

APPENDIX A: INDICATORS CONSIDERED BY EXPLORATORY STUDY PARTICIPANTS

The following indicators were identified by schools that participated in the exploratory study as potential indicators of research impact and/or alignment with expectations. The full list provided below is meant neither to be comprehensive (surely, schools will identify others not listed here, or find new variations) nor to be an endorsement of any particular indicator. As emphasized within this report, schools must be discerning about whether any particular metric is relevant and cost-effective. Several of the measures included in the list below, for example, were identified by an exploratory study school as a potential measure, but, for various reasons, not one it would choose to utilize.

PRACTICE/COMMUNITY

- media citations (number, distribution)
- requests from the practice community for faculty expertise (e.g., consulting projects, broadcast forums, researcher-practitioner meetings)
- publications in practitioner journals or other venues aimed directly at improving management expertise and application
- consulting reports
- research income from various types of industry and community collaborative schemes
- case studies of research leading to solutions to business problems or of research being adopted through new practices by industry and community partners
- presentations and workshops
- invitations to serve as experts on policy formulation panels, witnesses at legislative hearings, special interest groups/roundtables, etc.
- tools/methods developed for companies
- membership on boards of directors of corporate and non-profit organizations

ACADEMIC

- overall number of peer-reviewed publications (in designated journals, e.g. Top 3, 10, etc.)
- citation counts (e.g., SSCI/ISI, Google Scholar)
- download counts (e.g., electronic journals)
- faculty activities as editors, associate editors, or as editorial board members (for designated journals), reviews for journals
- elections and appointments to key positions in professional associations
- recognitions/awards (e.g., “Best Paper,” etc.) granted by university or scholarly societies
- invitations to participate in research conference, scholarly programs, and/or national and regional research forums
- inclusion of academic work as part of syllabi for courses by other professors
- use of papers in doctoral seminars
- grants from major national and international agencies, (e.g., NSF and NIH); third-party funded research projects, and funds obtained
- patents
- appointments as visiting professors in other schools (or a designated set of schools)

DOCTORAL EDUCATION

- hiring/placement of PhD students, junior faculty, post-doctoral research assistants
- publications of PhD program students and graduates
- invited conference attendance, awards/nominations for doctoral students/graduates
- research fellowships awarded to doctoral students/graduates
- funding award levels for students of higher degree research training
- case studies of knowledge transfer to industry and impact on corporate or community practice through higher degree research training activities
- research output of junior faculty members (post-doctoral junior professors and assistant professors as well as doctoral level research assistants and PhD students), because they are often influenced by a mentor/supervisor

TEACHING

- grants for research that influences teaching practice
- case studies of research leading to the adoption of new teaching and learning practices
- textbooks, teaching manuals, and publications that focus on research methods and teaching: number, editions, sales volume, use in teaching
- research-based learning (e.g., in projects with companies, institutions, and non-profit organizations)
- instructional software (number developed, number of users)
- case study development (number developed, number of users)

UNDERGRADUATE EDUCATION

- mentorship of undergraduate research, by counting the papers produced by undergraduate students (under faculty supervision) that culminate in presentation at formal and recognized conferences for undergraduate research
- documented improvements in learning outcomes that result from teaching innovation (from learning and pedagogical research)

EXECUTIVE EDUCATION

- involvement of research-active faculty in executive education

RESEARCH CENTERS

- invitations by governmental agencies or other organizations for center representatives to serve on policy making bodies
- continued funding (e.g., number of donors, scale of donations)
- number of hits (e.g., tracked by Google Analytics) on the research center website
- attendees (representing academics, practitioners, policymakers, etc.) at center-sponsored conferences
- web hits

MISSION ALIGNMENT

- alignment of intellectual contributions with themes valued by the school's mission (e.g., "social justice," "global," "innovation")
- percentage of intellectual contributions (at college level and/or department level) that align with one or more "mission-related categories;" or, percentage of faculty with one or more intellectual contributions that align with one or more categories