Overview

The University of Wisconsin Survey Center (UWSC), a unit of the College of Letters & Science at the University of Wisconsin-Madison, has been conducting social research surveys since it was founded in 1987. The UWSC received support from both the College and from the Graduate School for its early development and for some of its ongoing activities. It was originally established to serve both the instructional and research needs of faculty on the UW-Madison campus. The UWSC has grown to serve a wide-range of clients including Wisconsin State Government, other governmental units, non-profit organizations, and others. The UWSC specializes in conducting social research surveys of the highest quality. UWSC staff are trained in state-of-the-art methods of measurement and techniques for obtaining the highest responses rates possible.

The UWSC conducts a wide variety of surveys each year. These have included virtually all forms of survey research including Computer Assisted Telephone Interviewing (CATI) surveys, mail surveys (using CATI data entry techniques), Computer Assisted Personal Interviewing (CAPI) surveys, Computer Assisted Self Interviewing (CASI) and audio-CASI, Internet web surveys using Perl Hypertext Preproccesor (PHP), and focus group facilitation. The size of our projects varies widely, but a sampling of recent projects would include: CAPI interviews with a sample of 165 in Wisconsin; a project with 18,000 mail questionnaires; a longitudinal survey with over 10,000 respondents who each received a 75 minute telephone interview (that included cognitive assessments) and a 50 page follow-up mail questionnaire.

The research services offered by the UWSC include:

< Data collection methods:
  - Computer Assisted Telephone Interviewing (CATI)
  - In-person interviewing, with laptop computers (CAPI)
  - Computer Assisted Self Interviewing (CASI) and audio-CASI
  - Mail surveys
  - Web surveys
  - Focus group facilitation

< Surveys of organizations

< Research design consultation

< Spanish language instrument development and implementation

< Sample design services
Respondent tracing / tracking services
Digital recording of telephone interviews
Transcription of digitally recorded interviews
Questionnaire design, testing, and implementation including cognitive interviewing
Data entry
Coding of open-ended survey responses
Coding of occupation and industry
Interaction coding
Coding of historical census data on microfilm
Preparation of cleaned data sets with:
  - Full documentation
  - Codebooks with frequency distributions
  - Conversion of data into SPSS, or SAS data files
Analysis of results through written reports and presentations

The Center conducts telephone, face-to-face, mail, and web surveys, and focus groups for clients on a cost-reimbursement basis. UWSC has the experience and capacity to conduct all forms of survey research. The Center completes thousands of interviews each year, often using long, complex, survey instruments. We have achieved consistently high response rates across all type of survey methodologies.

UWSC has state-of-the-art interviewing and data processing equipment; we employ a staff of well-trained and highly professional interviewers; we use training, supervision, and interviewing procedures designed to produce work of the highest quality; we are highly skilled at programming and implementing our data collection software; we have staff who are experienced in the preparation and analysis of complex data files.

Telephone Interviewing

The UW Survey Center and its staff have a great deal of experience with Computer-Assisted Telephone Interviewing. We have been using CATI procedures in all of our telephone surveys since we began operations in 1987. Since the early 1990s, UWSC has been using the CASES (Computer-Assisted Survey Execution System) software, which was developed in the early 1980s by the Computer-Assisted Survey Methods Program at the University of California-Berkeley. CASES has evolved into a comprehensive and powerful CATI system that is rapidly becoming the survey research industry standard.

The UWSC has several staff members who are highly skilled CASES programmers. Any of these individuals has the skill to program the instrument and manage its development and implementation. Several of these staff members are also highly trained and experienced in the coding and cleaning phase of a CATI project.

The UW Survey Center has conducted several large prominent telephone surveys in recent years:
• The Wisconsin Longitudinal Study (multiple waves, N’s of greater than 12,000)
• The National Survey of Families & Households III (National Sample interviewing multiple family members, N of 10,000)
• The National Health Measurement Study (National Sample with extensive screening N=3,800)

In addition, the UW Survey Center has conducted the Wisconsin Behavioral Risk Factor Surveillance System survey (N of 4,000+ per year) and the Wisconsin Family Health Survey (N=2,400 per year) for the past 10 years. We are well equipped to conduct large telephone surveys with state-of-the-art facilities, training and staff.

**CASES Software for Telephone Interviewing.** CASES is a comprehensive computer-assisted interviewing system that can be used in all stages of data collection and manipulation. CASES instruments can be used to collect, check, clean and code data, and write special-purpose reports. It also has excellent survey-management capability. It is relatively easy to convert an interview into CASES code. The logic is quite simple to apply, and we have found that it meets all the demands our clients have brought to it.

During an interview, interviewers can back up to any previous point in the interview to review and, if necessary, correct answers. When an answer is changed the computer directs the interviewer to the next appropriate unanswered question. Open-ended responses of any length can be recorded. Interviewers may leave notes at any time. Responses must be entered for all appropriate questions. An interviewer may not jump forward and skip any appropriate unanswered question. An interview can be interrupted and resumed at a later date.

Execution of the data collection instrument results in the creation of two data files. The first is a structured data record for each case. The second file consists of a history of events associated with the case, including responses to open-ended questions and spontaneous interviewer notes with a record of the question numbers where the notes were produced.

A modified version of the data collection instrument is used to check, clean and code the data after it has been collected. The data checking, cleaning, and coding instrument can be highly customized, offering the user the ability to perform a variety of post-entry processes. Open-ended questions can be coded categorically, new categories can be added to existing items, new items can be created and selected entry instrument codes can be flagged for coder review.

Accompanying CASES is SDA, a set of programs designed to simplify common data analysis and documentation tasks. SDA provides extremely rapid execution of commonly used statistical operations and full documentation for survey data sets. SDA is able to read variable and value labels and full question text from the CASES survey instrument and use this information to create SPSS, SAS or STATA syntax files. SDA also excels at creating codebooks and provides tools for making data sets web-accessible.
Telephone Interviewers. The University of Wisconsin Survey Center also retains a highly trained and professional interviewing staff. Before hiring an interviewer the UWSC conducts a screening interview by phone, a personal interview, thoroughly checks the candidate's references, performs a mock interview, and administers a typing competency test. Only those who perform well in all areas are considered for the interviewing position. All interviewers attend a multi-day training period immediately after being hired, and must attend a study-specific briefing before calling a project. This insures that our interviewers are armed with all of the tools they need to answer general and specific questions that encourage participation from our respondents. Interviewers are also monitored monthly by a shift leader to ensure high quality data collection.

Management of Telephone Surveys. CASES provides comprehensive survey management procedures including sample management, call scheduling, and procedures to monitor the progress of a survey. As a fully-featured CATI package, CASES has all the programs necessary to install sample (including importing pre-existing data into the sample records); prepare an "entry instrument" (their term for a CATI interview schedule); monitor survey progress (by case, or by interviewer, or by project, as needed); automatically send into the field those cases which require calling at a specific time or date (also known as automatic call scheduling); code and clean data; produce reports; and output data into rectangular files for analysis. The system's program tools for monitoring survey progress are particularly strong. These management programs are fast, accurate and easy to use.

We have developed our own program to schedule interviewers. The program tracks the minimum shift and peak calling hour requirements that we ask of employees. This insures that a thorough spread of calling hours for our projects, with an emphasis on evening and weekend hours for maximum yield.

Digital Recording of Interviews

All of UWSC's interviewing stations are equipped with hardware that allows us to digitally record our telephone interviews. This powerful and flexible technology integrates seamlessly with our CATI software and allows us to record interviews in their entirety, or if preferable, only certain sections of an interview.

Internally, this recording technology has been invaluable as an interviewer monitoring and training tool. Clients have found it to be a very useful addition to the pretest process. It's also given us the ability to conduct cognitive research over the phone, where such work has traditionally been limited to experiments conducted in-person in a laboratory environment.

CAPI Capabilities

The UWSC and its staff also have extensive experience with Computer-Assisted Personal Interviewing (CAPI). The UWSC has conducted stand-alone CAPI projects as well as managed CAPI components in some of our mixed-mode projects. The size of these
projects ranges from completing 20 CAPI interviews for a small hearing impaired cohort in the 2004 wave of the Wisconsin Longitudinal Study to studies that require thousands of hours-long in-person interviews.

The CAPI projects mentioned above and others we have done illustrate the ability of the UWSC to conduct CAPI interviews with populations that are challenging to locate and persuade, that special interviewing requirements, or both. In addition, UWSC maintains high response rates and obtains high quality data for our clients. These projects have allowed us to improve our capabilities in CAPI survey design, as well as improving protocols for hiring, monitoring and training an expert staff of CAPI interviewers who are able to interview anywhere in the world.

The UWSC uses CASES programming and laptop computers for our CAPI projects. The Center contracts with professional CAPI interviewers and also hires and trains its own CAPI staff. All interviewers are trained and supervised by UWSC, which manages all aspects of the project, including programming, sample distribution and collection, incentives, data collection, data verification, and delivery.

**Survey of Wisconsin Works Families.** Starting in 1998 the UWSC conducted a survey regarding the welfare reform program in Wisconsin called the Wisconsin Works (W-2) Evaluation Study, and completed nearly 1,900 CAPI interviews that averaged an hour in length. These interviews were conducted with welfare recipients, including both mothers who were both eligible for assistance and separated from the father of their child, as well as the fathers. As a survey of some of our nation’s poorest citizens, it involved contacting respondents who were extremely challenged, transient, and frequently imprisoned or in some other type of institution. The UWSC was successful in completing a large number of interviews with this very difficult sample, allowing the state to evaluate the impact of some of the significant changes the Wisconsin Works program made after replacing Wisconsin’s previous welfare program.

**Midwest Young Adult Study.** The Midwest Young Adult (MYA) Study is an ongoing longitudinal study of over 800 minors and young adults regarding their experiences with the foster care system. The UWSC has conducted three previous waves of the survey, and is currently fielding the fourth wave. Overall more than 2,000 90 minute interviews have been conducted. The MYA project presents many special challenges in that the sample consists of a vulnerable population of minors and young adults as they age out of the foster care system, and attempt to transition into independent living arrangements. Difficulties in conducting this type of survey include working with the laws and policies involved in dealing with minors, as well as extensive tracing required in order to conduct follow up interviews with youth respondents who are frequently transient, homeless, or imprisoned.

The UWSC continues to obtain very high response rates on the MYA survey using both industry standard techniques of tracking and interviewing, as well as researching and implementing innovative and creative methods for sample retention and personal interviewing. The MYA interview itself includes sensitive questions regarding drug use and sexual and physical abuse, which are administered through a twenty minute audio-
CASI portion, as well as the administration of modules of the WMH-CIDI (World Mental Health Composite International Diagnostic Interview).

**Midlife in the U.S.** In 2005, the UWSC conducted the CAPI portion of the Midlife in the U.S., National Study of Health and Well-being (MIDUS) for the National Institute on Aging. This CAPI survey was designed to pilot the process of augmenting the African-American portion of the MIDUS longitudinal sample. MIDUS CAPI involved both listing and random sampling of the African-American population of the county of Milwaukee, Wisconsin. Interviewers conducted a two hour long interview in the homes of selected respondents. In order to match the MIDUS sample, quotas based on age and gender were developed and screened.

UW Survey Center staff visited 3,500 households in the county of Milwaukee in order to screen and complete almost 600 interviews with respondents of the correct age and gender distribution. Respondents were informed that they would also be asked to complete a 50 page self-administered questionnaire, as well as a cognitive testing telephone follow-up interview. The CAPI interview for MIDUS included administration of sensitive topic questions using audio-CASI methods. These aspects required that the UWSC develop special programming to make audio-CASI usable to an elderly, mostly lower SES population.

Physical measurements of the respondent were also performed by the interviewer. This required special training for interviewers in how to obtain accurate physical measurements of the respondent without causing them discomfort or embarrassment. The UWSC succeeded in surpassing the original goal of 400 CAPI interviews by almost 200 interviews. In addition we maintained excellent relationships with respondents, who have now gone on to participate in extensive clinical testing in the MIDUS project at a participation rate higher than that of the MIDUS longitudinal sample.

**Mail Surveys**

The UWSC conducts dozens of mail survey projects each year. We conduct all phases of the mail survey process, from questionnaire design, and formatting, to mail out and log in, data entry, data delivery, and report writing. The project director and client work together to design effective materials (such as a cover letter and the design of the questionnaire cover) and a sequence of mailings (for example, an advance letter, questionnaire, and reminder) to obtain a high response rate within the client’s budget constraints. The UWSC staff assists clients in formatting a self-administered instrument that reduces burden on the respondent and ensures high response rates.

To ensure that mailings are assembled accurately, the supervisor organizes all materials and reviews the protocol for the study with staff at the beginning of each shift. The space and organization of our mail facility allow us to complete complex mailings for multiple projects accurately. For example, in a recent study, the sample was structured as 10 independent replicates of approximately 800, some of which received different versions of the questionnaire. Large mailings are assembled in small batches and in a step-wise fashion (for example, all materials are labeled with case identification numbers before putting packets together, no packets are sealed until all of the incentives are inserted, and
Quality control for mail surveys

- Outgoing packages are assembled in small batches (ten to twenty at a time) in order to reduce error in package contents
- All packages are kept in order throughout the assembly process
- No packages are sealed until all of the packages are assembled. This way, if an error occurs, envelopes do not need to be reopened as assembled packages are checked.
- The supervisor or mail lead worker on the project conducts spot checking on at least 15-20% of assembled packages.
- EVERY package is checked for postage before going to the post office.

Data Entry

Data entry can be provided in conjunction with a mail survey, or as a stand-alone project. Our staff is cross-trained, which allows us to shift priorities quickly to meet project needs. Our staff is capable of handling thousands of entries per week using many different data entry protocols. Single-pass entry, double-pass entry, and double-pass entry with editing, along with our supervisory quality control measures, offer a wide variety of data entry options to our clients. Returned questionnaires are rapidly entered using either SPSS Data Entry or the data entry capabilities of the CASES software package.

Data Entry Department Quality Control

- All employees are required to go through special data entry training for each data entry project in which project-specific protocols, the background and purpose of the survey, and project timelines are discussed.
- All data entry employees must complete at least three practice cases through the data entry instrument before completing entry with actual cases.
- We are often given project-specific quality control measures for various studies. Unusually complicated questionnaires (such as the MIDUS 114-page, 1,325-item questionnaire) require special measures. Some of these measures have included:
  - Editing’ cases before data entry is conducted: A data entry person will read through the questionnaire and note specific items in the survey that will need to be noted specially in the data entry instrument. For example,
when a respondent indicates more than one response at an item where only one response was required, a special note will be made in the instrument, and the data entry person will follow specific protocol in order to determine which response to code as the respondent’s answer. Only our most experienced data entry personnel are allowed to edit cases.

- Double Blind Entry: Each case is entered twice completely. The first person who entered the case is not allowed to complete the second entry of the case. The person completing the second pass is not able to see the responses entered by the first pass unless a discrepancy is present. The instrument may be programmed so that when there is a discrepancy between what was entered during the first and second passes, the case is flagged for review by a supervisor.

- Frequent quality checks are conducted on entered data. A supervisor or lead worker will compare the responses indicated by the respondent in the hard-copy questionnaire to the data file created from the data entry procedure.

- We have reported less than 0.05% error rate on our current data entry projects

- All problems or questions are reviewed by the Mail and Data Entry supervisor and may be communicated to the client for further review.

**Coding of Occupation and Industry**

The UW Survey Center employs a staff of occupation and industry coders trained to use the 1990 and 2000 Alphabetic Index of Industries and Occupations distributed by the US Census Bureau. Coders typically work in pairs, double-coding each other’s work. Supervisors review all codes that do not agree, and later meet with individual coders to review discrepancies.

Coders are trained to use hard-copies of the 1990 and 2000 Alphabetic Index, the Alphabetic Index of Military Occupations, and the Production Coder Manual published by the Bureau of the Census, but the majority of coding is done using software developed by UWSC staff. This software searches a database of occupation and industry titles and returns all titles that match the search parameters. The resulting titles and codes are sorted by group and displayed graphically, allowing coders to quickly review all variations on a given title. This program was designed for use with UWSC CATI projects, where interviewers are trained to probe for specific information related to all jobs, but it can also be streamlined for use with other projects (where occupations and industries are described in less detail).

The UWSC coding program records the code and title assigned to every occupation or industry, along with detailed information about the search patterns used by each coder.
The titles can be used by clients to analyze the occupation and industry codes in more detail, and UWSC coding supervisors routinely use them to review employee’s work.

Crosswalks are available for the 1980/1990 Census codes and the 1990/2000 codes. Codes assigned with the 2000 classification system can also be converted to their SOC or NAICS counterparts, based on the titles stored in the UWSC coding database.

The UWSC coding software has also been adapted for use with the 1950 Puerto Rican Index of Industries and Occupations, and could be used for other large-scale coding operations (if a dictionary, titles and codes are available in machine-readable form).

Web Surveys

The UWSC has been conducting web-based surveys since 1998. Most UWSC web surveys are written in the PHP programming language. PHP is an incredibly adaptable language that provides a great degree of flexibility in questionnaire design. It allows us to create highly customized instruments that best meet the needs of our clients. UWSC also has the capability to send email to all web survey respondents (including follow-up reminder emails). Included in this email is a username and password that the respondent must use to access and complete the survey. All UWSC web surveys are hosted on a UWSC administered secure web server. During the completion of a web survey, all web survey data are continually written to a secure UWSC database server.

Training of Interviewers

Interviewers are selected after a screening process that tests their conversational, data entry, and computer literacy skills. Only applicants with the highest rankings are selected for employment. Successful applicants are then led through two four-hour classroom style seminars that cover the history of the UWSC and importance of survey research, the fundamentals of data collection including specific CASES software training, refusal aversion, occupation coding, and are finally briefed in a current UWSC project. The new employees then sit with an experienced telephone interviewer for three four-hour shifts to discuss in detail our data collection protocols, to role play, and to monitor live cases. At the end of this training, the new employee sits through a mock interview with a supervisor, who presents them with a "worst case scenario" interview and evaluates them on twelve criteria. Only after passing the mock interview and receiving a minimum of twenty hours of training are our interviewers allowed to call actual respondents. In addition, before calling on a UWSC project, interviewers are required to attend a project briefing. Project-specific briefings are designed in consultation with the researcher and can last anywhere from two to twelve hours.

All interviewers participate in ongoing training, which includes periodic re-training on basic interviewing methods, seminars on refusal conversion which include listening to and evaluating audio files of actual refusals, and one-on-one role play for specific projects. The interviewers who conduct the individual one-on-one instruction are
required to attend a "Training the Trainer" session, which is part classroom-style lecture and part hands-on training about how to approach difficult cases.

Our telephone facility includes a training room that comfortably seats up to 30 interviewers. Because we have our own facility, trainings and briefings are easy to schedule and cost less because staff and equipment are on-site.

Monitoring of CATI Interviewers

Quality control of our CATI interviewers is implemented through the use of our state-of-the-art silent-entry monitoring system. In conjunction with VNC Viewer software, the system allows the supervisor to monitor both the audio of the interview while monitoring (in real-time) each keystroke that the interviewer types. Each interviewer is monitored for an entire interview and followed up with a monitoring evaluation at a minimum of every four weeks. In our daily “spot monitoring” protocol, the supervisor listens to a portion of an interview and provides feedback to the interviewer. This supplies a constant flow of feedback from supervisor to interviewer. The monitoring evaluation critiques the interviewer on data collection protocols such as verbatim reading and recording, probing methods, objectivity, pace, rapport, and appropriate refusal aversion technique. Interviewers’ response rates are reviewed regularly, and discussion of those rates with the supervisor may lead to the interviewer being paired up with a more experienced interviewer or supervisor to focus on methods that will improve their performance in a given project.

Instrument Design and Testing

Many of our project directors have special training in instrument design and are familiar with the extensive literature on this complex topic. A few clients come to the UWSC with an instrument that is developed, tested, and ready to be fielded. Other clients find a period of instrument development – which could include individual interviews or focus groups – to be essential to the success of their project. In addition to such development efforts, UWSC staff have experience in multiple methods of testing and evaluating survey instruments, including cognitive interviewing, designing questions to debrief respondents as part of a pretest, and debriefing pretest interviewers. Because our telephone interviews can easily be recorded digitally, clients can usually listen to pretest interviews at their convenience.

Focus Group Services

The UWSC also offers focus groups in its methodological repertoire. UWSC can assist at all stages of a focus group project, from project design, recruitment of participants, focus group meeting facilitation (as group moderator and/or assistant), and report writing.

Several staff members have been trained by focus group expert and author Dr. Richard Krueger. Focus groups can be especially useful to explore unknown topics, develop
questioning routes and to gather qualitative data on subject matter. Generally 3-4 groups are conducted with a group comprised of people that share similar characteristics. The groups are initially asked broad questions that gradually focus on key areas of interest. The groups are recorded, exact transcriptions are made and reports are prepared when desired.

Associate Director John Stevenson has 16 years experience conducting focus groups. He has conducted over 100 groups on a wide variety of topics. He has organized and moderated several projects with multiple focus groups in Waukesha County. These projects most often focused on gathering data from the public on government programs and policies and their outreach to the public. Topics include recycling and clean air for the Wisconsin Department of Natural Resources, vehicle emissions programs for the Department of Transportation, and academic research on child support and family studies.

Stevenson received training in focus group moderation by focus group expert and author Dr. Richard Krueger. After conducting focus groups for five years, he returned for additional advanced training. The bulk of his experience has required that he meet with a variety of parties and constituencies and develop a broad research plan to meet many needs.

**Tracking and Locating Services**

The University of Wisconsin Survey Center maintains first-rate tracking resources and staff. Tracing protocols are drawn up individually for each project and clients can choose which tools they need so that UWSC tracing efforts match the needs of each project.

The Tracking and Locating Department serves to provide support on projects by obtaining telephone numbers and/or addresses of respondents selected for our surveys. Using a variety of state-of-the-art locating tools, which include nation-wide credit bureau databases, fee-for-service locater websites, CD-ROM directories, professional web-based information resources, and other "hands-on" investigative research methods, the Tracking and Locating Department assists the UW Survey Center in achieving very high response rates with difficult-to-reach populations. For example, the UWSC attained an 81.3% response rate on a recent large study of a low-income population.

Our tracking staff keeps abreast of innovations in the information retrieval profession and evaluates new products and services in search of new ways to find data about sample members. The UWSC’s core staff of tracers have over twenty-five years of experience contacting sources by phone and retrieving information from the wide variety of people associated with the respondents as well as the respondents themselves.

**Our Philosophy of Survey Research and Client Relations**

We believe that conducting a high-quality survey requires a close collaborative relationship between UWSC staff and the client. Each project is assigned a Project
Director who serves as the primary contact for the client. The Project Director is responsible for coordinating project work with the rest of UWSC staff.

Sometimes projects do not go exactly as planned. Whether clients' needs change, or a methodology that seemed appropriate turns out to be problematic, studies do not always proceed as expected. When issues arise and decisions have to be made while a project is in the field, we actively involve clients in decision-making to ensure that we best meet the needs of our clients.

We pride ourselves on our responsiveness to client concerns and questions. We expect to respond to client questions and concerns within one day.

High quality survey research requires careful attention to detail at every point in the process. There is no single key to quality in survey research. Literally dozens of conditions and decisions contribute to high-quality data and high response rates.

We devote a great deal of attention to issues of quality:

- Promoting an organizational culture that emphasizes paying attention to detail and to doing things the right way
- Taking seriously the suggestions and concerns of all staff members, including those of interviewers
- Careful and systematic training of interviewers and other staff members
- Monitoring of performance of interviewers and supervisors and providing them with regular feedback
- Reviewing, at the conclusion of projects, what worked well and what did not and how glitches could have been avoided.

**Administrative Structure**

The UW Survey Center is a unit of the College of Letters and Science of the University of Wisconsin-Madison. A Steering Committee appointed by the Dean of Letters and Science oversees the Center’s activity and provides general policy guidance. From its founding in 1987 until 2003, the Center was directed by Professor James Sweet; since fall 2003, Nora Cate Schaeffer has served as Faculty Director. John Stevenson is Associate Director and is responsible for Survey Research Services. He oversees and coordinates both project and production activities. In addition to our Survey Research Services, UWSC has an organizational area that focuses on public opinion research. Public opinion studies have access to all the capabilities of our Survey Research Services.

The Center’s business office is responsible for all administrative aspects of our projects, including accounting, contract administration, billing, and personnel matters. The UWSC maintains detailed accounts for each project, allocating each staff member’s time and all other project-specific expenditures to specific project accounts. Use of our facilities (amortization of equipment, maintenance, software, etc.) and other costs that cannot be readily allocated to specific projects are charged to projects on a formula basis, as
approved by the University accountants. These project accounts are updated continuously, as expenditures are made or payrolls are processed (biweekly or monthly).

Each project that the Center undertakes involves many different staff members with many different skills. To ensure efficient coordination of these activities, a Project Director is assigned to each project. The Project Director is the point of contact with the client, and oversees the work of all other staff members involved in the project.

Because the various projects that are active at any given time are competing for the same resources (phone room time, programming time; mailing and tracing time), the Center holds bi-weekly production meetings in which the Director, Associate Directors, project directors, supervisors of all operational units, and the lead technical staff members discuss project needs and problems, and discuss ways of dealing with potential bottlenecks. Project directors meet briefly each week to set the next week’s priorities for the phone room. Medium- and long-term issues are discussed at monthly meetings of the Director, Associate Directors, and Department Heads. Where appropriate, these issues are also discussed by the Steering Committee.

The Center has an elaborate system for monitoring field progress on all projects. In the case of telephone surveys, the raw material of the project database is the call attempt. Each call attempt is classified by project, case id, date and time call was initiated, duration of call (in minutes), interviewer id, and detailed call result. In the case of calls resulting in a contact but not a final resolution, we can tell from the call result code whether the respondent has been selected (using random within household respondent selection) and whether contact was made with the designated respondent or with another household member (an “informant”). With this database we can generate reports showing the current status of all cases that have been fielded – complete, first refusal, second refusal, answering machine (and whether message was left), determined to be a non-household, determined to have no eligible household member, and many other outcomes. We can monitor the relative productivity of calls at different times of day, days of week, etc. We also monitor the productivity of individual interviewers. A variety of reports on project progress can be readily generated at any point.

For each project, one or more phone room Shift Leaders are designated as primary liaison between the phone room and the project director. They are responsible for reporting field problems to the project director, for making sure that any protocol changes or other decisions affecting phone operations are properly implemented; for gathering additional information on field progress (beyond what is captured in our project monitoring information system); and a variety of other project specific tasks.

Because most projects involve more than one operational unit (phone room, mailing, tracing), coordination of the work of these units is essential. Steve Coombs is the Director of Field Operations, overseeing these three units. He meets regularly with the full time phone room supervisors (Chronister, Degnitz, and Klein) and the supervisor of mail operations (Croes) and tracing operations (Breen). These supervisors oversee all aspects of quality control. Our Hiring and Staffing Office (Sadeghian) screens all applicants for interviewing and data entry staff positions and ensures that recruiting is responsive to the changing flow of project demands.
Facilities

The Center’s professional and administrative offices are located at 1800 University Avenue on the University of Wisconsin-Madison Campus. We maintain a phone room with 70 CATI stations at 630 W. Mifflin Street on the UW campus. At this location we also have our tracking and locating department, mail survey operations, and training facility. The interviewer work stations and the other staff computers are organized in a Novell local area network (LAN).

Staff and Who to Contact

UWSC staff collectively have many decades of experience in directing survey research projects. We understand that many prospective clients approach us with the design of their project still under development and with a tight deadline for producing a cost proposal. We work with our clients to help clarify your research questions, identify issues that need to be resolved, and produce a research design and cost proposal that meets your goals, within the constraints of your budget, by your deadline.

If you would like to talk about a project or request a cost proposal, contact John Stevenson, UWSC Associate Director for Survey Research Services at (608) 262-9032 or e-mail stevenso@ssc.wisc.edu.
Appendix: UWSC STAFF

Director and Associate Directors:

UWSC Directors

Nora Cate Schaeffer

Faculty Director

Dr. Nora Cate Schaeffer is the Faculty Director of UWSC. Dr. Schaeffer assists Center projects by consulting on research and instrument design. Dr. Schaeffer is Professor and former Associate Chair of the Department of Sociology. She teaches courses in survey research methods and conducts research on instrument design and survey measurement and on interaction in the survey interview. She has taught instrument design at the Summer Institute of the Survey Research Center at the University of Michigan and through the University of Michigan-University of Maryland Joint Program in Survey Methodology. Before receiving her doctorate from the University of Chicago, she worked at the National Opinion Research Center. Her current service includes the Committee on National Statistics of the National Research Council and the Public Opinion Quarterly Advisory Committee of the American Association for Public Opinion Research.

In the past, she has served on the Panel to Review Research and Development Statistics at the National Science Foundation of the National Research Council; the Technical Review Committee for the National Longitudinal Survey of Youth; the Panel to Evaluate Alternative Census Methods for the National Research Council of the National Academy of Sciences; on the American Statistical Association Technical Advisory Committee on the Survey of Income and Program Participation; on the National Science Foundation Advisory Committee for the Social, Behavioral, and Economic Sciences; and on the governing Council of the American Association for Public Opinion Research. She has also served on the editorial boards for Public Opinion Quarterly, Sociological Methods and Research, and Sociological Methodology. Click here to jump to Dr. Schaeffer's academic website.

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John Stevenson

Associate Director

John Stevenson is the Associate Director for Research Services at the UW Survey Center. In this capacity, he is responsible for managing the overall operation of the Center's projects. This includes management of the yearly $3-4 million dollar budget, overall supervision of 30 full-time and 150-200 part-time staff members, business development, project coordination, budgetary monitoring, staff recruitment and development, and quality control assurance. He is our first line of contact for potential work, and is responsible for developing cost proposals for the Center.
Mr. Stevenson has been Associate Director since 1999, after serving as a Project Director for UWSC for five years. John has a UW-Madison bachelor's degree in Sociology, with a certificate in the Concentration in Analysis and Research (1988). He has also taken graduate course work in Sociology at the University of Michigan, Ann Arbor. He has over 16 years of experience developing in the field of survey research. He worked as an independent research consultant for CBS News and The New York Times in New York. He has also worked as a Senior Research Specialist for the Wisconsin Department of Natural Resources, conducting phone surveys and mail surveys and analyzing data for policy makers. He is also a trained and skilled focus group facilitator.

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UWSC Project Staff

The UW Survey Center retains an excellent, highly trained project staff including project directors, programmers, and business staff, ensuring that every project moves smoothly from inception to completion.

Bob Cradock

Project Director

Bob started at the survey center in 1991 and worked as an interviewer, project director, and database administrator until 1999. Before rejoining the Survey Center in 2003, he was a researcher in the UW Medical School's Center for Health Policy & Program Evaluation. He has experience with mail, CATI, CAPI, and focus group studies. He is directing a variety of projects including the Behavioral Risk Factor Surveillance System Survey (for the Wisconsin Department of Health and Family Services, and Centers for Disease Control), the Asthma Follow-up to the BRFSS, and the Department of Workforce Development's survey of Job Center participants. He has managed studies of employee assistance programs, organic food buying, entrepreneurship, foster care, mercury consumption, and student satisfaction.

Bob has a bachelor's degree in sociology and chemistry from Rice University, and a master's degree in sociology from the University of Wisconsin-Madison with concentrations in social psychology and sociology of science.

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Ken Croes

Project Director

Ken Croes joined the UWSC in 2003 as a CATI interviewer and served as a CATI shift leader from 2004 to 2005. From 2005 to 2008, as the UWSC's Mail and Data Entry Department supervisor, he oversaw the field production of 82 data entry and mail-based survey research studies.

A project director since March 2008, Ken was the client liaison for the web-based University of Wisconsin-Madison's Administrative Process Redesign Public Input Project. He is currently conducting stakeholder interviews for the Wisconsin Partnership Program Evaluation Project.

Ken did his doctoral field research in Nepal, where he conducted qualitative interviews on local people's participation in the Annapurna Conservation Area Project. His international work includes a grant-application consultancy on the use of culture in natural resource management and a teaching fellowship with Cornell University's Nepal Study Abroad Program in Kathmandu, Nepal.

Ken was awarded a Ph.D. in cultural anthropology from Princeton University in 2007. He holds a M.S. in science and technology studies from Rensselaer Polytechnic Institute and a B.A. in science, technology, and society from Penn State University.

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Brendan Day

Programmer

As a UWSC programer, Brendan is familiar with the CASES and Visual Basic programing languages. He is responsible for CATI instrument design and development, data cleaning, and preparing CASES data files, codebooks, and other documentation. He oversees coding of all open-ended data and occupation coding and has developed software that is used by the UWSC for coding, monitoring interviewer productivity, tracking response rates, and generating survey status reports.

Brendan is a graduate of the University of Wisconsin-Madison English department with an emphasis in creative writing. He has eight years of survey research experience including telephone interviewing, training and supervising interviewers, database management, and customer satisfaction research in the corporate sector.

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Kerryann DiLoreto

Project Director

Kerryann has been a project director at UWSC since 1999. Before joining the Survey Center, she worked as a Research Assistant on a number of projects, including the National Longitudinal Study of Aging, at the National Opinion Research Center at the University of Chicago. Kerryann has directed mail, web, CATI, and CAPI studies for the Survey Center and is also a trained focus group facilitator. In September 2008, she was re-certified as a trainer for the WMH-CIDI (World Mental Health Composite International Diagnostic Interview) by the University of Michigan CIDI TRC.

Currently, Kerryann directs the Wisconsin Longitudinal Study (WLS). Kerryann has directed the Midwest Young Adult Study since it began in 2002. This study follows foster care youth as they age-out of the system in WI, IL, and IA. Wave 4 is currently underway through 2009. Ms. DiLoreto is project director for the TEAM Study of Hypertensive African-Americans. This in-person study of 700 respondents is based in Milwaukee, Racine, Madison and Beloit. She directs all three phases (sample frame creation, coverage, and compliance) of the Synar Tobacco Study, for the Department of Health and Family Services. Kerryann also coordinates UWSC’s work on SHOW (Survey of the Health of Wisconsin).

Kerryann holds a master of science degree in Sociology from UW Madison and received her bachelor's degree in Sociology and Philosophy with a minor in Religion, Culture, and Society from Loyola University Chicago.

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Jen Dykema

Associate Scientist and Survey Research Methodologist

Dr. Jennifer Dykema is an Associate Scientist and Survey Unit Coordinator for the University of Wisconsin Survey Center and the Center for Demography and Ecology. Dr. Dykema assists Center researchers and staff on issues related to the collection of original data including question development, instrument design, and other survey-based design components. She has taught research methods at the UW and the Summer Institute of the Survey Research Center at the University of Michigan. Before receiving her doctorate in Sociology from the University of Wisconsin (2004), she worked in the Interview Methodology Program the Institute for Social Research at the University of Michigan.

Dr. Dykema has extensive experience and expertise in the field of survey research including: wording questions and designing survey instruments; developing protocols for, conducting, and analyzing the data from cognitive interviews, in-depth interviews, and focus groups; developing and implementing systems to code interviewer-respondent interaction; designing and implementing experiments to improve survey items; and conducting statistical analyses of response errors using multiple data sets. She has worked directly on developing or providing expert evaluation of several national and state-based surveys including the Current Population Survey Food Security Supplement, National Health Interview Survey (NHIS), the National...
Survey of Family Growth (NSFG), the Youth Behavior Survey (YBS), the Schools and Staffing Survey, the Parent Survey 3, and the California Survey of Birth Defects.

Click here for a listing of selected publications.

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Kelly Elver

Project Director

Kelly Elver has been a full time project director for the UWSC since August of 2000. Before joining the UWSC, she worked as a Research Program Manager for the Family Stress, Coping and Health Project in the School of Human Ecology for 11 years. Kelly has directed both mail and phone surveys for the Survey Center and is also a trained focus group facilitator. She has directed a wide array of surveys at the UWSC, including the Behavioral Risk Factor Survey for the CDC and the Wisconsin Department of Health and Family Services, and the MIDUS: Midlife in the U.S. National Study of Health and Well-being survey. This longitudinal survey was conducted for the UW Institute on Aging and the National Institute on Aging. MIDUS II was the ten year follow-up on a national sample of over 7,000 Americans between the ages of 35 and 85. The portion of the protocol conducted by the UWSC included a 45 minute telephone survey, a 114 page mail survey, and a 15 minute cognitive testing telephone survey. The fielding of MIDUS II concluded in spring of 2006, though preparation for sample refreshment, and experiments in preparation for MIDUS III are still underway. Currently Kelly is managing the Outcomes of Women Undergoing Breast Surgery survey, which is a 4 year longitudinal phone survey of Breast Cancer survivors conducted for the Medical College of Wisconsin, as well as surveys for the School of Nursing, the School of Engineering, and the School of Education.

Kelly also supervises and manages work flow issues for the project directing staff at UWSC, and acts as a liaison between project staff and field staff. She holds a Bachelor's degree from the Department of Sociology, University of Wisconsin-Madison.

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Lisa Klein

Project Director

Lisa joined the project director team in 2007. She began working at UWSC as an interviewer in 2000 while she was an undergraduate at UW-Madison. She was quickly promoted to Shift Leader and then became a Survey Research Supervisor. She was instrumental in supervising and managing phone room staff during a period of tremendous growth at UWSC. She later worked as a graduate assistant for the WLS and MIDUS studies while she attended graduate school at UW-Madison.
Lisa co-directs the Family Health Study and a wide range of focus group projects focusing on improving student experiences at the University of Wisconsin. She also is the project director for UWSC Occupation and Industry Coding projects and Interaction Coding projects.

Lisa holds bachelor's degrees in political science and history. She also has a master's degree in literacy studies from the Department of Curriculum and Instruction at UW-Madison. Her research investigates the effects of standardized testing and assessment on teachers and students.

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**Chad Kniss**

**Project Director**

Chad joined the UWSC in August 2006. He has six years experience in designing, implementing, and managing survey projects, including: designing sampling schemes, designing questionnaires, training interviewers, managing telephone interviewers, as well as data coding, cleaning, and analysis. Before joining the UWSC Chad worked in survey centers at Northern Illinois University and the University of Kansas.

Chad attended the University of Nebraska-Lincoln where he received a bachelors degree in political science with minors in urban studies and history. He received a masters degree political science from the University of Kansas (with concentrations in American politics, public policy and federalism).

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**Augie Salick**

**Programmer**

Augie originally joined the UWSC as an interviewer in 2003. He is currently a member of the programming team, with which he writes electronic survey instruments, cleans and delivers data to clients, and helps maintain the UWSC's computer network.

He graduated in 2005 from the University of Wisconsin - Madison with a degree in Engineering Mechanics and Astronautics.

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**Wes Taylor**

**Programmer**
Wes is a member of the programming and analytical team, responsible for survey programming, computer and network maintenance, and data analysis.

Wes holds a Master's degree from the School of Forestry and Environmental Studies at Yale University, and a Bachelor's degree in Environmental Studies from the College of William and Mary. Most of his survey experience focuses on environmental and natural resource research. Wes previously worked at the Wisconsin Department of Natural Resources for eight years as a program manager, database administrator and analyst, and more recently in the private sector for two years as a project manager and producer for commercial software.

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Theresa Thompson-Colón

Project Director

Dr. Theresa Thompson-Colón is a full-time project director at the UWSC, and is responsible for the implementation, management, and completion of a number of large data collection and research projects including the Puerto Rican Elderly Health Condition Project (a collaboration between the University of Wisconsin-Madison and the Department of Public Health at the University of Puerto Rico); the Wisconsin Family and Health Survey; and the 1910 and 1920 Puerto Rico Census Project.

Dr. Thompson-Colón is well experienced in directing all phases of project implementation and overseeing every aspect regarding research design; development, testing and implementation of questionnaires (both in English and Spanish); data collection; data entry, cleaning and coding; data management; and the preparation of datasets with full project and data documentation. Dr. Thompson-Colón has also produced articles, reports, and presentations, taking part in the analysis and dissemination of these study findings.

Dr. Thompson-Colón received her doctoral degree from the Department of Sociology at the University of Wisconsin-Madison in 2005. In her dissertation work, she examined the multiple and complex associations between social networks, migration, and the health status and well-being of Mexican immigrant mothers and their children with data collected both in Mexico and the US. She holds a Bachelor's degree in Business Administration, majoring in Marketing, from the University of Puerto Rico, and a Master's degree in Sociology from the University of Wisconsin-Madison.

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Drew Vogel

Programmer

Drew began his career with the Survey Center as a telephone interviewer and shiftleader while earning his B.S. in Computer Information Systems from Herzing College. Now he helps maintain
the computer network and programs Web applications that support various business and operational functions of the Survey Center.

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Eric White

Director of Technical Operations

Eric is the Director of Technical Operations at the Survey Center. He supervises a team of five technical staff and is the UWSC network administrator. He holds a B.A. in sociology from the University of Wisconsin - Madison and completed the sociology department's Concentration in Analysis and Research program.

He is an experienced CASES programmer. He has worked with the CASES software suite since 1992. Eric is also the network administrator for the Survey Center's Netware, Windows, and Linux servers. He and the other technical staff support and maintain more than 100 workstations.

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Field Staff

Steve Coombs

Director of Field Operations

Steve Coombs is the Director of Field Operations at the University of Wisconsin Survey Center. He oversees the UWSC telephone interviewing facilities, the Tracing and Locating department, the Mail and Data Entry department, the Coding department, and the Hiring and Staffing office. The Center has 70 CATI (Computer Assisted Telephone Interviewing) stations with 16 additional multi-purpose stations usable either for telephone interviewing or other aspects of field operations. Steve is responsible for over 200 supervisor, shift leader, interviewer, tracing, mail, coding, data entry and staffing employees.

Coombs has a bachelor's degree in English from the University of Illinois, and over twelve years of experience in survey research. He has broad survey research experience in both project and personnel management, including training, forecasting and tracking study progress, cost proposals, budget management, and acting as consultant to clients and senior staff. Prior to joining the UWSC in 2001 he served as Director of Field Services for Frank N. Magid Associates, a 190 CATI station center spread between seven offices. He also worked as Project Manager for Fleischman Field Research in San Francisco, assisting with questionnaire design, report writing, and managed a staff that specialized in Asian language interviewing. Coombs honed his supervisory skills and gained project management training at the University of Wisconsin-Extension Survey Research Laboratory.

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Robert Breen

Tracing and Locating Supervisor

Bob Breen is the supervisor of UWSC Tracing and Locating department. He joined the center as a telephone interviewer in 1996. He has also worked as a CAPI interviewer, CATI Shift Leader, and behavior coder. Beginning in 1999, he assumed the full-time supervisory position that he now holds. Prior to joining the UWSC staff, Bob worked for several years in telephone sales and market research. He has a UW-Madison degree in Communication Arts. He has also worked as a writer and journalist.

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Crystal Buttles

Mail and Data Entry Supervisor

Crystal Buttles serves as a coordinator between project directors and field staff to ensure that UWSC mailing and data entry protocols adhere to the highest scientific standards, as well as the needs and expectations of our clients. She manages the sending and receipt of, on average, 12,000 items per month, consisting largely of self-administered questionnaires, participation incentives, and advance letters for CATI projects. Crystal is responsible for orchestration and oversight of production, supply ordering and inventory, staff scheduling and training, as well as quality control and progress reporting for all mail and data entry projects.

She completed her undergraduate education in 2005 at the University of Wisconsin-Madison. She achieved a B.A. in sociology and a certificate in integrated liberal studies (ILS). Augmenting her sociology degree, she also completed the concentration in analysis and research (CAR) program, which provided experience with quantitative methods and statistical analysis in an applied social-research setting. Her graduate work consists of a certificate in Geographic Information Systems (GIS); a program geared for conducting spatial-analysis.

Crystal joined the UWSC as a CATI interviewer in February of 2003. She was promoted to shift leader in July of 2004, and held a USA-1 Project-Classified position from August 2007 to March 2008.

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Michael Chronister

Survey Research Supervisor
Michael is responsible for hiring and training new interviewers as well as monitoring progress and data quality of all studies. Michael came to the UWSC in May of 2002 and has held many positions. Recently he worked as the Progress and Quality Control Specialist for the Wisconsin Longitudinal Study (WLS) from August 2004 to January 2006. His main duties included monitoring the phone room progress of the WLS to ensure the highest quality of data collection, coordinating and facilitating ongoing training for interviewers on the WLS and providing feedback about the study to interviewers, clients, and other supervisory staff. Michael has a Graduate certificate in Geographic Information Systems and a Bachelor of Arts degree in Geography both from UW-Madison.

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Joe Degnitz
Survey Research Supervisor

Joe Degnitz supervises phone room activities, with particular responsibility for scheduling interviewers. Joe started at the UWSC as an interviewer in February, 2000, was promoted to Shift Leader in May, 2000, and became a full-time phone room supervisor in October of that year. He has been involved in survey research in Madison since the fall of 1998. He received his master's degree in history from Northern Illinois University in August, 1998.

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Tara Piché
Survey Research Supervisor

Tara Piché is part of the CATI Supervisory team that ensures high quality data collection by coordinating phone room activity and monitoring the progress of studies in the field. Tara is particularly responsible for managing Shift Leader scheduling, giving performance feedback, and tracking interviewer monitoring. Tara started at the UWSC as an Interviewer in 2003. In 2004, she was promoted to Shift Leader and began to work full-time in 2006. Tara has a Bachelor of Arts degree in Psychology and Legal Studies from UW-Madison, and was excited to accept the Survey Research Supervisor position in December 2007.

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Erin Stegeman
Mail and Data Entry Lead
Erin Stegeman is the Lead Worker in the Mail and Data Entry Department at the UW Survey Center. She is responsible for the intake of returned self-administered questionnaires and other mail survey correspondence. She maintains all mailing databases, organizes and leads the assembly of mailings, and monitors the quality and accuracy of data entry. Erin started as an interviewer with the UWSC in the spring of 2006, and was promoted to Shift Leader that winter. She accepted the Lead Worker position in the Mail and Data Entry Department in August 2007.

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APPENDIX:
Conference Presentations and Publications
UWSC Project Directors and Survey Operations Staff, 2000-2009*
2010

Slides

Elver, Kelly, Jennifer Dykema, and John Stevenson. 2010. "Lessons Learned Using Address Based Sampling to Conduct Mail Surveys of Populations Randomly Sampled From Among the General Population." Presented at the annual meeting of the International Field Directors & Technologies Conference, May, Chicago, IL.
Slides

Slides


2009


Dana Garbarski, Nora Cate Schaeffer, Jennifer Dykema. 2009. “Using verbal and paralinguistic behaviors to explain variation in self-reported health items.” Paper presented at the annual meeting of the American Association for Public Opinion Research, May, Miami, FL.

Lisa Klein and Chris Huard. 2009 “Human-Based v. Optical Scanning Methods of Data Entry." Presented at the annual meeting of International Field Directors & Technologies Conference, May, Delray Beach, FL.


Eric White. 2009 "Can Netbooks Replace Laptops for Personal Interviewers?" Presented at the annual meeting of International Field Directors & Technologies Conference, May, Delray Beach, FL.

2008


2007


Elver, Kelly and Kerryann DiLoreto Oliver. 2007. “Switching Data Collection Modes: Lessons Learned From Two Large, Longitudinal Surveys”. Presented at the annual meeting of the International Field Directors & Technologies Conference, May, Santa Monica, CA.


2006


Dykema, Jennifer and Nora Cate Schaeffer. 2006 “Using Decomposition as a Questioning Strategy to Improve the Accuracy of Reporting about Events and Behaviors. Paper presented at the Second International Conference on Telephone Survey Methodology (TSMII), Miami, Florida, January and the annual meeting of the American Association for Public Opinion Research, May, Montreal, Canada.


Stevenson, John. 2006. "Budgeting Interviewers” Panel member for session at the Annual International Field Directors and Field Technologies Conference, May, Montreal, Canada.


2005


2004


2003


2002


2001


2000


*Person was member of UWSC staff at the time the work was done or presented.