

2012 Journal Citation Reports® (Thomson Reuters, 2013) Data for *Modern China (MC)*

Overview

The systematic ranking of academic journals by Thomson Reuters (formerly ISI) in its annual Journal Citation Reports® (JCR) has gained significant attention and importance in recent years, especially because

- Faculty members undergoing the tenure review process are expected to have published their work in ranked journals,
- Librarians now consider a journal's rank when making subscription decisions,
- Publishers stand to gain in reputation and market share by producing ranked titles, and
- Some countries grant university funding based on the publication records of their faculty, specifically in ranked journals.

Approximately 30% of all journals are indexed in the JCR. The journals are divided into “subject categories” and given a ranking within each category based on a metric for measuring citation activity known as the “impact factor”. This document contains useful data that will help you assess your journal's performance against its competitors. Data included are as follows:

- Glossary of JCR terminology
- 2012 journal data, including impact factor, total cites, citing half-life, and more
- Impact factor trend graph
- 2012 category ranking(s) and journal ranking history
- Citing and cited journal lists
- List of all articles published in your journal the two-year impact factor period with the number of citations they received in 2012
- Strategies for boosting impact factor

Glossary of Terms

Term	Definition
Impact Factor	<p>Average number of times articles from the journal published in the past two years have been cited in the JCR year. Impact Factor for 2012 is calculated as follows:</p> $\frac{\text{Cites in 2012 to citable articles published in 2010 \& 2011}}{\text{Number of citable articles published in 2010 \& 2011}}$ <p>(Note: only citations appearing in ranked journals are used in the calculation.)</p>
5-Year Impact Factor	<p>The 5-year impact factor is calculated exactly the same way that the original, 2-year impact factor is, but across five years rather than two, as follows for the 2012 figure:</p> $\frac{\text{Citations in 2012 to articles published in 2011, 2010, 2009, 2008, and 2007}}{\text{Total number of articles published in 2011, 2010, 2009, 2008, and 2007}}$
Immediacy Index	<p>Average number of times an article is cited in the year it is published. Immediacy Index is calculated as follows:</p> $\frac{\text{Cites in 2012 to articles published in 2012}}{\text{Number of articles published in 2012}}$
Cited Half-Life	<p>Median age of the articles that were cited in the JCR year. Half of a journal's cited articles were published more recently than the cited half-life.</p>

Term	Definition
Self-Cites	Articles in a journal citing articles previously published in that same journal.
Eigenfactor Score	The <i>Eigenfactor</i> score measures not just the number of citations, but the quality of citations as well. Cites from articles with few citations count more than cites from articles with many citations. This tends to even out different citation patterns between disciplines. Citations from journals that are heavily cited also count more than cites from journals that are rarely cited. <i>Eigenfactor</i> also removes self-citations from the calculation, a notable difference between <i>Eigenfactor</i> and impact factor. When all other metrics are equal, a journal's <i>Eigenfactor</i> score doubles when it doubles in size.
Article Influence Score	A journal's <i>Article Influence</i> score is a measure of the average influence of each of its articles over the first five years after publication. <i>Article Influence</i> measures the average influence, per article, of the papers in a journal. As such, it is comparable to impact factor, though like <i>Eigenfactor</i> , it also discounts any weight from self-citations. The <i>Article Influence</i> essentially takes the <i>Eigenfactor</i> value, and divides it by the number of articles published in the journal as a percentage of total JCR articles to make a score comparable to the impact factor. So, instead of measuring journal influence like the <i>Eigenfactor</i> , it measures influence per article, more like the impact factor.

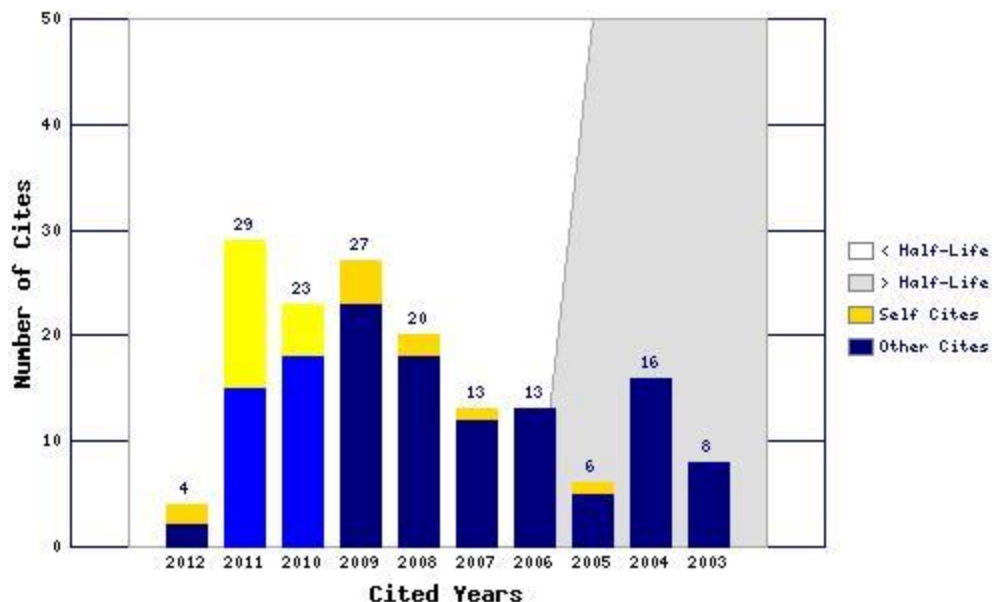
MC Data

Total Cites	Impact Factor	5-Year Impact Factor	Citable Items	Immed. Index	Cited 1/2-Life
264	1.268	1.155	22	0.182	7.5

* Self-citations often represent about 13% of the citations that a journal receives.

Citations to the journal (per cited year)

This graph shows the distribution by cited year of citations to articles published in *MC*.



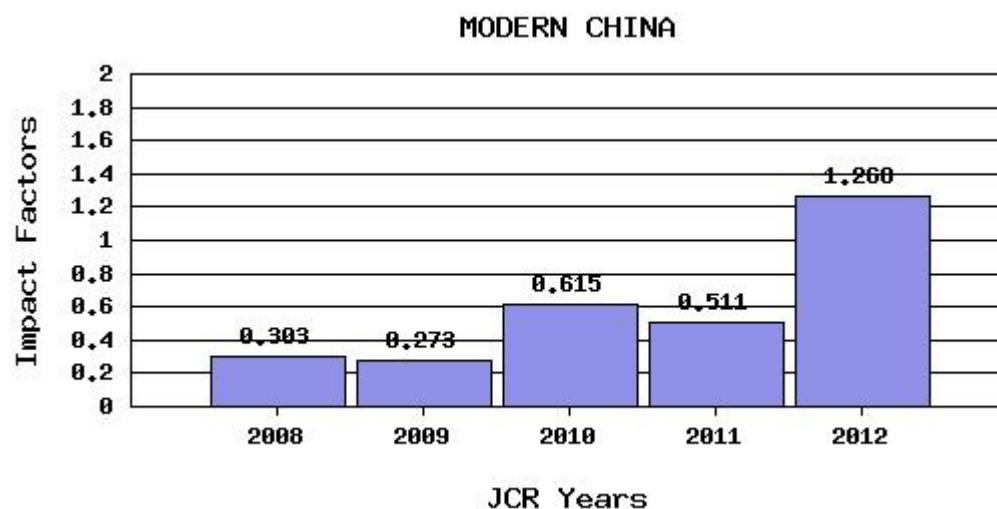
- The white/grey division indicates the cited half-life (if < 10.0). Half of the journal's cited articles were published more recently than the cited half-life.

- The top (gold) portion of each column indicates Journal Self Citations: citations to articles in the journal from articles in the same journal.

- The bottom (blue) portion of each column indicates Non-Self Citations: citations to the journal from articles in other journals.

- The two lighter columns indicate citations used to calculate the Impact Factor (always the 2nd and 3rd columns).

Impact Factor Trend



2012 Category Ranking(s)

Category: AREA STUDIES

Rank	Abbreviated Journal Title	Total Cites	Impact Factor	5-Year Impact Factor	Immediacy Index	Articles	Cited Half-Life	Eigenfactor Score	Article Influence Score
1	EURASIAN GEOGR ECON	449	1.63	1.564	1.436	39	3.5	0.00165	0.499
2	AFR AFFAIRS	642	1.474	1.657	0.138	29	7.9	0.00258	1.073
3	POST-SOV AFF	126	1.31	1.014	0.062	16	4.8	0.00049	0.377
4	MOD CHINA	264	1.268	1.155	0.182	22	7.5	0.00082	0.479
5	PAC AFF	290	1.077	0.939	0.08	25	>10.0	0.0009	0.522
6	PAC REV	338	1.051	1.071	0.069	29	6.7	0.00126	0.512
7	CHINA J	226	1.029	1.273	0.125	16	8.6	0.00083	0.72
8	ECON DEV CULT CHANGE	1371	0.943	1.357	0.077	26	>10.0	0.00267	1.18
9	REV AFR POLIT ECON	427	0.862		0.095	42	8.2	0.00143	
10	AFRICA	543	0.855	0.901	0.038	26	>10.0	0.00153	0.666
11	J CONTEMP ASIA	230	0.845	0.889	0.464	28	4.8	0.00108	0.457
12	J CONTEMP CHINA	376	0.792		1.456	57	3.6	0.00164	
13	ASIA PAC VIEWP	274	0.771	1.008	0.409	22	6.2	0.00081	0.383
14	J LAT AM STUD	317	0.703	0.732	0.05	20	>10.0	0.0009	0.529
15	J S AFR STUD	661	0.656	0.714	0.074	54	10	0.00163	0.386
16	J MOD AFR STUD	586	0.653	1.138	0.111	27	>10.0	0.00175	0.81

Rank	Abbreviated Journal Title	Total Cites	Impact Factor	5-Year Impact Factor	Immediacy Index	Articles	Cited Half-Life	Eigenfactor Score	Article Influence Score
17	CHINA QUART	889	0.645	1.258	0.026	39	9.9	0.00233	0.713
18	IDS BULL-I DEV STUD	515	0.64	0.497	0.074	81	7.9	0.00147	0.226
19	AFR SPECTR	75	0.625	0.434	0.077	13		0.00054	0.312
20	J ASIAN STUD	487	0.621	0.557	0.158	38	>10.0	0.00113	0.406
21	TURK STUD	202	0.592		0.171	35	4.8	0.00137	
22	INT J MIDDLE E STUD	346	0.545	0.629	0.107	28	>10.0	0.0012	0.489
23	AFR STUD-UK	181	0.531	0.472	0	24	>10.0	0.00053	0.288
24	CHINA REV	89	0.5	0.447	0	5		0.00031	0.236
25	MIDDLE EAST POLICY	135	0.481	0.378	0.25	44	4.2	0.00153	0.445
26	LAT AM PERSPECT	332	0.474	0.553	0.075	53	8	0.00142	0.333
27	ASIAN SURV	669	0.473	0.58	0.031	65	>10.0	0.00254	0.456
28	AFR STUD REV	316	0.465		0.1	10	>10.0	0.00091	
29	EUROPE-ASIA STUD	545	0.464	0.692	0.16	75	6.5	0.00204	0.338
30	SOC SCI JPN J	53	0.458	0.475	0	10		0.00025	0.234
31	SLAVIC REV	325	0.414	0.449			>10.0	0.00088	0.363
32	E EUR POLIT SOC	202	0.4	0.51	0.051	39	7.6	0.00074	0.275
33	CHINA INT J	67	0.394		0	17		0.00033	
34	AFR ASIAN STUD	35	0.389		0	16		0.00023	
35	MOD ASIAN STUD	424	0.387	0.495	0	57	>10.0	0.00122	0.323
36	J PALESTINE STUD	186	0.385	0.3	0.056	18	>10.0	0.00031	0.179
37	J JPN STUD	91	0.375	0.432	0.556	9		0.00014	0.222
38	J EAST AFR STUD	84	0.362	0.539	0.216	37		0.0013	0.524
39	ASIAN STUD REV	82	0.349		0.043	23		0.00047	
40	LAT AM RES REV	435	0.333	0.456	0.056	36	9.9	0.00136	0.339
41	LAT AM POLIT SOC	214	0.327	0.643	0.069	29	6.7	0.0013	0.588
42	CRIT ASIAN STUD	163	0.309	0.444	0.417	24	6.5	0.0005	0.226
43	J BALKAN NEAR E STUD	22	0.304	0.275	0.042	24		0.00016	0.131
44	BRIT J MIDDLE E STUD	63	0.289		0.118	17		0.00034	
45	ASIAN J SOC SCI	59	0.273		0	23		0.00026	
45	B LAT AM RES	166	0.273		0.281	32	8.5	0.00058	
47	KOREA OBS	35	0.26	0.258	0	25		0.00047	0.225
48	J BALTIC STUD	98	0.25	0.397	0.08	25		0.00043	0.204
49	CONTEMP PACIFIC	121	0.22	0.363	0.067	15	8.6	0.00017	0.085
50	MIDDLE EASTERN STUD	253	0.211	0.269	0.083	48	>10.0	0.00072	0.169
51	ISR AFF	57	0.203		0	37		0.00025	
52	SOC DYNAMICS	145	0.197	0.242	0	17	9.7	0.00031	0.117
53	PAC FOCUS	27	0.179	0.239	0.111	18		0.00023	0.152
53	SE EUR BLACK SEA STU	48	0.179		0.031	32		0.00028	
55	EUR REV	118	0.171		0.05	40	7.1	0.00039	
55	J SOUTHEAST ASIAN ST	160	0.171	0.38	0.095	21	9.6	0.00055	0.289
57	GER STUD REV	58	0.157	0.153	0	21		0.00042	0.193
58	J AUST STUD	84	0.148		0.036	28		0.00008	
58	LOND J	72	0.148		0.077	13		0.00007	
60	IRAN STUD-UK	103	0.125		0.077	39	8.1	0.00044	
61	NWIG-NEW W INDIAN GU	22	0.111		0	10		0.00003	

Rank	Abbreviated Journal Title	Total Cites	Impact Factor	5-Year Impact Factor	Immediacy Index	Articles	Cited Half-Life	Eigenfactor Score	Article Influence Score
62	TRANSYLV REV	37	0.089		0	89		0.00011	
63	BILIG	40	0.072		0.02	51		0.00003	
64	ISSUES STUD	74	0.043	0.189	0	17		0.00017	0.078
65	CENTRO J	7	0	0.01				0.00002	0.013

MC 2YR Journal Impact Factor Ranking History

JCR Year	Impact Factor	Area Studies Ranking
2012	1.268	4/65
2011	0.511	22/65
2010	0.615	14/60
2009	0.273	31/44
2008	0.303	25/39

MC 5-Year Journal Impact Factor Calculation

MC 5-Year Journal Impact Factor		
Year	Cites in 2012 to Items Published in:	Number of Items Published In:
2011	29	19
2010	23	22
2009	27	23
2008	20	16
2007	13	17
Sum:	112	97
Calculation:	112/97	=1.155

Top Journals Citing MC

Number of times articles published in 2012 (in journals below) cited articles published in **MC** (in years below). (NOTE: only journals with 3 or more cites are listed below)

Impact	Citing Journal	Cited Year											
		All Yrs	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	Rest
	All Journals	264	4	29	23	27	20	13	13	6	16	8	105
	ALL OTHERS (87)	87	0	4	4	8	6	3	4	2	8	1	47
1.268	MOD CHINA	32	2	14	5	4	2	1	0	1	0	0	3
0.173	JAVNOST-PUBLIC	9	0	5	0	2	0	0	0	0	0	0	2
0.792	J.CONTEMP.CHINA	8	0	0	2	0	1	0	1	0	2	0	2
1.029	CHINA J	8	0	0	3	3	1	0	1	0	0	0	0

Impact	Citing Journal	Cited Year											
		All Yrs	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	Rest
0.349	ASIAN STUD REV	7	0	0	1	0	0	0	1	0	0	1	4
0.645	CHINA QUART	7	1	0	1	0	0	0	0	0	1	0	4
0.537	AUST J PUBL ADMIN	6	0	0	0	0	1	0	0	0	0	0	5
0.154	HONG KONG LAW J	5	0	0	4	0	1	0	0	0	0	0	0
0.300	ASIA PAC J ANTHROPOL	5	0	0	0	0	1	2	1	0	0	0	1
0.671	ECON IND DEMOCRACY	5	0	0	0	2	0	0	0	0	0	1	2
1.222	CHINESE SOCIOL REV	4	0	0	0	0	0	1	0	0	1	0	2
0.625	MON REV	4	0	4	0	0	0	0	0	0	0	0	0
	LATE IMP CHINA	4	0	0	0	1	0	1	0	0	0	0	2
0.621	J ASIAN STUD	4	0	1	0	0	0	2	0	0	0	0	1
0.845	J CONTEMP ASIA	4	0	0	0	0	0	0	0	0	0	2	2
0.239	IDENTITIES-GLOB STUD	3	0	0	0	0	0	0	1	0	1	0	1
0.686	EXPLOR ECON HIST	3	0	0	0	0	0	0	0	1	0	0	2
	POSITIONS-ASIA CRIT	3	0	0	0	0	2	0	0	0	0	1	0
2.571	TOURISM MANAGE	3	0	0	0	0	2	0	1	0	0	0	0

Top Journals Cited in MC

Number of times articles published in journals below (in years below) were cited in **MC** in 2012. (NOTE: only journals with 4 or more cites are listed below)

Impact	Cited Journal	Cited Year											
		All Yrs	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	Rest
	All Journals	1267	12	51	129	156	107	93	72	68	55	46	478
	ALL OTHERS (837)	837	6	25	87	94	70	46	44	43	40	20	362
0.645	CHINA QUART	33	0	1	2	5	1	1	2	0	4	4	13
1.268	MOD CHINA	32	2	14	5	4	2	1	0	1	0	0	3
	NEW YORK TIMES	11	0	1	5	2	2	0	0	0	0	1	0
3.414	AM J SOCIOL	10	0	1	0	0	0	0	0	0	1	0	8
2.308	WORLD POLIT	10	0	0	0	0	0	0	1	0	1	0	8
	CHINA DAILY	9	0	0	3	5	0	1	0	0	0	0	0
1.029	CHINA J	9	0	1	2	1	2	0	0	1	0	0	2
	XINHUA	9	0	1	4	4	0	0	0	0	0	0	0
4.077	AM SOCIOL REV	8	2	0	0	0	0	0	0	0	0	0	6
0.792	J CONTEMP CHINA	7	0	0	0	1	0	0	1	2	1	2	0
	COMMUNICATION	6	1	0	0	2	0	0	0	1	1	0	1
	POPULAR PROTEST CHIN	5	0	0	0	0	5	0	0	0	0	0	0
	INTERGOVERNMENTAL FI	5	0	0	0	0	0	5	0	0	0	0	0
	ASIAN ETHNICITY	4	0	0	0	1	0	1	0	2	0	0	0
	FISCAL DECENTRALIZAT	4	0	0	0	0	0	0	0	0	0	4	0
	GRASSROOTS POLIT	4	0	0	0	0	0	4	0	0	0	0	0
	NANFANG ZHOUMO	4	0	0	2	2	0	0	0	0	0	0	0
	HUAQIAO HUAREN LISHI	4	0	0	0	0	0	0	0	0	0	2	2
0.473	ASIAN SURV	4	0	0	0	1	1	0	2	0	0	0	0

Citation Activity in 2012 to Articles from 2010-2011 (ranked by times cited).

Title	Authors	Year	Vol	Iss	Total Cites in 2012
The Institutional Logic of Collusion among Local Governments in China	Zhou, Xueguang	2010	36	1	5
Chongqing: Equitable Development Driven by a Third Hand?	Huang, Philip C. C.	2011	37	6	5
The Theoretical and Practical Implications of China's Development Experience: The Role of Informal Economic Practices	Huang, Philip C. C.	2011	37	1	3
Partial Intimations of the Coming Whole: The Chongqing Experiment in Light of the Theories of Henry George, James Meade, and Antonio Gramsci	Cui, Zhiyuan	2011	37	6	3
A Brief Comment on Ivan Szelenyi's Comment	Huang, Philip C. C.	2011	37	6	3
Beyond the Right-Left Divide: Searching for Reform from the History of Practice	Huang, Philip C. C.	2010	36	1	2
Government Subsidies, Market Socialism, and the Public Character of Chinese Television: The Transformation of Chongqing Satellite TV	Lu Xinyu	2011	37	6	2
Third Ways	Szelenyi, Ivan	2011	37	6	2
Feet and Fabrication: Footbinding and Early Twentieth-Century Rural Women's Labor in Shaanxi	Bossen, Laurel; Wang Xurui; Brown, Melissa J.; Gates, Hill	2011	37	4	2
Chinese Masculinities Revisited: Male Images in Contemporary Television Drama Serials	Song, Geng	2010	36	4	2
China's New-Age Small Farms and Their Vertical Integration: Agribusiness or Co-ops?	Huang, Philip C. C.	2011	37	2	1
The Modern Chinese Family: In Light of Economic and Legal History	Huang, Philip C. C.	2011	37	5	1
What Determines Migrant Workers' Life Chances in Contemporary China? Hukou, Social Exclusion, and the Market	Zhan, Shaohua	2011	37	3	1
Copying, Counterfeiting, and Capitalism in Contemporary China: Jingdezhen's Porcelain Industry	Gillette, Maris	2010	36	4	1
Maoist Discourse and the Mobilization of Emotions in Revolutionary China	Liu, Yu	2010	36	3	1
Written and Unwritten Constitutions: A New Approach to the Study of Constitutional Government in China	Jiang Shigong	2010	36	1	1
Rural Development in Chongqing: The Every Peasant Household's Income to Grow by 10,000 Yuan Project	Yuan, Gao	2011	37	6	1
Text, Practice, and Life Narrative: Bridal Lamentation and a Daughter's Filial Piety in Changing Rural China	Liu, Fei-wen	2011	37	5	1
Political Ideology, the Party, and Politicking: Justice System Reform in China	Trevaskes, Susan	2011	37	3	1
Manufacturing Loyalty: The Political Mobilization of Labor in Taiwan, 1950-1986	Ho, Ming-sho	2010	36	6	1
Creating a Public Face for Posterity: The Making of Chiang Kai-shek's Shilue Manuscripts	Huang, Grace C.	2010	36	6	1
New Approaches to the Study of Political Order in China	Clarke, Donald C.	2010	36	1	1
Who Gets the House? Renegotiating Property Rights in Post-Socialist Urban China	Davis, Deborah	2010	36	5	0
Confucian Revival and the Emergence of Jiaohua Organizations: A Case Study of the Yidan Xuetang	Billioud, Sebastien	2011	37	3	0
Unfinished Proletarianization: Self, Anger, and Class Action among the Second Generation of Peasant-Workers in Present-Day China	Ngai, Pun; Lu Huilin	2010	36	5	0
Women's Contributions to the Household Economy in Pre-1949 China: Evidence from the Lower Yangzi Region	Kung, James Kai-sing; Lee, Daniel Yiu-fai	2010	36	2	0
Chongqing-China's New Experiment: Editor's Foreword	Huang, Philip C. C.	2011	37	6	0
From Chaos to a New Order: Rebellion and Ethnic Regulation in Late Qing Inner Mongolia	McCaffrey, Cecily	2011	37	5	0
Queering Taiwan: In Search of Nationalism's Other	Chen, Li-fen	2011	37	4	0
We Are the State: An Entrepreneurial Mission to Serve the People in Harbin, Northeast China	Cho, Mun Young	2011	37	4	0

Title	Authors	Year	Vol	Iss	Total Cites in 2012
The May Fourth Movement and Provincial Warlords: A Reexamination	Chen, Zhongping	2011	37	2	0
The Dialectics of Chauvinism: Minority Nationalities and Territorial Sovereignty in Mao Zedong's New Democracy	Howland, Douglas	2011	37	2	0
The Chinese Nationalist Government's Policy toward European Jewish Refugees during World War II	Bei, Gao	2011	37	2	0
Women Stereotypes in Shi Zhecun's Short Stories	Rosenmeier, Christopher	2011	37	1	0
Race, Culture, and the Anglo-American Powers: The Views of Chinese Collaborators	So, Wai Chor	2011	37	1	0
Recovering Childhood: Play, Pedagogy, and the Rise of Psychological Knowledge in Contemporary Urban China	Naftali, Orna	2010	36	6	0
Attacking Queshan: Popular Culture and the Creation of a Revolutionary Folklore in Southern Henan	Williams, John	2010	36	6	0
Female Spirit Mediums and Religious Authority in Contemporary Southeastern China	Cline, Erin M.	2010	36	5	0
The Legacy of China's Wartime Reporting, 1937-1945: Can the Past Serve the Present?	Coble, Parks M.	2010	36	4	0
Between Business and Bureaucrats: Pingtan Storytelling in Maoist and Post-Maoist China	He, Qiliang	2010	36	3	0
Between Tradition and Revolution: Fan Wenlan and the Origins of the Marxist Historiography of Modern China	Li, Huaiyin	2010	36	3	0
Informal Lenders and Rural Finance in China: A Report from the Field	Zhou, Li; Takeuchi, Hiroki	2010	36	3	0
From a Hierarchy in Time to a Hierarchy in Space: The Meanings of Sino-Babylonianism in Early Twentieth-Century China	Hon, Tze-ki	2010	36	2	0
Literary Liberation of the Tibetan Past: The Alternative Voice in Alai's Red Poppies	Baranovitch, Nimrod	2010	36	2	0
Introduction to Constitutionalism, Reform, and the Nature of the Chinese State: Dialogues among Western and Chinese Scholars, III	Huang, Philip C. C.	2010	36	1	0
How Authoritarian Rule Works	O'Brien, Kevin J.	2010	36	1	0
Chinese Constitutional Currents	White, Lynn T., III	2010	36	1	0

Strategies for Boosting Impact Factor

While the impact factor is one feature among many for evaluating journal quality, it is clear that impact factor cannot be ignored, and that working to boost a journal's impact factor bears certain advantages for authors, editors, publishers, and all journal stakeholders.

The over-arching strategy for improving impact factor is to garner as many article citations as possible within a two-year or five-year window. An article might be cited for any number of reasons, but typically only when it attains a high level of new findings, *quality scholarship*, or *controversy* that generates intellectual interest or “buzz” within a given field. Therefore, the primary strategy for boosting impact factor is to attract and publish only the highest-quality content available. It is important to remember that only citations to an article during the two or five calendar years following its publication have an effect on a journal's impact factor. Therefore, many of the strategies involve actions that are time-sensitive.

The following is a list of three general strategies that you, as editor, should employ to encourage citations, with some specific examples listed below each strategy. ***Please note that strategies must never threaten the primary importance of academic integrity.***

- **Promote the journal...**
 - **At conferences.** Solicit manuscripts at conferences, from big names, as part of special issues on hot topics, etc. Hold “how to get published” roundtables at conferences to encourage submissions from motivated authors.
 - **Online.** Discuss articles via social networks such as Facebook, Twitter, LinkedIn, listservs, society network pages, or subject networks
 - **With SAGE.** Assist SAGE with marketing. This could mean informing marketing managers of hot articles at the acceptance stage, creating recommended readings links, creating podcasts, recommending the journal to libraries, etc.
- **Maximize the citation potential of articles through...**
 - **Monitoring.** Keep track of citation patterns and usage to see which articles are receiving the most attention from readers. Participate in forums and be aware of emerging trends in your area.
 - **Timing.** Publish articles you know will be “hot” topics earlier in the year to take advantage of the maximum window to garner citations. Utilize Online First by submitting each accepted article immediately, instead of submitting issue by issue. Keep a backlog under two years to make sure any self-citations count.
 - **Reviewing.** Carefully review articles for properly-selected keywords, accurate and citable methodological descriptions, proper citation formatting and attributions.
- **Encourage board members, authors, and reviewers via...**
 - **Awards.** Recognize outstanding reviewers to reward and encourage thorough reviews. Give a best article prize each year.
 - **Awareness.** Promote email alerts so authors and reviewers know the latest articles in the journal. Post the TOC alerts on listservs and encourage board members to do the same.
 - **Knowledge.** Make your editorial board aware of the importance of citations and impact factor, and why these matter more now than ever before.