

Soc 751: Survey Methods for Social Research

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N. C. Schaeffer
4422 Social Sciences
262-3868
11-12 Wednesdays by appointment

Fall 2009/2010
W 8:10-10:45 a.m.
5322 Sewell Social Science Building
e-mail: schaeffe@ssc.wisc.edu

This course is about survey data and where they come from. The course examines the principal features of survey design and how they contribute to total survey error. Topics include: mode of interview, basic sampling concepts, effects of nonparticipation, issues in instrumentation, interviewing, and computer assisted data collection. Most of the course is spent reviewing research that describes the effects of features of survey design on survey error.

This course considers issues that arise before analysis of data begins. Some course assignments, particularly those about sampling, require some comfort with elementary statistical concepts and formulas. The assignments and readings require familiarity with principles of research design. The conceptual and practical tools introduced in this course may be useful in planning and executing your own research.

Lectures proceed somewhat independently of the readings. The schedule of readings given here is fixed, regardless of how much the lectures appear to deviate from the schedule. Lectures do not systematically summarize the readings.

Prerequisites: Sociology 361 or equivalent.

Course Assignments and Requirements

Four assignments. Complete at least three of four assignments that require that you write a report. The assignments present realistic research situations, require research decisions, and give you practice applying the approaches and research presented in class and the readings. The assignments require you to apply readings discussed in the text and listed in the course syllabus. You usually need to supplement the text and assigned readings with additional readings to improve the final product. The maximum length of each assignment is 4 pages. I count only the 4 best grades, so you may skip one assignment if you are satisfied with your grade, but you must complete at least 3 assignments to receive a grade for the class. Each assignment contributes 10% to the final course grade, for a total of 30% of the course grade.

Project. The course project requires you to write a brief proposal to conduct a survey. I will provide a detailed description of the project at least 4 weeks before the project is due. The maximum length of the project is 10 pages of text, and it contributes 70% to the course grade.

Chapter exercises. There are weekly exercises from the textbook. These exercises will sometimes be the basis for class discussion and must be handed in, but will not be formally graded. I will use the following scale: “2” if complete, substantially correct, and well-documented; “1” if there are minor deviations from the “2” standard; “0” if incomplete, poorly presented, or showing little effort. Individual problems will not be marked, but some problems will be discussed in class. If your grade is borderline, the quality and timeliness of your chapter exercises will contribute to your grade. You must complete all exercises to receive a grade for the class.

Articles for discussion. There are several weeks in which the schedule of assignments indicates that you should come to class prepared to discuss specific articles.

Class participation. If your grade for the class as a whole is borderline, I take contributions to class discussion into account in assigning the final grade.

Late penalties and incompletes. All assignments must be completed to receive a grade for the class, and you must complete assignments on time to avoid a penalty. I deduct a letter grade for each day an assignment is late. I may discuss the content of assignments in class after the due-date, so that accepting late assignments is not fair to the other students. However, I recognize that emergencies happen, so I allow a one-day grace period for one assignment.

General instructions for exercises and papers. The title page for all exercises must indicate which chapter the problems are from.

All course papers are to be written in a professional style. In these assignments, you will practice analyzing problems and proposing solutions in the style that you will use in writing research papers and grant proposals. Papers must be edited, proofed, and typed in the following format: at least 1 inch margins, double-spaced (**not** 1.5-spaced), upper-lower case, 10 or 12 point **fixed-space** type (like Courier) or 12 point variable-spaced font (like Times New Roman), page-numbered, and stapled. **I may refuse to read assignments that do not follow these guidelines.** (Note that restrictions of this type are also common in requests for proposal.)

Be sure to keep your exercises and the papers if you think you will want to ask me for a letter of recommendation later based on your work in this course.

Criteria for evaluation. In evaluating class assignments I consider how well the work applies relevant concepts and findings presented in lectures; it is difficult to obtain a high grade without incorporating readings and additional literature in your reports. I also consider the practicality, comprehensiveness, and creativity of the solution to the problem presented in the assignments. Finally, I take into account of how well you present your solution--whether the presentation is organized, clear, and professional.

Communication. I regret that my schedule fills quickly; please do your best to make appointments in advance. Put the text "soc751 – " at the beginning of the subject line of every email message. This allows me to find your email easily if I lose track of it. **I do not accept assignments by email.**

Office hours and appointments. There is a sign up sheet outside my office. If no one signs up by the end of class on Tuesday, office hours may be cancelled. My schedule tends to be very full because of standing meetings that I cannot move around. Last minute appointments are rarely possible.

Readings

Be warned that assignments and exercises are lighter in some weeks than in others.

Reserve readings. Articles and chapters are on electronic reserve. I will also put some of the edited volumes on reserve in the The Social Science Reading Room is on the 8th floor of the Social Science building. Take the rear elevator.

NOTE: All articles and books on reserve in the Social Science Reading Room are **my personal copies**. As a courtesy to me and other students, please do not write on them. If you need to keep an article for more than 1 day, please make a copy of it.

Required Book

Ordered at University Book Stores

Groves, Robert M., Floyd J. Fowler, Mick Couper, James M. Lepkowski, Eleanor Singer, and Roger Tourangeau. 2009. *Survey Methodology*, Second Edition. Hoboken, New Jersey: Wiley. [entire book]

Lepkowski, James M., Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japex, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. 2008. *Advances in Telephone Survey Methodology*. New Jersey: John Wiley & Sons. [5 chapters]

Recommended Books

Couper, Mick P. 2008. *Designing Effective Web Surveys*. Cambridge: Cambridge University Press.

Dillman, Don A., Jolene D. Smyth, and Leah M. Christian. 2009. *Internet, Mail, and Mixed-Mode Surveys: The Tailored Design Method, Third Edition*. New York: John Wiley & Sons.

Lohr, Sharon L. *Sampling: Design and Analysis*. Pacific Grove, CA: Duxbury Press, 1999.

Classic and Contemporary General Sources

Belson, William A. 1981. *The Design and Understanding of Survey Questions*. Aldershot, Hants, England: Gower.

Belson, William A. 1986. *Validity in Survey Research*. Aldershot, Hants, England: Gower.

Biemer, Paul P., Robert M. Groves, Lars E. Lyberg, Nancy A. Mathiowetz, and Seymour Sudman. 1991. *Measurement Errors in Surveys*. New York: Wiley.

Bradburn, Norman M., Seymour Sudman, and Associates. 1979. *Improving Interview Method and Questionnaire Design*. San Francisco: Jossey-Bass.

Briggs, Charles L. 1986. *Learning How to Ask*. New York: Cambridge University Press.

Converse, Jean, and Stanley Presser. 1986. *Survey Questions: Handcrafting the Standardized Questionnaire*. Beverly Hills: Sage. Quantitative Applications in the Social Sciences, v. 63.

Converse, Jean, and Howard Schuman. 1974. *Conversations at Random*. Ann Arbor, Michigan: Wiley.

Cook, Claire E. 1985. *Line by Line: How to Edit Your Own Writing*. Chicago: University of Chicago Press.

Couper, Mick P., Reginald P. Baker, Jelke Bethlehem, Cynthia Z. F. Clark, Jean Martin, William L. Nicholls II, and James M. O'Reilly, editors. 1998. *Computer Assisted Survey Information Collection*. New York: John Wiley and Sons

Duncan, Greg J., and Nancy A. Mathiowetz and others. 1985. *A Validation Study of Economic Survey Data*. ISR Research Report.

Fowler, Floyd J. 1984. *Survey Research Methods*. Beverly Hills, Sage. Applied Social Research Methods, v. 1.

Fowler, Floyd J. 1995. *Improving Survey Questions: Design and Evaluation*.

Fowler, Floyd J., and Thomas W. Mangione. 1990. *Standardized Survey Interviewing: Minimizing Interviewer-Related Error*. Newbury Park: Sage.

Frey, James H. 1983. *Survey Research by Telephone*. Newbury Park: Sage.

Groves, Robert M., and Robert L. Kahn. 1979. *Surveys by Telephone: A National Comparison with Personal Interviews*. New York: Academic.

Groves, Robert M., Don A. Dillman, John L. Eltinge, and Roderick J. A. Little, editors. 2002. *Survey Nonresponse*. New York: John Wiley and Sons.

Groves, Robert M. 1989. *Survey Errors and Survey Costs*. New York: Wiley.

Groves, Robert M. and Mick P. Couper. 1998. *Nonresponse in Household Interview Surveys*. New York: Wiley.

Groves, Robert M., et al. editors. 1988. *Telephone Survey Methodology*. New York: Wiley.

Hippler, Hans-Jürgen, Norbert Schwarz, and Seymour Sudman. 1987. *Social Information Processing and Survey Methodology*. New York: Springer-Verlag.

Kalton, Graham. 1983. *Introduction to Survey Sampling*. Beverly Hills, Sage, Quantitative Applications in the Social Sciences, v. 35.

Kish, Leslie. 1987. *Statistical Design for Research*. New York: Wiley.

Lavrakas, Paul J. 1987. *Telephone Survey Methods: Sampling, Selection and Supervision*. Beverly Hills: Sage. Applied Social Research Methods, v. 7.

Lepkowski, James M., Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japenc, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. 2008. *Advances in Telephone Survey Methodology*, edited by. New Jersey: John Wiley & Sons.

Lyberg, Lars, Paul Biemer, Martin Collins, Edith de Leeuw, Cathryn Dippo, Norbert Schwarz, and Dennis Trewin, editors. 1997. *Survey Measurement and Process Quality*. N.Y.: Wiley-Interscience.

Mangione, Tom. 1996. *Mail Surveys: Improving Their Quality*. Sage.

Marsden, Peter V. and James Wright eds. Forthcoming. *Handbook of Survey Research, 2nd Edition*. Orlando: Academic.

Maynard, Douglas W., Hanneke Houtkoop-Steenstra, Nora Cate Schaeffer, and Johannes van der Zouwen, editors. 2002. *Standardization and Tacit Knowledge: Interaction and Practice in the Survey Interview*. New York: John Wiley and Sons.

Mishler, Elliot G. 1986. *Research Interviewing: Context and Narrative*. Cambridge: Harvard.

Payne, Stanley. 1980. *The Art of Asking Questions*. Princeton, N.J.: Princeton University Press.

Schuman, Howard, and Stanley Presser. 1981. *Questions and Answers in Attitude Surveys*. Orlando: Academic.

Schwarz, N. and S. Sudman. 1996. *Answering Questions*. San Francisco: Jossey-Bass.

Schwarz, N. and S. Sudman. 1994. *Autobiographical Memory and the Validity of Retrospective Reports*. Springer-Verlag.

Schwarz, Norbert, and Seymour Sudman, eds. 1992. *Context Effects in Social and Psychological Research*. New York: Springer-Verlag.

Sirken, Monroe G., Douglas J. Herrmann, Susan Schechter, Norbert Schwarz, Judith M. Tanur, and Roger Tourangeau, editors. 1999. *Cognition and Survey Research*. New York: John Wiley and Sons.

Sudman, Seymour, and Norman M. Bradburn. 1974. *Response Effects in Surveys*. Chicago: Aldine.

Sudman, Seymour, and Norman M. Bradburn. 1982. *Asking Questions: A Practical Guide to Questionnaire Design*. San Francisco: Jossey-Bass.

Sudman, S., Schwarz, N., and N. Bradburn. 1996. *Thinking about Answers*. San Francisco: Jossey-Bass.

Tanur, Judith, ed., 1992. *Questions about Questions: Inquiries into the Cognitive Bases of Surveys*. New York: Russell Sage Foundation.

Tourangeau, Roger, Lance J. Rips, and Kenneth Rasinski. 2000. *The Psychology of Survey Response*. Cambridge, England: Cambridge University Press.

Turner, Charles F., and Elizabeth Martin. 1984. *Surveying Subjective Phenomena*, Volume I and II. New York: Russell Sage. (SSPI in Course Outline.)

Willis, Gordon B. 2005. *Cognitive Interviewing: A Tool for Improving Questionnaire Design*. Thousand Oaks, CA: Sage.

Soc 751: Course Outline

Readings not in the textbooks are available in a coursepack, I use the following abbreviations:

ASR American Sociological Review

JOS Journal of Official Statistics

JMR Journal of Marketing Research

SMR Sociological Methods and Research

JASA Journal of the American

Statistical Association

POQ Public Opinion Quarterly

SM Sociological Methodology

* article is in a coursepack at Sewell Social Science Building copy shop

** article is on electronic reserve

Week 1: Introduction

SM, Chapter 1, "An Introduction to Survey Methodology"

**Miller, Peter V. 1995. "They Said It Couldn't Be Done: The National Health and Social Life Survey." *POQ* 59:404-419.

*Cicourel, Aaron V. 1982. "Interviews, Surveys, and the Problem of Ecological Validity." *American Sociologist* 17(1):11-20.

*Schuman, Howard. 1982. "Artifacts Are in the Mind of the Beholder." *American Sociologist* 17(1):21-28.

Week 2: Errors in Surveys

SM, Chapter 2, Inference and Error in Surveys

*Groves, Robert M. 1991. "Measurement Error Across the Disciplines." Chapter 1 in P. Biemer et al., eds. *Measurement Errors in Surveys*. NY: Wiley.

**Rips, Lance J., Frederick G. Conrad, and Scott S. Fricker. 2003. "Straightening the Seam Effect in Panel Surveys." *Public Opinion Quarterly* 67(4):522-54.

Weeks 3, 4, 5 Basic Sampling Concepts

SM, Chapter 3, Target Populations, Sampling Frames, and Coverage Error

SM, Chapter 4, Sample Design and Sampling Error

Blumberg, Stephen J., Julian V. Luke, Marcie L. Cynamon, and Martin R. Frankel. 2008. "Recent Trends in Household Telephone Coverage in the United States." Pp. 56-86 in *Advances in Telephone Survey Methodology*, edited by James M. Lepkowski, Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japac, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. New Jersey: John Wiley & Sons.

**Brick, J. Michael, David Judkins, Jill Montaquila, and David Morganstein. 2002. "Two-Phase List-Assisted RDD Sampling." *Journal of Official Statistics* 18(2 (June)):203-15.

**Link, Michael W., Michael P. Battaglia, Martin R. Frankel, Larry Osborn, and Ali H. Mokdad. 2008. "A Comparison of Address-Based Sampling (ABS) Versus Random-Digit Dialing (RDD) for General Population Surveys." *Public Opinion Quarterly* 72(1):6-27.

**Michael, Robert T. and O'Muircheartaigh. 2009. "Design Priorities and Disciplinary Perspectives: The Case of the US National Children's Study." *Journal of the Royal Statistical Society* 171(2):465-80. Access from here: <http://www3.interscience.wiley.com/journal/119411734/abstract>

**Rizzo, Louis, J. M. Brick, and Inho Park. 2004. "A Minimally Intrusive Method for Sampling Persons in Random Digit Dial Surveys." *Public Opinion Quarterly* 68(2):255-66.

Weeks 6 and 7: Mode of Survey and Interview

SM, Chapter 5, Methods of Data Collection

**Battaglia, Michael P., Michael W. Link, Martin R. Frankel, Larry O. Osborn, and Ali H. Mokdad. 2008. "An Evaluation of Respondent Selection Methods for Household Mail Surveys." *Public Opinion Quarterly* 72:459-69.

Brick, J. M. and James M. Lepkowski. 2008. "Multiple Mode and Frame Telephone Surveys." Pp. 149-69 in *Advances in Telephone Survey Methodology*, edited by James M. Lepkowski, Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japac, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. New Jersey: John Wiley & Sons.

**Couper, Mick P. 2000. "Review: Web Surveys: A Review of Issues and Approaches." *Public Opinion Quarterly* 64(4):464-94.

Kalsbeek, William D. and Robert P. Agans. 2008. "Sampling and Weighting in Household Telephone Surveys." Pp. 29-55 in *Advances in Telephone Survey Methodology*, edited by James M. Lepkowski, Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japac, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. New Jersey: John Wiley & Sons.

**Kreuter, Frauke, Stanley Presser, and Roger Tourangeau. 2008. "Social Desirability Bias in CATI, IVR, and Web Surveys: The Effects of Mode and Question Sensitivity." *Public Opin Q* 72(5):847-65.

Other Data Collection Methods and Issues

**Juster, F. T., Hiromi Ono, and Frank P. Stafford. 2003. "An Assessment of Alternative Measures of Time Use." *Sociological Methodology* 33:19-54.

Weeks 8 and 9: Nonparticipation

SM, Chapter 6, Nonresponse in Sample Surveys

**AAPOR Standard Definitions
<http://www.aapor.org/uploads/Standard_Definitions_07_08_Final.pdf>

**Tom Smith, "A Review of Methods to Estimate the Status of Cases with Unknown Eligibility," <<http://www.aapor.org/uploads/erate.pdf>>

Battaglia, Michael P., Meena Khare, Martin R. Frankel, Mary C. Murray, Paul Buckley, and Saralyn Peritz. 2008. "Response Rates: How Have They Changed and Where Are They Headed?" Pp. 529-60 in *Advances in Telephone Survey Methodology*, edited by James M. Lepkowski, Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japac, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. New Jersey: John Wiley & Sons.

**de Leeuw, Edith, Mario Callegaro, Joop Hox, Elly Korendijk, and Gerty Lensvelt-Mulders. 2007. "The Influence of Advance Letters on Response in Telephone Surveys: A Meta-Analysis." *Public Opinion Quarterly* 71(3):413.

**Dijkstra, Wil and Johannes H. Smit. 2002. "Persuading Reluctant Recipients in Telephone Surveys." Pp. 121-34 in *Survey Nonresponse*, edited by Robert M. Groves, Don A. Dillman, John L. Eltinge, and Roderick J. A. Little. New York: John Wiley & Sons.

**Groves, Robert M., Mick P. Couper, Stanley Presser, Eleanor Singer, Roger Tourangeau, Giorgina P. Acosta, and Lindsay Nelson. 2006. "Experiments in Producing Nonresponse Bias." *Public Opinion Quarterly* 70(5):720-736.

**Groves, Robert M. and Katherine A. McGonagle. 2001. "A Theory-Guided Interviewer Training Protocol Regarding Survey Participation." *Journal of Official Statistics* 17(2):249-66.

Week 10: Interviewers and Interviewing

SM, Chapter 9, Survey Interviewing

**Dykema, Jennifer, James M. Lepkowski, and Steven Blixt. 1997. "The Effect of Interviewer and Respondent Behavior on Data Quality: Analysis of Interaction Coding in a Validation Study." Pp. 287-310 in *Survey Measurement and Process Quality*, edited by L. Lyberg, P. Biemer, M. Collins, E. De Leeuw, C. Dippo, N. Schwarz, and D. Trewin. N.Y.: Wiley-Interscience.

**Schaeffer, Nora Cate. 1991. "Conversation with a Purpose--or Conversation? Interaction in the Standardized Interview." Pp. 367-392 in P. Biemer et al., eds. *Measurement Errors in Surveys*. NY: Wiley.

**Schnell, Rainer and Frauke Kreuter. 2005. "Separating Interviewer and Sampling-Point Effects." *Journal of Official Statistics* 21(3):389-410.

Tarnai, John and Danna L. Moore. 2008. "Measuring and Improving Telephone Interviewer Performance and Productivity." Pp. 359-84 in *Advances in Telephone Survey Methodology*, edited by James M. Lepkowski, Clyde Tucker, J. M. Brick, Edith D. de Leeuw, Lilli Japac, Paul J. Lavrakas, Michael W. Link, and Roberta L. Sangster. New Jersey: John Wiley & Sons.

Weeks 11 and 12: Instruments and Response Issues

SM, Chapter 7, Questions and Answers in Surveys

**Belli, Robert F., Lynette M. Smith, Patricia M. Andreski, and Sangeeta Agrawal. 2007. "Methodological Comparisons Between CATI Event History Calendar and Standardized Conventional Questionnaire Instruments." *Public Opinion Quarterly* 71(4):603-22.

**Dykema, Jennifer and Nora Cate Schaeffer. 2000. "Events, Instruments, and Reporting Errors." *American Sociological Review* 65(4):619-29.

**Hox, Joop J. 1997. "From Theoretical Concept to Survey Question." Pp. 47-70 in *Survey Measurement and Process Quality*, edited by L. Lyberg, P. Biemer, M. Collins, E. De Leeuw, C. Dippo, N. Schwarz, and D. Trewin. N.Y.: Wiley-Interscience.

**Jenkins, Cleo R. and Don A. Dillman. 1997. "Towards a Theory of Self-Administered Questionnaire Design." Pp. 165-96 in *Survey Measurement and Process Quality*, edited by L. Lyberg, P. Biemer, M. Collins, E. de Leeuw, C. Dippo, N. Schwarz, and D. Trewin. N.Y.: Wiley-Interscience.

**Krosnick, Jon A. and Leandre R. Fabrigar. 1997. "Designing Rating Scales for Effective Measurement in Surveys." Pp. 141-64 in *Survey Measurement and Process Quality*, edited by L. Lyberg, P. Biemer, M. Collins, E. De Leeuw, C. Dippo, N. Schwarz, and D. Trewin. N.Y.: Wiley-Interscience.

Schaeffer, Nora Cate and Stanley Presser. 2003. "The Science of Asking Questions." *Annual Review of Sociology* 29:65-88. Download from my webpage: <http://www.ssc.wisc.edu/cde/faculty/schaeffe.htm>

**van der Vaart, Wander. 2004. "The Time-Line As a Device to Enhance Recall in Standardized Research Interviews: A Split Ballot Study." *Journal of Official Statistics* 20(2):301-18.

Week 13: Evaluating Surveys Questions - NOTE: Thanksgiving is Thur 26 November in Week 13

SM, Chapter 8, Evaluating Survey Questions

**Beatty, Paul C. and Gordon B. Willis. 2007. "Research Synthesis: The Practice of Cognitive Interviewing." *Public Opin Q* 71(2):287-311.

**Hak, Tony, Kees van der Veer, and Harrie Jansen. 2008. "The Three-Step Test-Interview (TSTI): An Observation-Based Method for Pretesting Self-Completion Questionnaires." *Survey Research Methods* 2(3):143-50.

**Schaeffer, Nora Cate and Jennifer Dykema. 2004. "A Multiple-Method Approach to Improving the Clarity of Closely Related Concepts: Distinguishing Legal and Physical Custody of Children." Pp. 475-502 in *Methods for Testing and Evaluating Survey*

Questionnaires, edited by Stanley Presser, Jennifer M. Rothgeb, Mick P. Couper, Judith T. Lessler, Elizabeth Martin, Jean Martin, and Eleanor Singer. New York: Springer-Verlag.

**van der Zouwen, Johannes and Johannes H. Smit. 2004. "Evaluating Survey Questions by Analyzing Patterns of Behavior Codes and Question-Answer Sequences: A Diagnostic Approach." Pp. 109-30 in *Methods for Testing and Evaluating Survey Questionnaires*, edited by Stanley Presser, Jennifer M. Rothgeb, Mick P. Couper, Judith T. Lessler, Elizabeth Martin, Jean Martin, and Eleanor Singer. New York: Springer-Verlag.

Week 14: Post-Survey Processing, Estimation, and Documentation

SM, Chapter 10, Postcollection Processing of Survey Data

**SIPP. 1998. *SIPP Quality Profile, 3rd Edition. SIPP Working Paper No. 320*. U.S. Department of Commerce, Bureau of the Census.
<http://www.census.gov/dusd/MAB/wp230.pdf>

**Bethlehem, Jelke and Anco Hundepool. 2004. "TADEQ: A Tool for the Documentation and Analysis of Electronic Questionnaires." *Journal of Official Statistics* 20(2):233-64.

Week 15: Confidentiality, Privacy, and Standards of Practice

SM, Chapter 11, Principles and Practices Related to Scientific Integrity

**American Association for Public Opinion Research (AAPOR). AAPOR Code of Ethics and Best Practices. Copied from <http://www.aapor.org/aaporcodeofethics>, <http://www.aapor.org/disclosurestandards>, and <http://www.aapor.org/bestpractices>.

UW Guidelines for Research on Human Subjects. Go to:
<http://my.gradsch.wisc.edu/hrpp/10046.htm>, and
<http://my.gradsch.wisc.edu/hrpp/10021.htm>.