



Valuing and Evaluating Diverse Researchers' Contributions in Research Institutions

Strategic Council of Research Excellence, Integrity & Trust
National Academies of Sciences, Engineering & Medicine
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Who We Are



The Association of American Universities (AAU) is an association of leading research universities - 63 U.S. and two Canadian - that transform lives through education, research, and innovation. AAU member universities collectively help shape policy for higher education, science, and innovation; promote best practices in undergraduate and graduate education; and strengthen the contributions of leading research universities to American society.

The Challenge

- 1) We value what we measure, not measure what we value
- 2) Much of what we value is difficult to measure
- 3) Views on what we mean by *research impact* differ
- 4) We don't want every faculty member to be or look the same, but tend to evaluate everyone the same

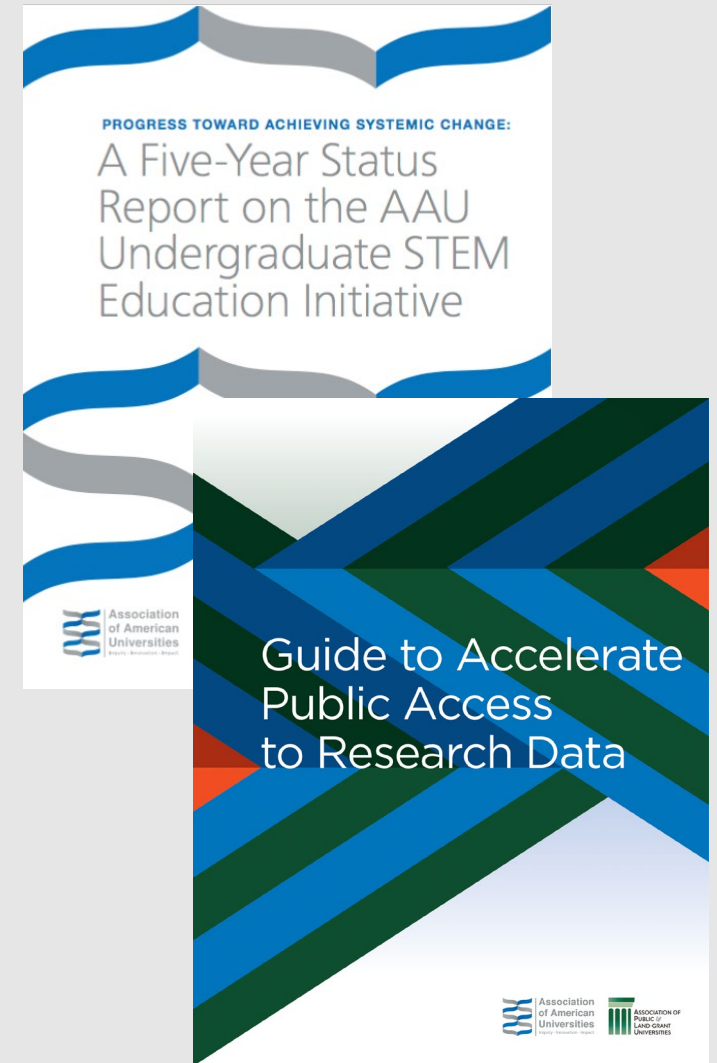


AAU Institutional Change Efforts

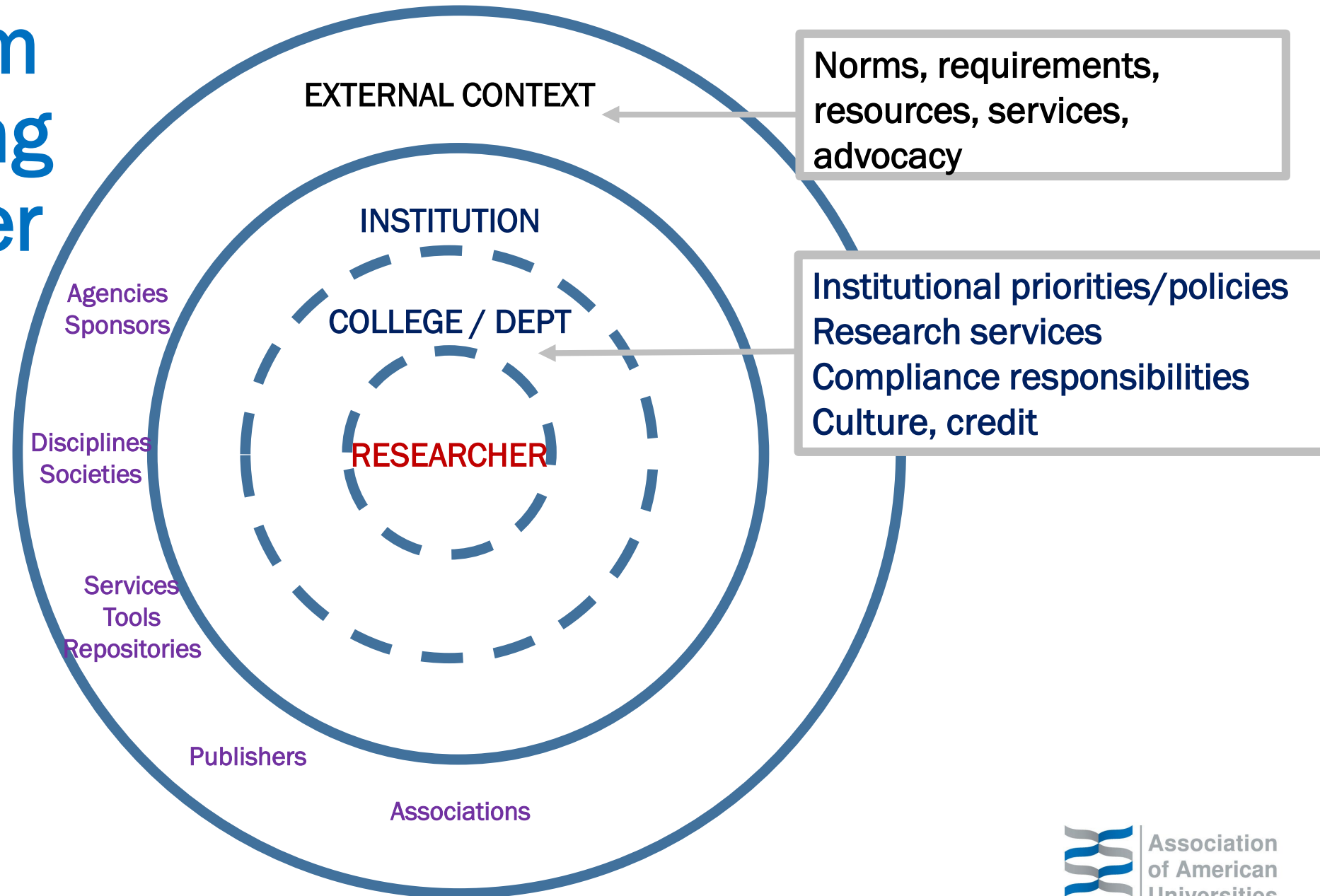
Undergraduate STEM Education Initiative – effort to influence the culture of STEM departments so that faculty members are encouraged and supported to use evidence-based teaching and learning practices. Central focus is on faculty reward structures related to teaching.

PhD Education Initiative – to reorient the educational environment to foster the full inclusion of current and prospective doctoral students from diverse backgrounds by placing greater emphasis on students as individuals with a full range of educational ambitions and professional goals.

Accelerating Public Access to Research Data – effort to accelerate public access to data resulting from federally funded research.



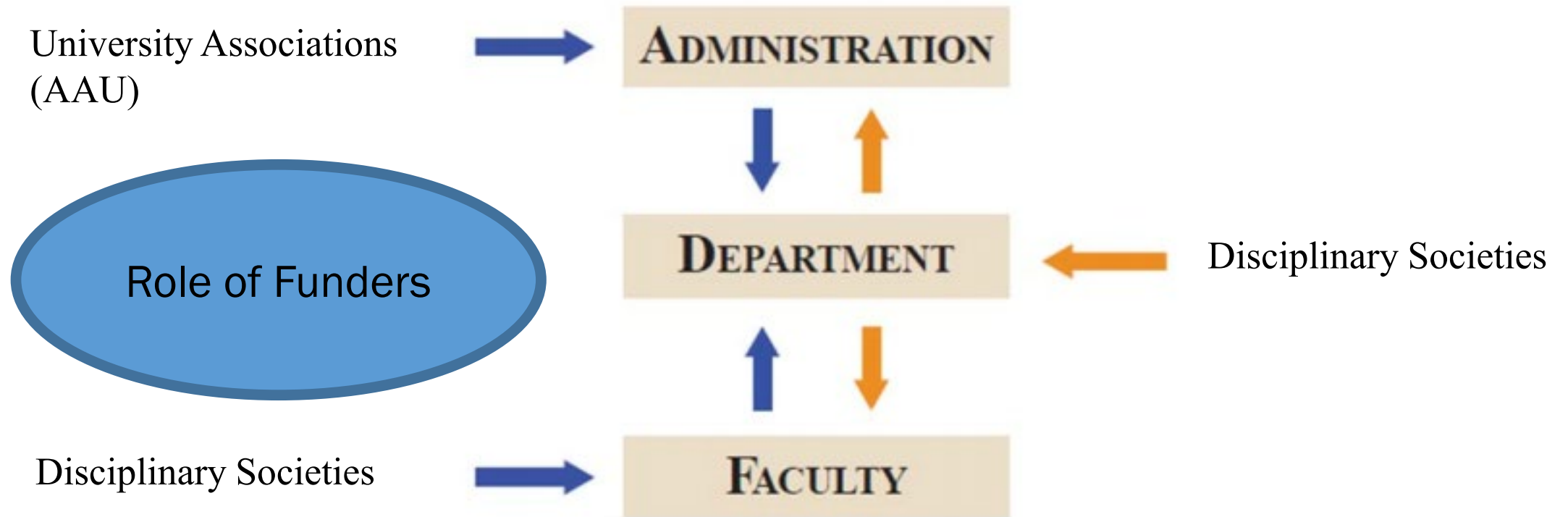
Ecosystem influencing researcher actions



AAU's Unique Role in Facilitating Change

- ***Convening power***
 - AAU represent 65 leading public & private research universities in the U.S. and Canada
- ***Identify and share university practices and policies***
 - Utilize 'coopetition' as a lever for change
- ***Cultural change***
 - Influence the language/narrative
 - Provide local legitimacy to work
 - Top down is important, but not sufficient....

Challenge of Achieving Cultural Change



Sideways-in Strategy

Outside-in Strategy

Middle-out Strategy

Sideways-in Strategy

Role of Funders

- **Funding requirements can play a significant role in driving change**
 - *Setting clear expectations in solicitations can help facilitate change*
- **What is valued is often what funders will support and fund**
- **Examples**
 - *NSF Broader Impacts*
 - *NIH Broadening Experiences in Scientific Training (BEST)*
 - *Data Management Plans*
 - *Required information in the science CV...*

But....

Room for Everyone's Talent

The Netherlands' Experiment

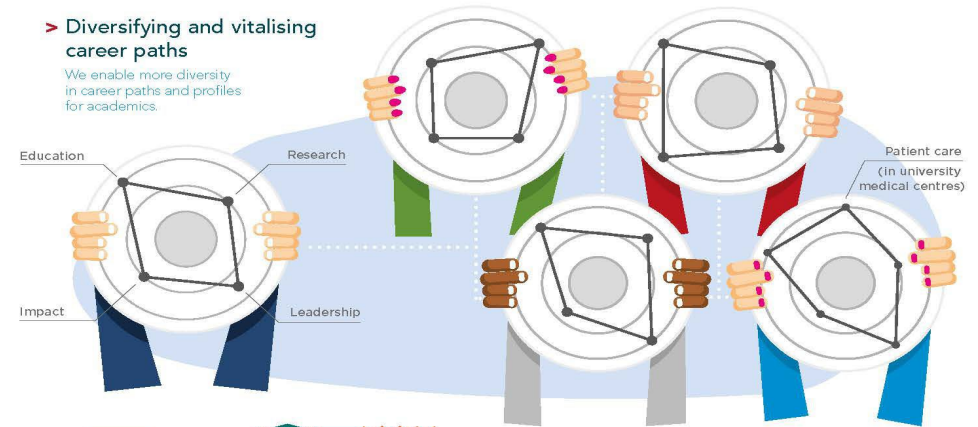
- Diversifying and vitalizing career paths
- Achieving balance between individual and the collective
- More focus on quality of work over quantitative results
- Focus on promoting open science
- Focus on academic leadership

Room for everyone's talent

towards a new balance in the recognition and rewards of academics

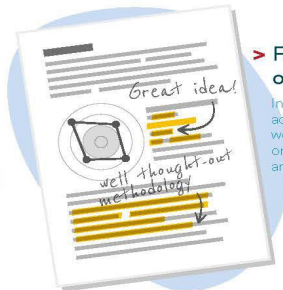
> Diversifying and vitalising career paths

We enable more diversity in career paths and profiles for academics.



> Achieving balance between individuals and the collective

We assess academics based on both their individual and their team performance.



> Focusing on quality

In our assessments of academic performance, we increasingly focus on quality, content and creativity.

> Stimulating open science

We encourage academics to share their research outcomes with society.



> Stimulating academic leadership

We stimulate good academic leadership at all levels.

What We Have Learned

To successfully implement, spread, and align various reforms as well as sustain effective improvement strategies, we need to:

- *understand and engage the academic department, and*
- *recognize the institutional and broader ecosystem contextual elements that influence, shape, and impact department actions and decision making**

Best outcomes occur when the goals of the department and the institution are congruent, and the department and institutional infrastructures work in partnership.

* Miller, E.R., Sorcinelli, M.D., Fairweather, J.S., & King, T., NSF IUSE Grant No. DUE-1625532, *Leveraging the AAU Undergraduate STEM Education Initiative to Understand and Advance the Institutionalization of STEM Teaching & Learning Reforms (2017-2022)*