

Report on Interviews
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I. Introduction

- A. The View from the Outside
- B. Description of Data
 - 1. Interviews
 - 2. Quantitative Analysis
 - 3. Organizational Materials
 - 4. Comparative Case
- C. General Findings

II. Intended Consequences of Rankings

- A. View of Proponents
 - 1. Provision of Consumer Information
 - 2. Increased Accountability
 - 3. Motivation to Improve
 - 4. Profitable Niche (for *US News*)

III. Unintended Consequences of Rankings

- A. Reactivity of Social Measures
 - 1. Examples
 - a. New Marketing Expenditures
 - b. Merit vs. Need-based Scholarships
- B. Decoupling of Measures from the Measured Attributed
 - 1. Example
 - a. Employment Rates

IV. Conclusion: Minimizing the Effects of Unintended Consequences