program

In providing reliable and timely data, NORC supports informed decision making by key stakeholders throughout the world. In 2011, the World Bank engaged the International Projects department to participate in the Kenya Urban Program (KUP). The department's work—encompassing both qualitative and quantitative methods—will provide critical data about the lives and needs of 14,600 households in 15 cities throughout Kenya.

As part of the KUP, NORC is conducting a baseline study of major demographic and economic indicators, as well as infrastructure access for the surveyed households. Survey results will guide Kenyan stakeholders as they promote good governance and improve service delivery to rapidly growing urban populations, particularly in the slums of the cities studied.

Data collection will be conducted using tablet PCs. Representative samples of households in slum and non-slum areas will be surveyed. Descriptive analysis will estimate, among other things, the proportion of households living below the poverty line, and the proportion of households with access to services such as piped water, electricity, toilet facilities, and more.

14,600
Kenyan households

15
cities



NORC is using tablet PCs to survey representative households in slum and non-slum areas.



INTERNATIONAL PROJECTS
COLLECTS DATA IN
APPROPRIATE WAYS TO MATCH
THE PROJECT AT HAND:



Person-to-person interviews



Paper-and-pen



Laptops/Web-based



Tablet PC/PDA

Technology incorporated into field studies in Africa

Most often, NORC's international data collection work is conducted with paper and pencil, the reliable standby when compared to the technical issues and errors that can arise from using a laptop-based questionnaire in areas with unreliable electricity sources and no internet connectivity. However, the advent of and advances in mobile technology are currently enabling NORC to deploy new technology in its work in Africa, such as tablet PCs that will be used as part of the World Bank Kenya Urban Program and a rural household survey in Ghana. There are several advantages to using the tablet PC, including: 1) affordable technology, which allows each field team to have a back-up tablet PC in case of technical issues, 2) longer battery power than a laptop and better ability to withstand rough conditions in the field, and 3) internet connectivity via the widespread mobile phone network in Africa. Employing this technology also allows data from the field to be transmitted and received in real time, versus a typical two-week lag for paper-and-pencil data.



Bank of Spain household finance survey

The triennial Survey of Household Finances, also known by its Spanish name and acronym, la Encuesta Financiera de las Familias (EFF), is sponsored by Spain's central bank and collects data on income, assets, debts, wealth, and employment from a nationally representative sample of over 6,000 households. The panel, or longitudinal, portion of the sample enables analysis of changes in wealth and financial behavior over time, while the addition of new households in each round of the survey allows a rebalancing of the sample to ensure it remains nationally representative. As the only source of disaggregated data of its kind, the data and resultant analysis serve as an essential resource to help inform research and public policy in the country. The survey, which was awarded for a second time to NORC in 2011, is finalizing the in-person interviews and data collection phase.

For this large and complex study, NORC has retained a local Spanish subcontractor, managed by NORC staff, to

facilitate the survey fieldwork, while introductory materials in Catalan, Basque, Valencian, and Galician target Spain's linguistic subpopulations. The benefits of using local language materials are clear: respondent cooperation and confidence increase when contacted by culturally and linguistically compatible field interviewers. Working with a subcontractor requires additional up-front collaboration to assure correct functioning of the fused questionnaire and sampling systems, as well as to maintain security protocols. To ensure that NORC's high standards are maintained through every aspect of the project, the NORC team programmed the CAPI (computer-assisted personal interview) questionnaire onto the study laptops. NORC maintains the interview response database—completed case data is received via secure internet link—and delivers data each week to the Bank of Spain, which allows continuous review of the data as the survey proceeds.

Since its founding in 2005, the International Projects department has worked on projects in 36 countries around the world, an average of 6 new countries each year





Michael Davern

SENIOR VICE PRESIDENT AND DIRECTOR,
PUBLIC HEALTH RESEARCH

“Results of our work shape and strengthen the existing public health infrastructure and ultimately lead to improved health for our diverse population.”

— MICHAEL DAVERN, Senior Vice President and Director, Public Health Research

The Public Health Research department saw exponential growth in 2011—increasing its revenue, staff, number of offices, and areas of expertise—all while managing an incredibly busy project and proposal year.

Last year, the Public Health team managed 35 active projects, including two phases of the National Flu Survey, the annual National Immunization Survey-Teen, and led extensive data linkage programs for the National Children’s Study (NCS). NORC also greatly expanded its role on the NCS, winning a significant contract for field support that will ensure consistent performance and quality assurance for NCS sites. In the newer area of Public Health Systems Research, the team added exciting projects that range from a national assessment of public health financing to an evaluation of health information technology infrastructures at state and local public health departments.

The department expanded capacity and its expertise with the addition of almost 20 new staff members. Two new senior members of the Public Health team are Helen Suh and David Rein.

Helen Suh, Sc.D., joined NORC in the newly created position of Program Area Director in Environmental Health. Suh leads this growing program area from NORC’s new Boston office, opened in February 2012. An internationally respected environmental health researcher, Suh came to NORC from the Harvard University School of Public Health.

Principal Research Scientist David Rein, Ph.D., came on board in the fall of 2011. Rein, an accomplished public health economist, will expand the analytic capacity in Public Health Economics and, along with NORC Senior Statistician Vicki Pineau, Ph.D., lead business development activities from NORC’s new Atlanta office, opened in December 2011.

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Evaluating public health financing, programs, and services

Over the past year, the Public Health Research department has expanded its work in the area of Public Health Systems and Services Research (PHSSR). PHSSR is an emerging field of research focused on the structure and function of the nation's public health system, comprised of state, local, territorial, and tribal public health agencies. Leveraging the experience gained from prior work for the Robert Wood Johnson Foundation, the Public Health Accreditation Board, the Centers for Disease Control and Prevention (CDC), and others, NORC was awarded three new PHSSR projects from the Department of Health and Human Services Assistant Secretary for Planning and Evaluation. These include efforts to assess public health financing and to determine the impact of Affordable Care Act provisions on public health agencies. NORC was also awarded projects for four national public health organizations to support the evaluation of the CDC-funded National Public Health Improvement Initiative (NPHII). NPHII studies have included foundational work to operationally define and categorize state public health agencies to enable robust comparisons of state health department data, evaluation of federally funded health department performance improvement activities taking place in the 49 state health departments awarded NPHII funding, and development of case studies highlighting best practices in state and local public health policy development.



15%

of state and local health workers lost their jobs between 2008-2011 due to federal and state funding shortfalls

SOURCE: Trust for America's Health

Growth area: Environmental Health Program

The Environmental Health Program was formed in 2011 to address growing interest in the study of the causes, effects, and outcomes of environmental health concerns. Environmental epidemiology, exposure and risk assessment, exposure modeling, and sustainability are focus areas.

In the past year, NORC's environmental health program has performed a variety of projects, including an evaluation of the value of extant drinking water and air quality data for the National Children's Study, as well as studies characterizing the impact of multiple air pollutant exposures on health, quantifying exposure error in epidemiological studies, and examining the relation among environmental exposures, neighborhood and lifestyle factors, and health.

The program is headquartered in NORC's new Boston office and directed by Helen Suh, an internationally recognized expert in air pollution exposures and epidemiology, who has more than 20 years of experience leading multi-disciplinary teams in environmental health research.



Assessing vaccination rates for U.S. teens

NORC conducted its fourth consecutive year of the National Immunization Survey-Teen (NIS-Teen) in 2011. Data are collected annually via a nationwide telephone survey with household adults. Once consent from participants is obtained, accuracy is confirmed by collecting immunization records for the study's teens through a mail survey of their pediatricians, family physicians, and other health care providers.

The NIS-Teen data, which include vaccination information for more than 19,000 teens aged 13-17, provide essential information for the Centers for Disease Control and Prevention and other Federal, state, and local health officials. These data are especially important in light of controversies related to the safety and efficacy of the HPV vaccine, and given that teens receive less preventative care compared to younger children. In recent years, officials have recommended additional immunizations for teenagers, including the new human papillomavirus (HPV) vaccine, Tdap booster (protects against tetanus, diphtheria, and pertussis), and MenACWY booster (protects against meningococcal meningitis).

Findings from the most recent study show coverage rates for two boosters—Tdap and MenACWY—are continuing to increase, but vaccination rates for HPV vaccine remain low.

NIS-Teen data show 2010 coverage rates:

69%
Tdap

63%
MenACWY

49%
HPV vaccine (one dose)

32%
HPV vaccine (full dose/3 shots)

NIS-Teen HPV findings:

Of the girls who began the HPV vaccine series, 30 percent did not receive all three doses.

Completion of the 3-dose HPV series was lower among African Americans and Hispanics than whites.

Coverage for 3 doses of HPV vaccine was lower for those living below poverty.

THE CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC) ENCOURAGES PRETEEN GIRLS AND BOYS PROTECT AGAINST HPV

The CDC estimates that about 20 million Americans are currently infected with HPV, which is associated with several cancer types that occur in women and men. In fact, genital and reproductive cancers, as well as head and neck cancer have been linked to this virus. Each year in the United States, there are about 18,000 HPV-associated cancer cases affecting women, and about 7,000 HPV-associated cancers affecting men. The CDC updated its vaccine recommendation in 2011 to include preteen boys.



Making and distributing Medicare claims datasets that are appropriate for public use

In an effort to increase access to Medicare claims data, and in response to the data.gov initiative, the Centers for Medicare & Medicaid Services (CMS) has chosen NORC and its partner, IMPAQ International, to develop public use files that will enable others to use CMS data to conduct comparative effectiveness research.

A key safeguard for this project is guaranteeing the confidentiality of Medicare beneficiaries' protected health information. The team, led by NORC Senior Fellow Fritz Schueren, is using the full set of CMS data to compare the candidate public use data in order to certify that the public use files cannot be used to re-identify or disclose any information about specific Medicare beneficiaries. NORC is also exploring advanced statistical disclosure limitation techniques, led by NORC Senior Fellow Avinash Singh, to enhance the content of the candidate public use files.

In the final task, the team will create a fully synthetic Medicare claims datafile that data entrepreneurs can use to build applications for claims data. The data can also be used as a training dataset.

Are Americans aware of racial and ethnic health disparities?

NORC's Public Health Research team was chosen by the U.S. Department of Health and Human Services' Office of Minority Health to conduct a comprehensive analysis of Americans' awareness of health disparities—with a special focus on preventable disease and premature death that have a higher incidence among racial and ethnic minorities as compared to the rest of the U.S. population.

The study, Trends in Public Awareness of Racial and Ethnic Health Disparities, compared 2010 perceptions with perceptions recorded ten years prior and used a national random sample of more than 3,000 adults. Respondents were interviewed by telephone. The racial and ethnic make-up of those surveyed was 44 percent white, 29 percent African American, 20 percent Hispanic/Latino, and 6 percent Asian American/Pacific Islander.

In order to create an awareness measure of the disparities, the NORC team first had to develop an additive index, which was based on 24 items from the questionnaire. The study findings indicate that 59 percent of Americans are aware of overall racial and ethnic disparities in health, a 4 percent increase from a decade earlier. Yet, awareness of disparities in several key health status indicators—such as infant mortality and life expectancy, and in the rates of HIV/AIDS, cancer, diabetes, and hypertension—remained low among the general population, including those populations that are disproportionately affected.

GENERAL PUBLIC

52% of Americans were aware of health status and health care disparities between racial and ethnic minorities and whites

WHITES

55% of Americans were aware of racial and ethnic disparities that disproportionately affect African Americans and Hispanic/Latinos

AFRICAN AMERICANS

89% were aware of their health disparities with whites

HISPANICS/LATINOS

61% were aware of their health disparities with whites

ASIAN AMERICANS/PACIFIC ISLANDERS

18% were aware of their health disparities with whites

Assessing recruitment methods of childbearing-age women for the National Children's Study

NORC's Public Health Research and Health Care Research departments are collaborating to jointly complete preparatory work for the launch of the ambitious, multi-year National Children's Study (NCS). To conduct a survey of this magnitude—with a goal of enrolling more than 100,000 pregnant and non-pregnant women of childbearing age (18 to 49 years old)—the ability to streamline the identification and recruitment process of participants will be crucial to the study's success.

As part of the Alternative Recruitment Sub-study, NORC conducted three recruitment strategies in 2011 to better understand the feasibility, acceptability, and cost associated with each method. The study included 30 locations, each of which was assigned a particular recruitment strategy to follow. Ten of the 30 locations piloted each recruitment approach, allowing for comparison of strategies across geographically and demographically diverse locations.



Recruitment strategies under evaluation include:

- A household door-to-door enumeration method, in which NORC achieved strong results in a short timeframe
- A partnering strategy among study centers and local health care provider offices, and in which NORC interviewers quickly identified the total number of women needed to reach the individual NCS site goal
- A communications campaign, which involved a combination of mailings, media campaigns, outreach events, and other creative strategies to raise community awareness and prompt potential participants to contact the study center for screening



Douglas E. Himberger

SENIOR VICE PRESIDENT AND
DIRECTOR, SECURITY, ENERGY,
AND ENVIRONMENT

“Our work in 2011 showcased not only our abilities, but also our aspirations. We are involved in projects that will profoundly influence society and provide a sound foundation for growing the SEE department within NORC.”

— DOUGLAS E. HIMBERGER, Senior Vice President and Director, Security, Energy, and Environment

2011 marks the second year of operation for the Security, Energy, and Environment (SEE) department. In this year, SEE made significant progress towards establishing itself in the government, academic, and business communities that work in the security, energy, and environment fields. As part of these efforts, members of the department actively pursued opportunities to serve on panels and take the role of thought leader at professional industry events, resulting in a raised profile for SEE. The team collaborated extensively across NORC and with the University of Chicago, and forged many valuable external partnerships as well. Several of these partnerships resulted in new business for the department and NORC.

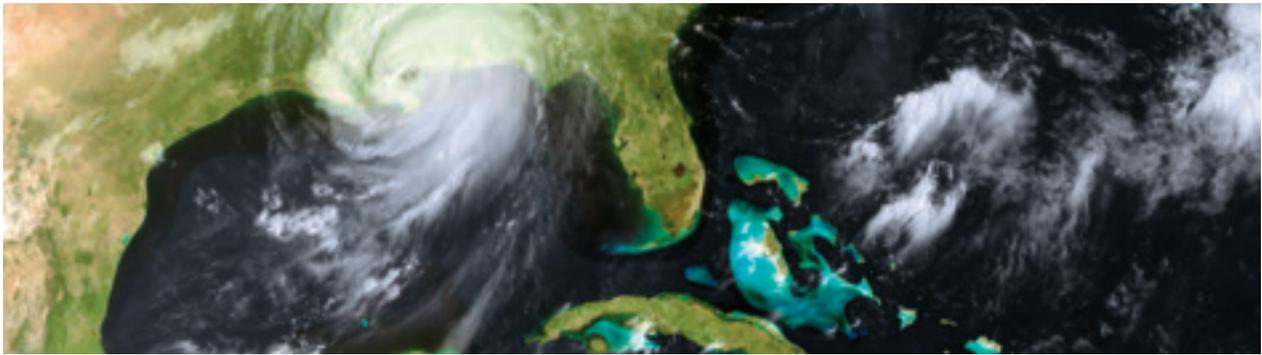
SEE's latest projects reflect the diverse scope of its research agenda: cybersecurity work analyzing global internet domain registration databases; a metrics development and program evaluation effort for an American Red Cross community resilience project; completion of the first phase of an impact evaluation of the scientific work conducted by Argonne National Laboratory; survey support for a Small Business Technology Transfer grant from the National Institutes for Environmental Health Science to test an alternative treatment for immobilizing and reducing lead in soil;

and, in collaboration with the Energy Policy Institute at Chicago and the Computation Institute, early investigations into the development of a greenhouse gas abatement cost-curve for the nuclear power sector.

SEE led development of a study, *Civil Liberties and Security: 10 Years After 9/11*, which was the inaugural survey undertaken by the newly formed Associated Press-NORC Center for Public Affairs Research. The study, which underscores SEE's expertise in perception and impact of terrorism, was widely distributed and received extensive print, broadcast, and online media attention.

SEE expanded its capacity and enhanced the team's expertise with the appointment of Senior Fellow Joseph S. Broz, Ph.D., who joined SEE in late 2011. A former White House Fellow, Broz brings 30 years of experience to the team in the energy domain, especially in energy technology, gas and oil recovery, alternative fossil production, renewable energy, and energy security. Additionally, he brings significant expertise from his work in both security and environment areas.

TO LEARN MORE ABOUT NORC AND
ITS WORK VISIT: www.norc.org



Measuring community resilience

In the summer of 2011, the American Red Cross selected Security, Energy, and Environment (SEE) to evaluate the Hurricane Recovery Program's Community Resilience Pilot Project, which aims to develop new capabilities among chapters and new approaches to working with communities around preparedness.

In undertaking this study, SEE, in collaboration with the Public Health department, first developed a set of metrics to measure the social capital, community competence, and community preparedness components related to the concept of resilience. SEE is currently applying these metrics to evaluate the resilience programs and their role in a resilience index. The pilot study specifically focuses on measuring

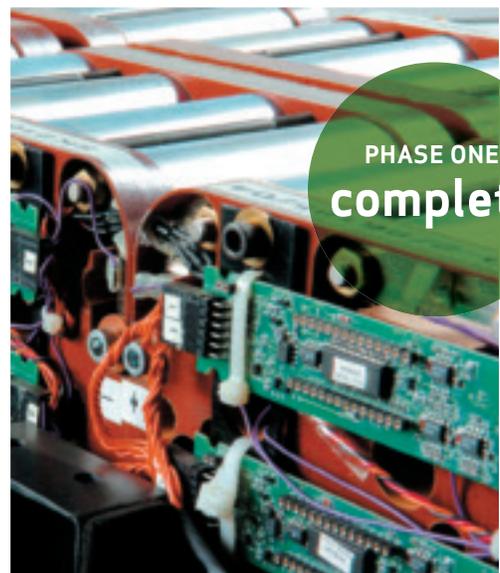
and assessing community resilience among three American Red Cross Gulf area chapters—Southeast Louisiana, South Mississippi, and South Florida.

The long-term goal for the study is to apply the knowledge gained across all of the disaster scenarios that a community might encounter—man-made or natural disasters, disease outbreaks, civil disorder, terrorism, or others—and enhance communities' abilities to work collaboratively under non-emergency circumstances. In this way, they will be both better prepared to minimize destruction and have a network in place to respond if a disaster occurs. An underlying strategy of this initiative is to enable communities to strengthen existing local knowledge, resources, and networks.

“SEE supports the development of innovative technical solutions to real-world problems, such as those addressed in our lead immobilization project. By analyzing the social science aspects of both the problem and the proposed innovation, we can gather insights that greatly enhance the overall success of the initiative.” — JOSEPH S. BROZ, Senior Fellow, Security, Energy, and Environment

Evaluating the impact of Argonne National Laboratory's research

In collaboration with Argonne National Laboratory senior leadership, Security, Energy, and Environment (SEE) completed phase one of an objective evaluation of the impact of Argonne's scientific and technological research. Taking a comprehensive, stakeholder-centric approach, SEE analyzed the harmonies and discrepancies between Argonne's formal evaluative framework and the stated needs and values of a wide variety of its stakeholders, including universities, federal agencies, and industry sources. SEE performed an environmental scan, in which it identified current lab stakeholders and the indicators those stakeholders currently use to evaluate the lab. Also during this phase, SEE conducted a notional cross-lab impact comparison using the best available indicators of impact. Phase one findings were presented to Argonne's leadership in 2011; follow-on discussions are ongoing regarding how this research could further benefit Argonne and other similar laboratories.



Cybersecurity: Uncovering the truths behind internet domain registrations

Security, Energy, and Environment was awarded an exploratory study from the internet Corporation for Assigned Names and Numbers (ICANN) to examine its internet domain registration data (WHOIS data). Formed in 1998, ICANN is an international, not-for-profit community of people dedicated to keeping the internet secure, stable, and interoperable. ICANN's WHOIS databases house registrations for every internet website in the world—cataloging the more than 220 million website registrations that existed in 2011.

For this project, internet content is being extracted, via a customized web-bot (the NORC-BOT), to develop a representative sample of generic top-level domain names. WHOIS registrant name and registrant organization data will be used to classify the types of entities that register domain names, such as natural persons, corporations, organizations, privacy and proxy service providers, and others.

With the sample data, NORC is analyzing available content associated with each sampled domain name, not only to classify

the types of entities that are using those domains, but also to identify the various types of activities associated with them. Additionally, this study will analyze any inter-relationships among entity types and activities in order to provide a foundation for answering key issues posed by the Governmental Advisory Committee.

Using sampled data, entity and commercial activity classifications will be further developed to help the ICANN community meet its goals. The study also will help ICANN better understand the wide variety of possible correlations that may emerge and their potential implications on policy.



WHY REGISTERED DOMAIN NAMES USE A PROXY OR PRIVACY SERVICE

On the internet, registered name holders have the option to limit the amount of personal information that is made available to the public through WHOIS queries of registrar domain name databases. To do so, they generally use a privacy or proxy registration service when registering their domain name.

More than

220,000,000

top-level domain names registered at the close of 2011

Identifying stakeholder perceptions of a new treatment for reducing lead in soil

The Security, Energy, and Environment (SEE) department is subcontracting to a small Chicago business on a Small Business Technology Transfer grant from the National Institute of Environmental Health Sciences, part of the National Institutes of Health. The project objective is to reduce the risk of lead poisoning in children by developing an inexpensive, commercially viable treatment that permanently reduces soluble (bioavailable) lead levels in soil.

This work is important because concerns over lead content in soil—its dangers and how best to manage it—continue to grow, particularly in urban areas where new schools, playgrounds, and parks are often planned for sites contaminated by lead. Contributors to lead in soil include remnants of lead paint, residues from leaded gasoline, contaminated landfills, and nearby industrial sites. The current approach to lead in soil is often cost prohibitive



as it involves treatment and removal of the top layers of the soil and replacement with clean soil. In this scenario, the contaminated soil is hauled to a landfill, where it may further contaminate the environment.

SEE's small business partner is leading with the bench-scale testing of an innovative soil treatment, while NORC is assessing stakeholder awareness of lead in soil, interest in lead remediation, cost, and perceived barriers to use. The primary outcome of the project will be the testing of an effective treatment product, along with potentially increased user-interest among stakeholders.



First responders gain insight

First responders play a critical role in securing public safety and infrastructure after natural disasters, terrorist attacks, and other catastrophic events. These types of response efforts can be challenging, requiring cross-jurisdictional planning, logistics, training, and communications. NORC is well-positioned to lead innovation in the field of emergency response through the First Responder Individual Engagement and Network Development (FRIEND) initiative, an internal Security, Energy, and Environment (SEE) effort. The FRIEND project brings together a multidisciplinary team that includes leaders in emergency response, policy makers, community volunteer responders, information technology specialists, engineers, and social science researchers to improve disaster response practices.

SEE is preparing to conduct a needs assessment survey of attendees of the Montgomery County CERT Conference, which brings together Community Emergency Response Team (CERT) members from across Maryland and the National Capitol region. This survey will explore how community volunteers—and the programs that produce and support them—can be more effective. The needs analysis will inform CERT leaders on the needs and concerns of their volunteers, as well as provide ideas to increase the effectiveness of local CERTs. The survey content was developed by internal NORC FRIEND members, including a CERT volunteer and a NORC principal research scientist who has experience working with fire fighters and police officers.

Identifying energy usage of American households

Funded by the U.S. Energy Information Administration (EIA), the Residential Energy Consumption Survey (RECS) is a large study that collects household information from the end user (owner or renter) regarding energy usage. It also determines the housing characteristics and personal behaviors that may affect current and long-term uses of energy. The findings, which are made public, are used to forecast energy consumption and are useful for policy planning, energy legislation, and regulation purposes. The results also inform the development of environmental programs—such as Energy

Star and Leadership in Energy and Environmental Design (LEED)—that improve efficiencies and building design. RECS is notable because it is the largest household energy consumption study that has been conducted in the United States.

The survey concluded in January 2011 with the delivery of final reports and datasets as well as a special report to EIA, *Researching the Coverage of Alternative Address Frames*. Originally conducted in 1978, each RECS round spans several years because of the immense data collection and tabulation effort.



*Low-income Home Energy Assistance Program offers government assistance with utility bills for those who fall below a certain state-established income level.

Eric Goplerud

SENIOR VICE PRESIDENT AND DIRECTOR,
SUBSTANCE ABUSE, MENTAL HEALTH,
AND CRIMINAL JUSTICE STUDIES



“Producing timely, actionable data that decision makers can use is more important than ever, and is at the core of the department’s mission to serve our clients.”

– ERIC GOPLERUD, Senior Vice President and Director, Substance Abuse, Mental Health, and Criminal Justice Studies

NORC’s Substance Abuse, Mental Health, and Criminal Justice Studies (SAMHCJ) department is dedicated to developing the science and, ultimately, the services that reconnect behavioral health and physical health, and re-associate justice programs, and the people affected by them, to civil society. SAMHCJ’s insight into these interrelated areas helps to reduce the stigma, discrimination, and poor outcomes that commonly face these populations.

As a leading research and policy resource, SAMHCJ applies sophisticated science to national priorities such as health care reform, health care financing incentives, promotion of healthy workplaces and communities, prevention of intimate partner violence and trauma, and reduction in jail and prison recidivism.

In 2011, SAMHCJ continued to nurture long-term partnerships with federal clients that have been the backbone of the department’s government work. The National Survey of Prosecutors was awarded to NORC for the third time, and SAMHCJ is preparing to conduct the first national probability-based survey on teen dating violence in the United States for the National Institute of Justice. A new client, the Centers for Disease Control and Prevention, awarded a major, five-year contract to NORC to evaluate its Dating Matters™ prevention program.

A major study that brought together NORC’s criminal justice, substance abuse, and economics experts was completed in 2011. The four-year, mixed-methods study on methamphetamine markets in America was funded by the National Institute on Drug Abuse and sheds new light on the operations of and adaptations made by these markets in the United States.

NORC research experts continue to take the lead in the Brief Intervention Group Initiative, a North American campaign to make alcohol and substance abuse screening a fundamental part of all employee assistance programs. The department landed important research studies on mental health and substance abuse, as well as the integration of behavioral health and medical care. In Montgomery County, Maryland, SAMHCJ is studying efforts to improve health outcomes for people with serious mental illness, a population that suffers from shortened life spans compared to the general U.S. public. Focused business development activity also led to new partnerships and client-relationships in each of the department’s three main spheres of research.

TO LEARN MORE ABOUT NORC AND
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Evaluation of dating violence interventions in NYC

Amid heightened concerns about the prevalence of middle and high school students experiencing verbal, physical, or sexual harassment while at school, NORC recently studied whether an affordable and easy-to-implement dating violence/sexual harassment (DV/H) prevention program can reduce incidents of school harassment and violence. Funded by the U.S. Department of Justice, this randomized experiment examined the outcomes of educational interventions conducted at 30 New York City middle schools. The study included classroom- or building-only interventions, both intervention types, and a control group that received no intervention. For this project, on which NORC serves as a subcontractor to the Police Executive Research Forum, 117 classrooms participated.

The classroom intervention curriculum emphasized the consequences for perpetrators of DV/H, relevant state and federal laws, the setting and communicating of boundaries in relationships, and the role of bystanders as interveners. The building intervention included temporary school-based, stay-away orders, assignment of faculty and school safety personnel to monitor school areas—such as hallways and bathrooms that students deemed unsafe through a “hot-spot mapping” exercise—and the use of posters to increase DV/H awareness.

The research team collected program evaluation data from about 2,700 students who completed surveys administered before the intervention, immediately afterwards, and about six months post-intervention. Near the end of 2011, the project’s principal investigators, Bruce Taylor of NORC and Nan Stein of the Wellesley Centers for Women, were invited to share their findings with representatives of Senator Mike Crapo and Senator Patrick Leahy.

KEY FINDINGS SHOW THAT:

The combination of the classroom and building interventions and the building intervention alone reduced sexual harassment (victimization and perpetration) by

26-34%

six months post follow-up

The building intervention reduced victimization and perpetration of physical and sexual dating violence by about

50%

up to six months after the intervention

Uncovering changes, trends, and consistencies facing state prosecutors

The National Survey of Prosecutors (NSP) is sponsored periodically by the U.S. Department of Justice, Bureau of Justice Statistics in order to collect data on the resources, policies, and practices of prosecutor offices who try felony cases in state court systems of general jurisdiction. NORC is involved with the review and design of the NSP questionnaire and all data collection. For the survey, fielded in 2012, a nationally representative sample of prosecutors will be contacted to participate. Included within the sample will be a selection of offices that border Indian reservations in concordance with the Tribal Law and Order Act of 2010.

Multi-mode data collection, using paper-and-pencil, web, and telephone modes, will be used to aggregate information concerning staffing and operations, innovative prosecution techniques, felony and misdemeanor caseloads, prosecution of computer-related crimes, juvenile offenses, and the use of DNA evidence.

Results will enable prosecutor offices to make informed decisions as they attend to budgeting, staffing, and reporting tasks, and provide a view of changes, consistencies, and emerging trends—such as cybercrime, human trafficking, youth in criminal courts, and case processing—in their field of work. NORC completed the NSP previously in 2001 and 2005.





Advocating for routine alcohol screening

Substance Abuse, Mental Health, and Criminal Justice Studies (SAMHJ) is facilitating the Brief Intervention Group (BIG) Initiative, a campaign designed to make screening, brief intervention, and referral to treatment (SBIRT) for risky alcohol use a universal routine practice of employee assistance programs (EAPs) throughout the United States and Canada. The Centers for Disease Control and Prevention estimates that approximately 25 percent of adults in the United States drink too much at some point each year, and over 40 percent of motor vehicle deaths and injuries, as well as pedestrian accidents, result from excessive alcohol use.

Since the majority of at-risk drinkers are employed full- or part-time, EAPs are in a unique position to identify and intervene early with employees drinking above the recommended guidelines. To date, BIG has been successful in securing coverage for about 70 million people through participating EAP screening programs. The SAMHJ project team has led a collaboration of six international professional associations to develop a common curriculum on screening, brief motivational counseling, and treatment of unhealthy alcohol use, and in the last 2 years trained more than 3,500 practitioners.

Building on BIG's success, NORC has launched a similar initiative with hospitals, the BIG Hospital Initiative.

BRIEF INTERVENTION GROUP (BIG) RESULTS FROM THE AETNA BEHAVIORAL HEALTH PILOT STUDY SUGGEST:

Employee assistance programs (EAPs) can incorporate Screening and Brief Intervention (SBI) into the intake process successfully.

93%
of clients who contacted the EAP completed the pre-screen process

40%
of participating clients pre-screened positive

87%
of clients who pre-screened positive completed additional screening

52%
of these clients screened at-risk for hazardous or harmful drinking, or dependence

72%
Brief intervention was offered to all who screened positive, and 72% agreed to set up an appointment with a counselor

18%
identification rate at 5 months after SBI program implementation, similar to estimates in the U.S. general population

Improving health outcomes for those with serious mental illness

It is well recognized within the mental health community that people with serious mental illness (SMI), such as schizophrenia or major depression, have a shorter average life span. These individuals die on average at age 54, compared to the average American who lives to age 78. Individuals with SMI are dying from largely preventable medical problems, such as diabetes and cancer, which can be caused by poor health habits, such as smoking and lack of exercise.

An innovative and collaborative behavioral health/primary care health program in Montgomery County, Maryland, seeks to demonstrate that via screening and subsequent medical

and wellness intervention, health providers can improve the health outcomes of SMI patients over time.

To evaluate program effectiveness, Substance Abuse, Mental Health, and Criminal Justice Studies is working with three clinics to collect, analyze, and track program data including demographic information, participants' personal and familial somatic health history measures, participants' behavioral health measures, and service delivery indicators. Under this initiative, nurse care managers, physicians, psychiatrists, and therapists are charged with collaboration across specialties to monitor patients' health and progress.

Dynamics of methamphetamine markets: NORC uncovers how they function and adapt to change



Substance Abuse, Mental Health, and Criminal Justice Studies recently completed a four-year (2007-2011), mixed-methods study funded by the National Institute on Drug Abuse on the organization and operation of methamphetamine markets in America. An innovative aspect of the study was NORC's use of quantitative survey data in an initial, exploratory role that guided subsequent qualitative data collection and analysis from interviews, focus groups, and observational site visits with a variety of constituents.

The study was conducted in three stages beginning with an exploratory screening survey of police agencies in all 50 states, followed by open-ended, in-depth telephone interviews with selected narcotics police, and then site visits to more than 28 U.S. locations to observe and talk to people whose lives are affected by meth markets.

The study findings provide a broad context for understanding methamphetamine markets and the methamphetamine industry in America. Of particular importance to policy makers and practitioners are findings about how local meth users and suppliers adapted to changing federal and state legislation and policies in the early 2000s that tried to limit access to precursor drugs, such as pseudoephedrine, that were found in over-the-counter cold medicines. In response, markets that were served primarily by local "mom-and-pop" meth cooks began to organize their customers into traveling groups that would drive from one neighborhood drug store to the next in order to purchase enough of the needed drug supplies. For U.S. communities already served by foreign drug trade, the cartels simply added methamphetamine to their product line and distribution network.



Evaluating the Dating Matters program in four urban settings

In 2011, the Centers for Disease Control and Prevention awarded \$7 million dollars in grants to four urban, high-risk communities in Baltimore, Chicago, Ft. Lauderdale, and Oakland/Alameda County to launch its new teen dating violence (TDV) prevention initiative, Dating Matters™: Strategies to Promote Healthy Teen Relationships.

NORC will evaluate the effectiveness of the Dating Matters program in aiding local health departments as they implement comprehensive public health approaches to

prevent TDV. A clustered, randomized control trial design will assess intervention outcomes, such as student knowledge and attitudes toward TDV, and behavioral measures, including victimization and perpetration. Two waves of surveys from among a pool of 14,400 eligible students will be collected annually for four years. In addition, web-based surveys will be conducted annually with the teachers and interventionists at each school.

Academic Research Centers



KATHLEEN E. PARKS
Senior Vice President and Director,
Academic Research Centers
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KATHLEEN A. CAGNEY
Senior Fellow and Director,
Population Research Center
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BETTY G. FARRELL
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TOM W. SMITH
Senior Fellow and Director, Center for
the Study of Politics and Society
.....

LINDA J. WAITE
Senior Fellow and Director, Center on the
Demography and Economics of Aging

“Our very close ties to the University of Chicago foster a relationship of trust and support a superior project outcome on these faculty-initiated projects based in the Academic Research Centers. The department’s work results in good social science research and also serves the academic community. Our competitors simply don’t offer this same core mission.”

—**KATHLEEN E. PARKS**, Senior Vice President and Director, Academic Research Centers

NORC’s commitment to the highest standards of academic excellence and innovation in research are showcased in the expertise housed in its seven Academic Research Centers. The University of Chicago and NORC’s Academic Research Centers enjoy a mutually beneficial relationship. Together, the Academic Research Centers staff and University faculty employ rigorous scholarship to understand, explain, and address practical social science problems. NORC’s core capabilities support faculty research, particularly when data collection and statistical requirements are needed.

Both the Academic Research Centers and the University benefit from the involvement of graduate research assistants being given the opportunity to apply theoretical knowledge in a practical

setting. The graduate research assistants learn and work alongside experts in various fields and disciplines to conduct world-class empirical research, and NORC benefits from their fresh perspectives, energy, and insights.

The Academic Research Centers collectively secured numerous new projects last year. The topics of these projects are as varied as the research focus of each of the individual Centers, ranging from the development and implementation of educational intervention and assessment tools for underserved children who are deaf or hard-of-hearing to conducting a secondary analysis of the American Time Use Survey to assess the effects of the Great Recession.

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ITS WORK VISIT: www.norc.org

The Center for Advancing Research and Communications in Science, Technology, Engineering, and Mathematics (STEM)

Funded by the National Science Foundation (NSF), this Center and its team of experts conduct research and provide technical assistance to support more than 300 STEM investigators whose efforts throughout the country are funded by NSF's Research and Evaluation on Education in Science and Engineering program. The collective goal is to improve STEM education policy, instruction, and learning, in and outside of formal classroom settings. The Center's mission is to build capacity to produce rigorous evidence of what works to improve STEM instruction and learning; encourage discovery and innovation across disciplines and institutions; and accumulate, synthesize, and disseminate findings to stakeholders.

THE LAUNCH OF A MAJOR NEW RESOURCE:

The online Variance Almanac of Academic Achievement

Designed for education researchers, the Almanac provides the information needed to properly design interventions that have enough statistical power and precision to identify their effects on learning and instruction in specific locations.



Center on the Demography and Economics of Aging

The Center on the Demography and Economics of Aging is one of 14 National Institute of Aging-funded centers across the United States. Its mission is to facilitate and support faculty and faculty affiliates of the University of Chicago in five key research areas: social relationships, living arrangements and family, the social context of aging, health care research, and bio-behavioral pathways. It supports a highly diverse University faculty of 47 research affiliates that span across sociology, economics, business, the Pritzker School of Medicine, the School of Social Service Administration, and the Harris School of Public Policy.

NATIONAL SOCIAL LIFE, HEALTH, AND AGING PROJECT (NSHAP): WAVE 2 COMPLETED

A key project conducted by the Center on the Demography and Economics of Aging, in collaboration with NORC's Health Care Research department, is the National Social Life, Health, and Aging Project (NSHAP). This longitudinal study of older adults examines the mechanisms by which social factors affect and are affected by health. NSHAP is unique among population-based studies in the breadth, detail, and quality of information obtained on intimate and other social relationships, combined with extensive self-reporting and biological data. In 2011, NORC completed Wave 2 data collection. Despite the highly personal nature of the study, a target recruitment goal of over 3,000 respondents and a 75 percent response rate was met.

The Center also administers a pilot project program that funds small-scale studies that are likely to lead to larger proposals and external funding. Four to five of these pilot projects are approved annually. In addition, the Center holds an annual conference designed to acquaint the researchers at the University of Chicago and elsewhere with the latest state-of-the-art survey strategies, techniques, and methods for developing, training, obtaining, administering, and analyzing biomarker tests.

Center for the Study of Politics and Society

The Center for the Study of Politics and Society investigates the mechanisms of societal change. The department's largest project—and its main focus—is the National Data Program for the Social Sciences (NDPSS) and the biennial collection and distribution of its flagship General Social Survey (GSS), which was first conducted in 1972. It also coordinates work on its allied surveys in the International Social Survey Program (ISSP). Additionally, the Center carries out considerable research on religion in general and religious change in particular.

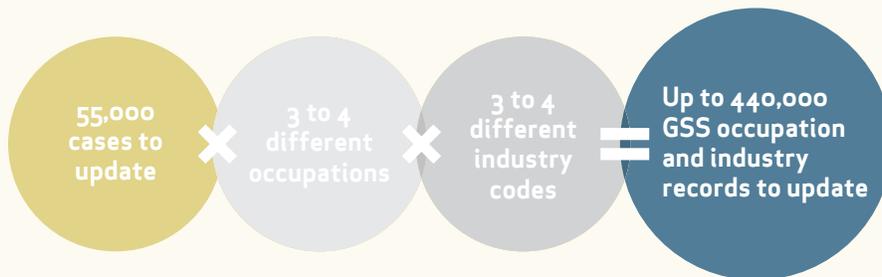
“The GSS is truly a public resource as 98% of those who have used the information—analysts, students, economists, health care providers—have been people with no connection to NORC.”

—TOM W. SMITH, Senior Fellow and Director, Center for the Study of Politics and Society

THE GENERAL SOCIAL SURVEY (GSS) AND MODERNIZATION OF THE CENSUS OCCUPATIONAL AND INDUSTRY CLASSIFICATION SYSTEM

In 2011, the National Data Program for the Social Sciences funded an essential, major data analysis and re-classification project. Older waves of GSS data contain occupational and industry classification codes that are now obsolete. To ensure that the GSS continues to have high scientific value, it is necessary to re-code all the old entries and bring them

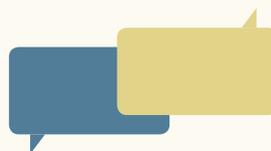
in-line with the latest Census Occupational and Industrial Classification System. In all, there are 55,000 cases that need to be updated, and within each case there may be as many as three to four different occupation and industry codes that need to be addressed, particularly if the respondent originally identified occupations for multiple people in their family.



INTERNATIONAL SOCIAL SURVEY PROGRAM

The International Social Survey Program (ISSP), which has conducted annual international surveys since 1985, started with only four founding country members. In 2011, the ISSP now counts 48 countries as members. The ISSP encourages cross-national collaboration on surveys covering topics related to social science research. More than 4,800 research uses have been documented using ISSP data.

48 MEMBER COUNTRIES



GENERAL SOCIAL SURVEYS COLLABORATIVE SYMPOSIUM

Following the launch of the University of Chicago Center in Beijing, a variety of joint projects between the University of Chicago and Renmin University are now underway. The National Survey Research Center (NSRC) at Renmin University conducts the Chinese General Social Survey (CGSS), the counterpart to NORC's American General Social Survey (GSS). The CGSS-GSS Collaborative Symposium, funded by the Ford Foundation and with the active involvement of NORC's Center for the Study of Politics and Society, was held in November 2011. This symposium provided a forum for each group to understand the other's work in the same field, to make existing CGSS data available to scholars in the United States, and to enhance NSRC's expertise, capability, and efficiency in its CGSS work. The symposium attracted many scholars and survey experts from other academic institutes in China as well as many graduate students from other universities in Beijing.



Joint Center for Education Research

The Joint Center for Education Research (JCER) seeks both to provide a home at NORC for faculty-initiated and directed, grant-based research projects and to include University of Chicago faculty and researchers in expert advisory roles within NORC education projects. In 2011, JCER-affiliated researchers published reports and papers on varied projects, including the Growth Model Pilot Project, the Horatio Alger Achievement Study, and the Survey of Earned Doctorates. These projects are highlighted further under the Center for Education and Child Development Studies and on the NORC website.

GETTING ON TRACK EARLY FOR SCHOOL SUCCESS

Getting on Track Early for School Success is a multi-year project designed to develop objective, valid, and instructionally relevant assessments of children's literacy and math skills from ages three to four. These new tools will integrate and connect with existing K-3 tools used in over 100 schools throughout the country.

STATE-SPECIFIC DESIGN PARAMETERS FOR DESIGNING BETTER EVALUATION STUDIES GRANT

This project uses Statewide Longitudinal Data Systems from participating states to estimate student achievement parameters for use in multi-level study designs in education. Funded by a grant from the U.S. Department of Education Institute for Education Sciences, the work will result in reports and academic papers. Participating states will benefit from workshops and technical assistance in their evaluation designs.

“NORC has embraced the importance of promoting STEM as a vital area for training and research. We at the Center for Advancing Research and Communication in STEM are proud to be part of this work, and our emphasis continues to be on promoting high-quality research and practice to meet the complex challenges facing schools and our nation.

—BARBARA L. SCHNEIDER, Senior Fellow, Center for Advancing Research and Communication in Science, Technology, Engineering, and Mathematics

Ogburn-Stouffer Center for the Study of Social Organizations

The Ogburn-Stouffer Center promotes innovative, empirical research on population, political attitudes and decision making, community, health, social inequality, and social structure. Promoting the education of graduate students in the social sciences is a core mission of the Center and students are involved in all phases of large-scale survey research.



Attitudes toward HIV—as well as the encouragement or discouragement of risk prevention behaviors—from a man’s social network does have a huge impact on HIV risk.

RESPONDENT-BASED SAMPLING METHOD EMPLOYED FOR HARD-TO-REACH POPULATION

In 2011, NORC analyzed data from a pilot study of African American men who have sex with men (MSM) in Chicago. This study was innovative in that it focused on the impact of social networks (other MSM and their close friends and family) and whether or not a man’s social network can help to reduce his risk of contracting HIV by encouraging risk prevention behaviors. NORC’s top-line finding shows that attitudes toward risk—as well as the encouragement or discouragement of risk prevention behaviors—from a man’s social network does have a huge impact on risk.

To gather the information on the 204 respondents, a rigorous and sophisticated technique called respondent-driven sampling (RDS) was used. The method relies on social networks to develop a snowball sample. To implement RDS, locations are identified where the target audience frequents. Once a subject is identified and completes his interview, he is given vouchers to recruit others who fit the sample criteria.

1 in 5
older Americans have diabetes



CLASSIFYING OLDER AMERICANS WITH DIABETES BY COMORBID DISEASES

The Ogburn-Stouffer Center and Director Edward O. Laumann have long been involved in the National Social Life, Health, and Aging Project (NSHAP). Most recently, the Center analyzed information from Wave 1 of the NSHAP study that identified 750 respondents who were either diabetic or pre-diabetic based on their biomeasures. In 2011, these individuals were grouped into three classes of disease: Class 1 (67 percent) had the lowest probabilities of most diseases; Class 2 (29 percent) had the highest probabilities of incontinence, kidney disease, and cancer; and Class 3 (9 percent) had the highest probabilities of congestive heart failure and myocardial infarction. Respondents in Classes 2 (17 percent of whom died) and 3 (33 percent of whom died) had markedly higher five-year mortality rates than respondents in Class 1 (9 percent of whom died). The data supports the suggestion that the use of counts of comorbid diseases and cardiovascular disease history may provide a potential strategy for clinicians working to distinguish which groups of older diabetes patients are likely to benefit from intensive glycemic control.

“Our findings allow us to make better predictions about the burden for the health care system.”

—EDWARD O. LAUMANN, Director,
Ogburn-Stouffer Center for the
Study of Social Organizations

Cultural Policy Center

The Cultural Policy Center (CPC) is a nationally recognized, joint initiative of the Harris School of Public Policy Studies and NORC. The Center is dedicated to researching and understanding the most significant issues affecting arts and culture today. It serves as an incubator for new ways of understanding arts and culture, particularly how they work and how they are informed and affected by policies in the public, private, and nonprofit sectors.

CULTURAL INFRASTRUCTURE BUILDING IN THE UNITED STATES

A major accomplishment for 2011 was the completion of the multi-year Cultural Infrastructure Building in the United States project. The study conducted systematic scientific research on the funding and construction of cultural facilities in the United States between 1994 and 2008 and raised a number of conclusions that have important implications for the cultural sector. Of particular note, the building of cultural facilities increased significantly between the years studied—particularly between 1998 and 2001.

In 2011, the Cultural Policy Center co-hosted an arts symposium that attracted 250 artists, art administrators, and scholars who attended a day-long series of panels focused on how culture helps create quality in our cities. Also in 2011, the Center co-hosted, with the University of Chicago and City of Chicago Department of Cultural Affairs, weekly workshops on the best in city cultural planning.



The total cost of cultural infrastructure building was much higher in the 2000s than it was in the 1990s

The Population Research Center

The Population Research Center is an interdisciplinary research institution designed to facilitate high-quality, demographic analysis on social and economic change in the urban context. Funded by the National Institute of Child Health and Human Development for more than 30 years, the Center promotes collaboration and advances population research through novel research projects, its Demography Workshop that hosts 25 lectures annually, and sponsored conferences.

In 2011, the Center established a new Geographic Information Systems (GIS) Core to provide reliable, high-performance computing services and consultation for GIS and spatial analysis to its 48 associates and 17 affiliates. The Center also approved seven new pilot projects with funding ranging from \$5,000 to \$20,000.

In addition, with the Creation of Data for Analyzing Cognitive Ability in National Longitudinal Studies project, faculty associated with the Center will study cognitive skills using National Longitudinal Surveys of Youth data to better understand later-life outcomes, including labor market and health outcomes.

48 associates
& **17** affiliates

7 pilot project grants awarded for \$5,000 - \$20,000

SELECTED TOPICS FROM THE 2011 DEMOGRAPHY WORKSHOP

SERIES:

Cumulative Adversity and the Mechanisms of Health Inequality

Co-residence of Married Children with Their Aging Parents in Contemporary China: Attitude and Behavior

Psychosocial and Biological Markers of Stress in Parents of Children with Developmental Disabilities

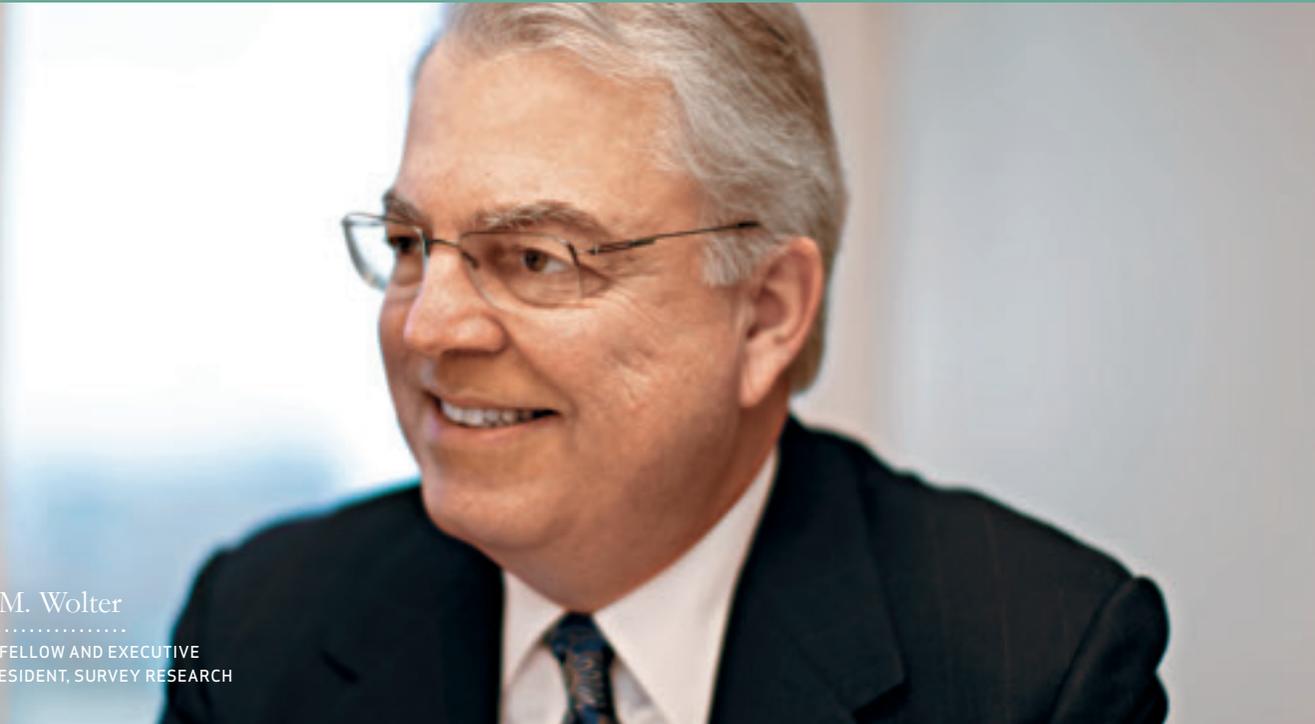
Sexual Identity, Health, and Stigma in India

Marriage and Intergenerational Mobility in the United States, 1850-1930

Neighborhood Influences on Children's BMI and Fitness: Analysis of New York City's Fitnessgram Data

The Postpartum Adolescent Birth Control Study: Contraception and Adolescent Rapid Repeat Pregnancy

TO LEARN MORE ABOUT NORC AND ITS WORK VISIT: www.norc.org

A portrait of Kirk M. Wolter, a middle-aged man with grey hair and glasses, wearing a dark suit, white shirt, and patterned tie. He is smiling slightly and looking towards the left of the frame. The background is a soft-focus office setting.

Kirk M. Wolter

SENIOR FELLOW AND EXECUTIVE
VICE PRESIDENT, SURVEY RESEARCH

“We’re the science behind the research projects, the foundation of what NORC offers.”

—KIRK M. WOLTER, Senior Fellow and Executive Vice President, Survey Research

The Survey Research group is comprised of two departments that play a critical role in maintaining NORC’s historic reputation for research quality and innovation: the Statistics and Methodology department and the Center for Excellence in Survey Research (CESR). Collaborating with NORC research departments and the Academic Research Centers, Statistics and Methodology designs and implements surveys and analyzes resulting data to arrive at insights that help clients drive change across society. CESR conducts research on survey design, estimation methods, and analysis, and promotes a research enterprise at NORC. It also helps ensure the integrity of NORC’s work and shares best practices across the organization.

The Survey Research group helps NORC lead innovation in all aspects of survey research and keep up with rapidly evolving modes of communication and the challenges in engaging respondents. This was certainly the case in 2011, when the Statistics and Methodology department collaborated with the Centers for Disease Control and Prevention (CDC) to create one of the first studies on mobile phone penetration by state—data that are especially critical for survey research aimed at assessing the

status of the nation’s health. The insights and data that resulted from the study will help guide the industry, and illuminate the mobility-related challenges that NORC has been addressing across its research and operational departments. Survey Research has already enhanced its multi-mode (mobile, landline, mail, in-person) survey approach, one of many processes and tools that reflect NORC’s ongoing dedication to improving its capabilities.

In 2011, Survey Research emphasized collaboration with NORC staff and contributed to projects across the organization. Notable accomplishments include projects for the Census Bureau, the Bureau of Labor Statistics, and the Administration for Children and Families. The group plays a wide-ranging role on the CDC’s National Immunization Survey and the Racial and Ethnic Approaches to Community Health Across the U.S. Program. The team continues to grow, with new experts welcomed to the staff and new projects with clients such as the Bureau of Labor Statistics, the American Association of Blood Banks, the Eastern Research Group, and others.

TO LEARN MORE ABOUT NORC AND
ITS WORK VISIT: www.norc.org

Statistics and Methodology



KENNON R. COPELAND
Senior Vice President and Director,
Statistics and Methodology

A NEW NATIONAL SAMPLING FRAME

The National Sampling Frame is the foundation for many of NORC's national surveys, including the flagship General Social Survey. In 2011, after significant investment and preparation, Statistics and Methodology concluded a complete redesign and update of the sample. With support from NORC's Survey Operations and Information Technology department, staff is using a new mobile computing solution, GPS, onsite images, and manual listings to ensure that this critical sample includes accurate geographical and household information to support future research projects.

Just under
2.9
million
addresses

CENSUS BUREAU PERSON IDENTIFICATION VALIDATION SYSTEM ASSESSMENT

The Person Identification Validation System (PVS) is the Census Bureau's means of verifying person records in demographic surveys and censuses. The quality of the PVS research files depends on the technical ability to assign the correct person identifier across linked files.

In 2011, NORC's Statistics and Methodology conducted a review of the Census Bureau's record linkage methods associated with the PVS, as well as an environmental scan of record linkage methods used by other government agencies—both within and outside of the United States—and private enterprises. As part of this engagement, NORC convened two conferences in 2011 related to record linkage and the statistical use of administrative data.



MEETING THE CHALLENGE OF MOBILE PHONES

Statistics and Methodology collaborated with the National Center for Health Statistics at the Centers for Disease Control and Prevention to develop the first comprehensive understanding, including geographic distribution, of wireless-only homes in the United States. The rise in mobile telephones has serious implications for the research community: mobile phones pose a number of challenges related to safety, screening, and interview methodology. Representing the growing number of wireless-only households—many of whom are young families—is critical to studies aimed at understanding the state of the nation's health and welfare. This study's findings will help guide the industry as it evaluates the changing survey landscape.

1 in 4 

households has no
landline telephone

36%

of children live
in a wireless-only
home

**MULTIPLE SURVEY MODES
INCREASE RESPONSE,
LOWER COSTS**

NORC continues to refine its multi-mode survey approach: face-to-face, mail, online, landline phone, dual-frame design (landline and mobile phone), along with address-based sampling to address the growing use in mobile phones and the high costs associated with large-scale interviews. In 2011, multi-mode interviewing helped the department support work on the National Immunization Survey, the National Survey of Early Care and Education, and many other NORC projects.



26
internal research grants awarded

Center for Excellence in Survey Research



DANIEL KASPRZYK
Senior Fellow and Vice President and Director, Center for Excellence in Survey Research

ACCELERATING PROFESSIONAL DEVELOPMENT

NORC's Center for Excellence in Survey Research (CESR) focuses on maintaining NORC's leadership within the research community. To meet these objectives, CESR operates an internal research grant competition for NORC staff and University of Chicago faculty who wish to deepen NORC's research capabilities, prepare for external proposals, or pursue scholarly publication. CESR helps NORC achieve the goal of developing a staff of published experts, an innovative culture, and strong professional development—the hallmarks of the best research firms.

INNOVATION DAYS 2011

A two-day internal research conference sponsored by CESR

70
NORC employee presentations

A SELECTION OF PRESENTATIONS:

- Statistical Disclosure Limitation Using Survey Sampling Techniques*
- The Effect of Interviewer Experience on Item Nonresponse*
- Cognitive Pretesting of Memory Aids for the National Crime Victimization Survey*
- A Comparison of Data Collected Using Address-Based Sampling to those from Alternative Sampling Techniques in the National Children's Study*
- Accuracy of Geographic Stratification in a Cell-Phone Survey*
- Computer-Assisted Text Analysis of Open-Ended Interviews*
- Defense-in-Depth (DiD): A Practical Strategy for Achieving Information Security in Today's Highly Networked Environments*
- Developing Automated Social Media Search Procedures*
- Integrating a Hearing Test in the NSHAP Interview*



Michele Koppelman

EXECUTIVE VICE PRESIDENT,
SURVEY OPERATIONS AND
INFORMATION TECHNOLOGY

“It is critical that NORC is positioned for the future and prepared to take advantage of ubiquitous connectivity and mobile technology to lead the way in how social science research is conducted.”

— MICHELE KOPPELMAN, Executive Vice President, Survey Operations and Information Technology

Mobile technology and connectivity are changing the way we interact and communicate at home and at work. It is changing our perceptions of privacy, relationships, and distance. This, in turn, affects traditional methods of designing and conducting social science research today and will continue to motivate us to innovate and adapt our methods well into the future. NORC is helping to move the social science research field forward by developing new applications, software, and methods and also by working to distinguish fly-by-night fads from valuable, long-term opportunities.

The Telephone Survey and Support Operations, Field Operations, and Information Technology (IT) teams are on the front lines of this technology revolution. In 2011, these experts played a unique and invaluable role in meeting the challenges and opportunities presented by new technology. Each department drove innovation, both inside the company and in the field of social science research: they developed a next generation computer-assisted interviewing

system, collaborated on addressing the challenges of mobile phone growth as a home's primary phone line, provided field interviewers with innovative tools and training, and introduced enhanced mobile technologies and a more robust technological infrastructure.

Each of the departments in the Survey Operations and IT group had a strong year, delivering record-setting response rates on the company's flagship projects and preparing to launch the National Survey of Early Child Care and Education, which is one of the most complex data collection projects in NORC's history. The group's leadership team also collaborated across the company, sharing best practices and serving as an information clearinghouse across organizational functions and projects. The group will continue to execute on the enhanced capabilities introduced in 2011 and support NORC's focus on leading change in the industry.

Telephone Survey and Support Operations



SURVEY STANDARDIZATION KEY TO ASSOCIATED PRESS PARTNERSHIP

By developing a new standardized survey template, Telephone Survey and Support Operations is now able to program and launch surveys with substantial cost savings. During 2011, many surveys were successfully fielded using the new template, including the well-received and much-cited Associated Press-NORC Center for Public Affairs Research study, Civil Liberties and Security: 10 Years After 9/11.

The cost-effective template was an integral part of the approach taken by the new Associated Press-NORC Center. For organizations that do not always require custom surveys, the new NORC survey template is an excellent, affordable option.

HIGHLIGHTS IN 2011 INCLUDED:

38 million
calls placed

1.2 million

 persons screened or interviewed on the telephone



NATIONAL SURVEY OF EARLY CARE AND EDUCATION (NSECE) CALLS FOR INTEGRATED AND SIMULTANEOUS MULTI-MODE DATA COLLECTION

A hallmark of the NSECE is that NORC is performing simultaneous multi-mode data collection. On any given day, the survey is conducted via an integrated data collection effort with respondents filling out the survey on paper or on the website, or answering interviewers' questions over the phone or in-person in their home.

Field Operations

A STRONG START FOR THE NATIONAL CHILDREN'S STUDY

The Field Operations team made important contributions to the National Institute of Health's National Children's Study (NCS), a joint project of NORC's Health Care Research and Public Health departments. Along with meeting challenging staffing and enrollment goals, NORC and NCS project leadership collaborated on designing a well-received and valuable "train the trainer" program: Mastering the Dynamics of Training. This successful program incorporated and taught best practices for adult learning and was led by NORC field training experts who energized the data collectors at all 37 NCS survey centers.

SUPPORT ACROSS NORC DEPARTMENTS AND PROJECTS

Field Operations maintained high response rates and respondent engagement for flagship projects such as the National Longitudinal Survey of Youth, the Survey of Consumer Finances, and the National Social Life, Health, and Aging Project (NSHAP). Field Operations collaborated with NORC's research and statistical teams to develop the strategy and tools needed for the company's most complex data collection project to date, the National Survey of Early Care and Education.



RONALD J. JUREK
Chief Information Officer

JENNIFER A. KELLY
Vice President,
Telephone Survey and
Support Operations

JUDITH NELL PETTY
Vice President,
Field Operations

Information Technology

NORC'S MOBILE TECHNOLOGY STRATEGY TAKES SHAPE

Increasing mobile phone use and rapid adoption of tablet-based computing are having a significant impact on the survey research field. NORC is staying ahead of the curve with a multi-faceted mobile strategy led by the Information Technology (IT) department. Highlights of 2011 work include:

Tablets, smartphones for fieldwork. IT collaborated with Field Operations to equip interviewers with tablets for more manageable, higher-quality data collection. For example, in NORC'S new National Sampling Frame—the foundation of its national survey work—a tablet-based application replaced the earlier paper-and-pencil process of listing residential addresses. Features native to tablets, such as GPS and voice recognition, provide more robust capabilities than exists on field laptops. In another project, the National Social Life, Health, and Aging Project Activity Space Pilot, respondents were given smartphones to record diary submissions and report their geographic positions using coordinates.

Mobile access to NORCSuite. The latest version of NORC's proprietary, web-based case management system, NORCSuite is essential to large field-based research projects. The IT team developed a mobile framework for NORCSuite, enabling field interviewers to access key features remotely and securely. As part of the effort, IT also enhanced several

functions of the core NORCSuite system. The new mobile framework has performed well in preliminary in-house testing and is available for project work in 2012.

Wireless Opportunity Workshops. The IT team considers and plans for the internal technology and mobile needs of the company as well as those related to survey research conducted on behalf of NORC clients. The IT team engaged in a comprehensive internal needs assessment and ideation effort, including surveys, focus groups, and a two-day workshop to help inform NORC's ongoing mobile strategy development.



JOSHUA P. SEEGER
Vice President, Technology

JEFFREY R. VOSE
Vice President, Information
Technology Project Services



TAMING "BIG DATA" WITH THE DATA ENCLAVE

The NORC Data Enclave provides researchers with secure, remote access to data while protecting confidential information. In 2011, IT redesigned the Data Enclave to deliver greater processing capacity and security. This upgrade lays the foundation for potential "big data" capabilities. "Big data" is a term for datasets requiring exceptional technology because their size is beyond what commonly used software tools can manage in a reasonable timeframe. In collaboration with NORC's Economics, Labor, and Population Studies department, the team began proof-of-concept work in 2011 and will continue to explore the value of big data tools for the Data Enclave and NORC clients.



James E. Dunne

EXECUTIVE VICE PRESIDENT
AND CHIEF FINANCIAL OFFICER

“Fiscal responsibility, while helping NORC thrive—that’s administrative excellence.”

—JAMES E. DUNNE, Executive Vice President and Chief Financial Officer

The departments that comprise Finance and Administration—finance, accounting, contracts and grants, facilities, and human resources—support NORC’s financial integrity and contribute to the growth of the organization in numerous strategic and tactical ways. The departments navigate increasingly complex government regulatory and accounting requirements while attracting and developing talent and creating the kind of work environment that nurtures innovation in the social science research field. Each department brings expertise and a commitment to serving the public good.

Throughout 2011, NORC’s Finance and Administration teams managed growth while maintaining efficiency, compliance, and high performance. For example, the number of NORC employees has increased significantly, and the company’s revenue has more than

tripled since the 1990s, when NORC had a budget of approximately \$40 million. Along with this growth comes a growth in the volume of accounts and expense reporting to meet the increased demands of more project work. Yet, the core finance and administration department remains lean with only modest staffing increases, requiring the teams to work at peak performance and efficiency to serve both internal and external clients. Given NORC’s dual status as both a not-for-profit and an organization subject to federal acquisitions regulations, each year brings new compliance challenges as well. It is a point of company pride that—thanks to regulatory and contractual expertise—2011 was the fifth consecutive year that NORC received a clean, unqualified financial audit and government compliance audit.

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TO LEARN MORE ABOUT NORC AND
ITS WORK VISIT: www.norc.org



CURTIS J. BAILEY
Controller

ANDREY M. PRYJMA
Director, Human Resources

LINDA K. SHARP
Director, Facilities and Purchasing

BETTY WOOD
Director, Contracts and Grants

New leadership structure in accounting

A successful transition in leadership created new efficiencies, innovation, and increased the department's achievements. The team developed and managed corporate annual budgets and provisional indirect cost rates; generated savings from the implementation of new automated processes; and strengthened internal controls, leading to successful audits.

Expert contract support continues

Throughout 2011, NORC's experienced Contracts and Grants department ensured the compliance, certification, and effective administration and negotiation of over 400 contracts, grants, and subcontracts. The department serves as the main liaison between NORC and its clients.

125 years of collective contract experience

New NORC facilities

In fall 2011, NORC's Facilities team opened a new office in Atlanta, just minutes from long-time NORC partner Centers for Disease Control and Prevention. While opening the Atlanta office, the department was also working to build out a new office in Boston, expanding office space in Bethesda, opening newly renovated NORC space—housing the Academic Research Centers—on the University of Chicago campus, and negotiating for new office space in San Francisco.

Bethesda, MD – major expansion work

Chicago, IL – University of Chicago – reopened fully renovated space

Atlanta, GA – new office open

Boston, MA – new office build-out

San Francisco, CA – new office to open in 2012



Employee development—a top priority

This past year, a cross-departmental team led by Human Resources created the GPS Employee Performance System to encourage and measure Growth (G), Potential (P), and Success (S). The GPS program, which includes new job ladders, core competencies, and market-based salary ranges, will be implemented in 2012.

Business Development and Communications

PARTNERS IN BUSINESS DEVELOPMENT

NORC's Office of Business Development supports bidding activities from market research through proposal production, submission, and negotiation. The Office also provides organization-wide desktop publishing services, producing project reports, survey questionnaires, posters, presentations, and corporate documents.

BUILDING A BRAND IDENTITY FOR NORC

Two of the most visible accomplishments from the Communications team were the launch of a refreshed and reimagined company website and the publication of *Social Science Research in Action*, a book celebrating NORC's 70th anniversary in 2011.



JEFFREY D. HACKETT
Director, Business Development

GREG LANIER
Vice President and Director, Communications

Senior Fellows

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



Dan A. Black

- Measurement error
- Human capital
- Urban labor markets



Norman Bradburn

- Survey methods
- Happiness (affect balance scale)
- Humanities indicators



Henry H. Brownstein

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



Joseph S. Broz

- Energy technology, gas and oil recovery, alternative fossil fuel production, renewable energy, energy security
- Homeland security, national security and defense issues
- Environmental protection and remediation



Larry L. Bye

- Design and evaluation of social marketing/change campaigns
- Policy and behavioral research
- Survey methods
- Program evaluation



Kathleen A. Cagney

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



Cheryl Austein Casnoff

- Public health
- Health financing
- Health information technology
- Child health



A. Rupa Datta

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



Jon R. Gabel

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



Larry V. Hedges

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



Jay Himmelstein

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



Thomas B. Hoffer

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



D. Carroll Joynes

- Minority participation in cultural institutions
- Cultural infrastructure in the United States
- Arts funding
- Philanthropy
- Diversity and change in the nonprofit arts



Daniel Kasprzyk

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



Sheila Nataraj Kirby

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



Robert T. Michael

- Economics of child and family policy
- Impact of inflation and women's employment on families
- Adolescent and adult sexual behavior
- Divorce
- Demography and policy



Wilhelmine Miller

- Population health policy
- Clinical and cost effectiveness research and policy
- Bioethics



Christine Nye

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



Michael J. O'Grady

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



Colm O'Muircheartaigh

- Survey research methodology
- Address-based sampling frames for multi-mode surveys
- Strategic design of investigations
- Response and nonresponse error
- Data quality



Stephen Raudenbush

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



Susan Schechter

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



Fritz J. 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



Michael Sinclair

- Complex sample survey design and analysis
- Nonsampling error
- Human resources, labor markets, and employment discrimination
- Statistical litigation support
- Criminal justice statistics



Avinash C. Singh

- Design and analysis of spatial and temporal surveys
- Small area and latent variable modeling
- Data confidentiality and quality



Becky A. Smerdon

- High school reform
- Education equity
- Research and evaluation design
- Education policy



Tom W. Smith

- Trends
- Survey methods
- Cross-national research
- Public opinion
- Religious transformation



Lowell Taylor

- Labor markets
- Economic demography
- Incentives in organizations



Linda J. Waite

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



Kirk M. Wolter

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



Clifford F. Zinnes

- Randomized impact evaluation
- Aid effectiveness and incentive design
- Informal sector and business environment
- Environmental economics
- Local government reform and governance

Senior Staff

NORC Executives

John H. Thompson, President and Chief Executive Officer

James E. Dunne, Executive Vice President and Chief Financial Officer

Daniel S. Gaylin, Executive Vice President, Research Programs

Michele Koppelman, Executive Vice President, Survey Operations and Information Technology

Kirk M. Wolter, Senior Fellow and Executive Vice President, Survey Research

Research Departments and Centers

ECONOMICS, LABOR, AND POPULATION STUDIES

Chet Bowie, Senior Vice President and Director

Kymn M. Kochanek, Vice President

Catherine Haggerty, Associate Director

Kate Bachtell, Senior Survey Director

Dan A. Black, Senior Fellow

Carol Hafford, Senior Research Scientist

Timothy M. Mulcahy, Principal Research Scientist

Lauren Seward, Senior Survey Director

Micah Sjoblom, Senior Survey Director

Lowell Taylor, Senior Fellow

Vicki Wilmer, Senior Survey Director

EDUCATION AND CHILD DEVELOPMENT STUDIES

Bronwyn Nichols Lodato, Senior Vice President and Director

Karen H. Grigorian, Associate Director

Marie L. Halverson, Associate Director

Jake Bartolone, Senior Research Scientist

Shana M. Brown, Senior Survey Director

Thomas B. Hoffer, Senior Fellow and Director, Joint Center for Education Research

Mary Ann Latter, Senior Survey Director

Michael McNicholas, Senior Survey Director

Daniel Kasprzyk, Senior Fellow

Sheila Nataraj Kirby, Senior Fellow

Cynthia Simko, Senior Survey Director

Stephen Schacht, Senior Research Scientist

Lance A. Selfa, Senior Research Scientist

Becky A. Smerdon, Senior Fellow

Gregory Wolniak, Senior Research Scientist

HEALTH CARE RESEARCH

Stephen M. Smith, Senior Vice President and Director

Adil Moiduddin, Vice President

Emily Armstrong, Health IT Project Manager

Michael Colicchia, Senior Survey Director

Prashila M. Dullabh, Program Area Director

June S. Eichner, Senior Research Scientist

Jon R. Gabel, Senior Fellow

Elizabeth A. Hargrave, Senior Research Scientist

Mary M. Hess, Senior Survey Director

Jay Himmelstein, Senior Fellow

Laurie Imhof, Senior Survey Director

Angela Jaszczak, Senior Survey Director

Kristina H. Lowell, Principal Research Scientist

Wilhelmine Miller, Senior Fellow

Christine Nye, Senior Fellow

Katie O'Doherty, Senior Survey Director

Michael J. O'Grady, Senior Fellow

Jeremy D. Pickreign, Senior Research Scientist

Susan Schechter, Senior Fellow

Elaine K. Swift, Principal Research Scientist

Heidi Whitmore, Senior Research Scientist

Krishna L. Winfrey, Senior Survey Director

INTERNATIONAL PROJECTS

Jeffrey Telgarsky, Senior Vice President and Director

Varuni Dayaratna, Associate Director

Alicia Menendez, Principal Research Scientist

Stephen B. Butler, Principal Research Scientist

Renee Hendley, Senior Research Scientist

Sarah M. Hughes, Senior Survey Director

Kareem Kysia, Senior Survey Director

Clifford F. Zinnes, Senior Fellow

PUBLIC HEALTH RESEARCH

Michael Davern, Senior Vice President and Director

Angela A. DeBello, Vice President

Caitlin E. Oppenheimer, Vice President

Eloise K. Parker, Associate Director

Larry L. Bye, Senior Fellow

Cheryl Austein Casnoff, Senior Fellow

Karen Harris Brewer, Senior Research Scientist

Felicia G. Carbone, Senior Research Scientist

Oscar J. Espinosa, Senior Research Scientist

Shara Godiwalla, Senior Survey Director

Elizabeth C. Hair, Senior Research Scientist

Alana D. Knudson, Principal Research Scientist

Felicia LeClere, Principal Research Scientist

Kate Ballard LeFauve, Senior Survey Director

Michael B. Meit, Program Area Director

Margrethe E. Montgomery, Senior Survey Director

Heather M. Morrison, Senior Survey Director

David Rein, Principal Research Scientist

Helen H. Suh, Program Area Director

Elizabeth M. Welch, Senior Survey Director

SECURITY, ENERGY, AND ENVIRONMENT

Douglas E. Himberger, Senior Vice President and Director

Joseph S. Broz, Senior Fellow

SUBSTANCE ABUSE, MENTAL HEALTH, AND CRIMINAL JUSTICE STUDIES

Eric Goplerud, Senior Vice President and Director

Kari L. Carris, Deputy Director

Henry H. Brownstein, Senior Fellow

David A. Herda, Senior Survey Director

Laura Jacobus-Kantor, Senior Research Scientist

Candace M. Johnson, Principal Research Scientist

P. Loose, Senior Survey Director

Carrie E. Markovitz, Senior Research Scientist

Tracy L. McPherson, Senior Research Scientist

Elizabeth Mumford, Senior Research Scientist

Ira Sommers, Senior Research Scientist

Bruce G. Taylor, Principal Research Scientist

Rachel A. Volberg, Senior Research Scientist

ACADEMIC RESEARCH CENTERS

Kathleen E. Parks, Senior Vice President and Administrative Director

Michael J. Reynolds, Deputy Director, Research and Development

Veronica Wald, Deputy Director

Raymond M. Lodato, Senior Survey Director

E.C. Hedberg, Senior Research Scientist

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

Barbara L. Schneider, Senior Fellow and Principal Investigator

Larry V. Hedges, Senior Fellow and Co-Principal Investigator

Sarah-Kathryn McDonald, Executive Director and Co-Principal Investigator and Principal Research Scientist

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

Kevin Brown, Associate Director and Senior Research Scientist

CENTER ON THE DEMOGRAPHY AND ECONOMICS OF AGING

Linda J. Waite, Senior Fellow and Director
Kathleen A. Cagney, Senior Fellow and Co-Director
Leonid A. Gavrilov, Senior Research Scientist
Sara A. Leitsch, Senior Research Scientist

CENTER FOR THE STUDY OF POLITICS AND SOCIETY

Tom W. Smith, Senior Fellow and Director
Jibum Kim, Senior Research Scientist

CULTURAL POLICY CENTER

Betty G. Farrell, Executive Director
Norman Bradburn, Senior Fellow
D. Carroll Joynes, Senior Fellow

JOINT CENTER FOR EDUCATION RESEARCH

Thomas B. Hoffer, Senior Fellow and Director
Stephen Raudenbush, Senior Fellow

OGBURN-STOUFFER CENTER FOR THE STUDY OF SOCIAL ORGANIZATIONS

Edward O. Laumann, Director
Tom W. Smith, Senior Fellow and Research Associate
Stuart Michaels, Senior Research Scientist

POPULATION RESEARCH CENTER

Kathleen A. Cagney, Senior Fellow and Director

Survey Research

CENTER FOR EXCELLENCE IN SURVEY RESEARCH

Daniel Kasprzyk, Senior Fellow and Vice President and Director
A. Rupa Datta, Senior Fellow and Vice President
Fritz J. Scheuren, Senior Fellow and Vice President
Colm O'Muircheartaigh, Senior Fellow
Michael Sinclair, Senior Fellow
Avinash C. Singh, Senior Fellow

STATISTICS AND METHODOLOGY

Kennon R. Copeland, Senior Vice President and Director
Safaa R. Amer, Senior Statistician
Al Crego, Senior Survey Methodologist
Bernard L. Dugoni, Senior Survey Methodologist

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