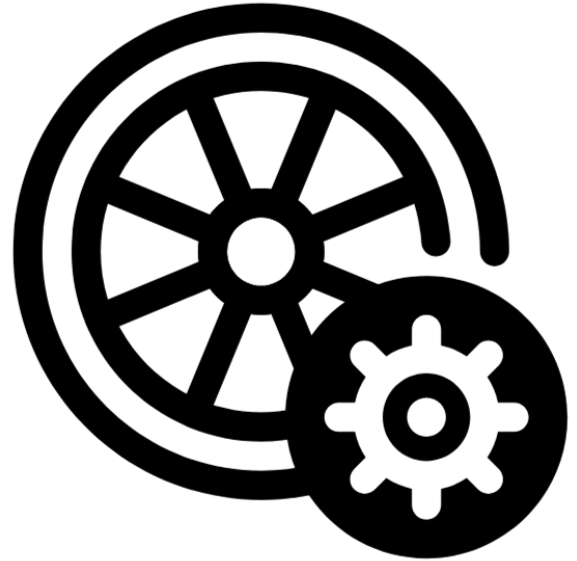


Identifying Promising Pathways Forward: **Addressing Key Tensions in the System**

Elyse L. Aurbach, Ph.D.

Emily J. Ozer, Ph.D.

Goal: Frame and kickstart
our collective efforts



We invite you to think ahead:

In what ways do **tensions or barriers to engaged research show up** in your context?

What **innovations or promising efforts** would you share with the group?

What **actions or opportunities** did the organizers miss?

Recent landscape scans frame options for action

Universities Explore Ways to Better Reward Faculty for Research That Enhances Society

New white paper details momentum to recognize academic efforts that could transform research landscape

ARTICLE | January 10, 2024 | By: [Angela Bednarek](#) & [Benjamin Olneck-Brown](#) | Read time: 3 min

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Universities Take Steps to Reward
Research that Benefits Society

Objectives:

1. Identify innovations in university faculty evaluation to recognize & reward societally-impactful research
1. Inform funder investments to catalyze and integrate shifts in culture and policies in universities and broader research “ecosphere”

Materials area available from:

bit.ly/pew-landscape-scan

Universities Explore Ways to Better Reward Faculty for Research That Enhances Society

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Universities Take Steps to Reward
Research that Benefits Society

Approach:

- 1. Illustrative cases:** Interviews with key individuals engaged in institutional change in universities
 - a. Purposive sample:* 13 diverse US universities, including public/private, R-1 & R-2, HBCU, MSI, land-grant (non-exclusive, intersectional categories)
- 2. Review of university and professional organization** reports, websites, artifacts, higher ed literature
- 3. Interviews with selected staff leaders** of professional organizations working to strengthen faculty rewards for societally impactful scholarship
 - i. 10 organizational illustrative cases to provide broad landscape scan*



Objectives:

1. Explore how different institutional contexts create different opportunities to support engaged- and equity-oriented scholars
1. Provide scaffolding, guidance, and tools for university leaders to drive & support institutional change efforts

Materials area available from:

www.aplu.org/modernizing-scholarship

and <https://osf.io/42753/>.



**Modernizing Scholarship
for the Public Good:**
An Action Framework for
Public Research Universities

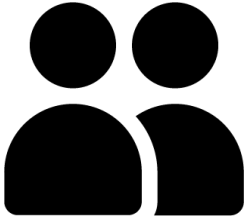


Approach:

1. Broad, collaborative advisory group
2. Literature review
3. Case studies

Deliverables:

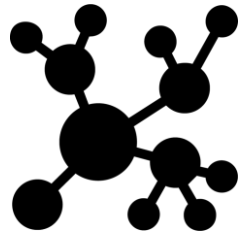
1. Action Framework
2. “Bright spot” example initiatives
3. Process & strategy case studies
4. Database of tactics



Academic & community partners >> **prepare & build capacity**



Research institutions >> **create facilitative, supportive environments**



Meta-network >> **incentivize & advocate for engaged research**

Universities Explore Ways to Better Reward Faculty for Research That Enhances Society

New white paper details momentum to recognize academic efforts that could transform research landscape

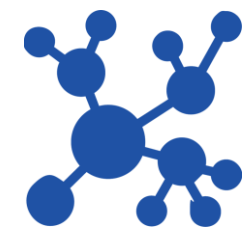
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Universities Take Steps to Reward Research that Benefits Society



Modernizing Scholarship for the Public Good: An Action Framework for Public Research Universities

ASSOCIATION OF
PUBLIC
UNIVERSITIES





Equip **academic and community partners** with skills, resources, and knowledge bases to engage ethically, effectively, and equitably

Build **capacity** of academics (faculty, staff, students) & public / community partners to **support effective, actionable partnerships**



Organize **research institutions** to create facilitative, supportive environments

Amplify societally-impactful scholarship as part of institutional **identity**

Equip committed institutional **leaders**

Invest in institutional **structures and networks**, including by actions that:

- Reduce legal, regulatory, procedural, bureaucratic, and social barriers
- Strengthen within and cross-campus networks and programs to accelerate innovation and impact



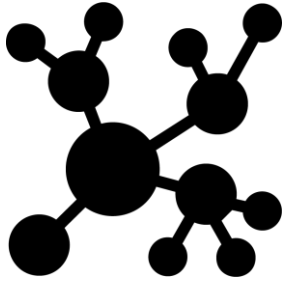
Organize **research institutions** to create facilitative, supportive environments

Launch & maintain catalytic **funding** programs and sustained institutional investments

Develop **awards** and other mechanisms to recognize and celebrate work

Formalize **student** curricular training and professional development opportunities

Reform appointment, retention, tenure, and **promotion** practices



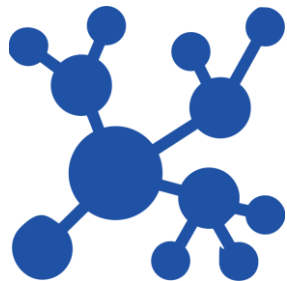
Energize the **meta-network** to to prioritize and support societally-impactful research

Build societally-impactful scholarship into institutional **identity**

Provide **funding support** to accommodate the time-intensive nature of partnered scholarship,

Elevate **visibility** for societally-impactful scholarship

Align **assessment** practices to evaluate impacts of engaged research



External Funding Intervention Points

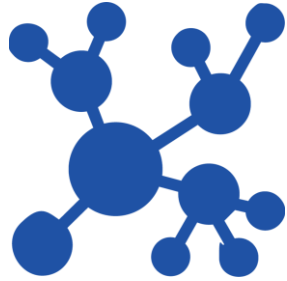
Funding for engaged research, including dissemination and application

Support institutional **change-makers** for catalyzing **and** embedding

Resource **universities** to tailor strategies and infrastructure that broaden and sustain changes in faculty evaluation policies and culture: not “one size fits all”

Convene to support institutional cross-learning, cooperation, and collaboration

Strengthen the broader **ecosystem**



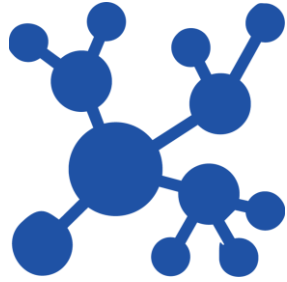
Building Evidence Base of Institutional Change

Systematic process and impact evidence: Implementation & sustained change

- Effective levers and strategies in diverse higher ed contexts?

Methods and Impact Considerations, to name a few:

- Design evaluation of confidential faculty evaluation processes; impact metrics
- Perspectives of multiple campus and practice constituencies on impact



Faculty Evaluation “Metrics”

Key Question: How do we value impactful scholarship unlikely to show up in or have measures of excellence comparable to citation counts, journal impact factors?

- Insufficiently recognized flaws in traditional metrics (Jentleson)
- Indicators relevant for societally impactful research

Recommend: Holistic, multi-method review that “sees” diverse forms of scholarship and indicators of excellence

This institutional change
work is in service to
societal benefit.

The scans *don't*...

...cover the **histories** of how and why these systems evolved

...identify how institutions might learn from and undertake actions that could **support more than one key area of change** [e.g., engaged research, Innovation & Entrepreneurship, DEI, open science, engaged teaching]

...address **partnerships** directly, or how they're similar and different across disciplines and sectors

...address **mismatches between mission and infrastructure** that undermines trust, effectiveness, and timeliness (e.g., research administration, resource-sharing, ethical review)

We invite you to think ahead:

In what ways do **tensions or barriers to engaged research show up** in your context?

What **innovations or promising efforts** would you share with the group?

What **actions or opportunities** did the organizers miss?



How might we build on this work together?

Our next two sessions will explore
tensions in the system.

