



Literature Review

1.1 General Observations

This Synthesis seeks to rise above one-off differences in the structures and processes of state DOT research programs, and comment more holistically on how patterns of differences could relate to program quality and value. In this context, the literature revealed significant gaps in what is systematically known about state DOT research programs and confirmed that there are few tools or resources and little guidance available to state DOTs on how to effectively manage research programs.

The study also found that literature frequently contains anecdotal information about the differences between state DOT research programs. These are usually statements or comments by participants in peer exchanges or open-ended responses to surveys. The anecdotes are helpful for identifying an issue that may be investigated in more detail, potentially through the survey in this synthesis project. This study recognizes that information cited from peer exchanges is based on peer exchange participant information and may not be substantiated.

When available, the study identifies quantifiable information such as “X out of Y research programs” or “XX% of research programs.” Some subjects may not require survey questions because data may already be available through previous research or survey efforts. Exceptions are the cases where research might be either dated or have too small a sample size.

The Synthesis accordingly attempts to identify prevalence, that is, quantify the distributions to the extent possible by identifying information such as “the number of programs that do X or have Y feature” through a combination of the existing and available data and the information gathered through the survey.

With these observations in mind, the following sections discuss specific findings from the literature in the areas of program capability, program management, program quality, and program value.

1.2 Program Capability

Program Capability is the ability of a state DOT to undertake research, in terms of its goals, knowledge, expertise, resources, organizational structure, and external relationships. This section focuses on program capability through research direction, research expertise, and research funding.

1.2.1 Research Direction

Executive Leadership

DOT executive leaders possess both an “inside” and an “outside” view to their DOTs by virtue of their interactions with many different stakeholders, including other DOT executives, practitioners, legislators, and so on. These leaders are thus well placed to help set research priorities,

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**James Ludovic Lindsay Earl of
Crawford**



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