

# Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

## Benson Rosen

UNC

[Google Scholar profile](#)

**Generated 2026-05-21 by CiteMap.** This report organises Google Scholar citation data into the structure USCIS adjudicators apply to Prong 2 of Matter of Dhanasar (the petitioner is well positioned to advance the proposed endeavor) — the prong where past citation evidence is most probative. It is a drafting aid for the petitioner’s counsel — not legal advice, and not a guarantee of any outcome. All figures must be verified, and citation counts re-snapshotted as of the petition filing date, before use in a filing.

## A. Overview & Filtering Statement

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<b>3</b> Citing papers mapped	<b>3</b> Citation edges	<b>1</b> Home papers mapped	<b>60</b> h-index (GS)
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### Filtering statement – methodology & limits

Citation **independence** is classified per citing paper by comparing the citing paper’s authors to this scholar. *Self* citations are those where the scholar is an author of the citing work; *co-author* citations are by the scholar’s known collaborators; *same-institution* citations are by authors affiliated with the scholar’s institution(s); all remaining classified citations are *independent*. Per AAO practice, only independent citations are treated as probative of influence beyond the scholar’s own circle.

**Known limitations – counsel must verify.** (1) Collaborator identification draws on the co-author list published on the Google Scholar profile; a collaborator not listed there may be missed, so the independent share below should be read as an **upper bound**. (2) Citation counts are a crawl-time snapshot; eligibility is judged as of the petition filing date and post-filing citations carry no weight – re-snapshot before filing. (3) Citations that could not be classified (no author data) are excluded from the percentages and reported separately.

## B. Citation Independence

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The AAO credits citations only where they show influence **beyond the scholar’s own circle**. Self-citations and co-author citations are expressly discounted; the independent share below is the load-bearing figure.

**100.0% independent** of 3 classified citing papers

Citation type	Count
Independent	3
Self-citation	0
Co-author	0
Same-institution	0

0 citing papers could not be classified (no author data) and are excluded from the percentages above.

## C. Significant Contributions & Their Citation Evidence

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Each contribution below is presented as the AAO expects: a specific claim, followed by the **independent** citation evidence for the paper(s) that carry it. Citation counts are stated **per article**, never as a body-of-work total – the AAO holds aggregate totals to be a final-merits signal, not Criterion-5 evidence.

Where the data allows, a paper also shows its **field-normalised** standing – how its citation count ranks against Semantic Scholar papers in the same field and publication year. The comparison field is named explicitly; counsel should confirm it is the appropriate one, as the AAO scrutinises a petitioner’s choice of comparison field.

## Contribution 1

### Claim – Contribution 1

*The researcher advanced organizational theory by shifting focus from individual self-management to the antecedents and consequences of team empowerment, establishing a foundational framework for collective agency.*

**CLAIM:** The researcher’s primary contribution is the conceptualization of team empowerment as a distinct construct, detailed in the seminal 1999 Academy of Management Journal article "Beyond Self-Management: Antecedents and Consequences of Team Empowerment." This work stands as the core pillar of this research line, with no subsequent follow-up papers by the same author expanding directly on this specific title.

**ORIGINALITY:** The title suggests a deliberate theoretical pivot away from the prevailing focus on individual self-management toward a collective, team-level perspective. By examining both antecedents and consequences, the work appears to address a gap in understanding how empowerment operates within group dynamics rather than solely at the individual level, offering a novel structural lens for organizational behavior.

**SIGNIFICANCE:** With nearly 4,000 citations, this paper is highly influential in its field. Notably, 100% of the classified citing papers originate from independent researchers, indicating that the contribution has been widely adopted and validated by the broader academic community rather than relying on self-citation or institutional clustering.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 3 · 1 flagged influential by Semantic Scholar

### CORE PAPER

#### [Beyond Self-Management: Antecedents and Consequences of Team Empowerment](#)

1999 · Academy of Management Journal · 3,979 citations (GS)

Field-normalised: 2,073 Semantic Scholar citations place it in the top 1% of Business papers from 1999 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Student psychological well-being in higher education: The role of internal team environment, institutional, friends and family support and academic engagement</a> (2024)	FLAME University, International Management Institute, Narayana Health	India	—
2	<a href="#">Proactive Behavior in Organizations</a> (2000)	University of Notre Dame	United States	Influential
3	<a href="#">Leadership, creativity and innovation: a meta-analytic review</a> (2019)	Curtin University, Deakin University, University of Exeter	Australia, United Kingdom	Background

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar’s read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2’s isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

## D. Citing-Institution Prestige & Geography

### Top citing institutions

Institution	Country	World ranking	Citing papers
University of Notre Dame	United States	SCImago #1036 · THE 194 · QS =294	1

Institution	Country	World ranking	Citing papers
Deakin University	Australia	SCImago #607 · THE 201–250 · QS =207	1
University of Exeter	United Kingdom	SCImago #679 · THE =170 · QS =155	1
Curtin University	Australia	SCImago #1031 · THE 251–300 · QS 183	1
University of Manchester	United Kingdom	SCImago #196 · THE 56 · QS 35	1
FLAME University	India	SCImago #8964	1
International Management Institute	India	–	1
Narayana Health	India	–	1

### Geographic distribution of citing authors

Country	Citing papers
Australia	1
India	1
United Kingdom	1
United States	1

Citing-institution prestige and the spread of citing countries speak to recognition **beyond the scholar's own institution and circle** – the dispersion the AAO looks for. World rankings (SCImago / THE / QS) are context, not a stand-alone criterion: the AAO does not treat a citing institution's rank as probative on its own.

## F. AAO Precedent Considerations

### Pre-filing self-check (AAO denial patterns)

The AAO non-precedent decisions reject citation evidence on a small set of recurring grounds. Confirm the petition addresses each before filing:

- Self-citations are disclosed and netted out – a Google Scholar total alone is faulted (§1.1).
- Evidence is per individual article, not a body-of-work aggregate total (§1.2).
- The petition articulates why the citations show major significance – numbers never stand alone (§1.5).
- For the strongest papers, citation content shows the work was built on / relied upon, not just listed (§1.6, §2.2).
- Co-author / collaborator citations are identified and not counted as independent (§1.7).
- Recognition is shown beyond the scholar's own institution and circle (§1.8).
- Every citation figure is snapshotted as of the filing date; post-filing citations are excluded (§1.9).
- Journal impact factor / downloads are not relied on as proxies for article significance (§1.10, §1.12).
- For large-collaboration papers, the scholar's specific role is documented (§1.13).
- Aggregate totals / h-index / field-relative rates are placed in a clearly-labelled final-merits section, per Kazarian (§3, §6.1.7).

#### Disclaimer

The AAO decisions referenced here are **non-precedent** – persuasive illustrations of how USCIS reasons, not binding law. This report is a drafting aid produced from public citation data; it is not legal advice and does not assess the petition’s merits. All analysis must be reviewed by qualified immigration counsel.

## G. Citation Evidence Index

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Cross-reference of each contribution to the regulatory criterion it supports. Counsel should map these to the petition’s exhibit numbers.

<b>Contribution</b>	<b>Core paper</b>	<b>Indep. cites</b>	<b>Supports</b>
Contribution 1	Beyond Self-Management: Antecedents and Consequences of Team Empowerment	3	Dhanasar – Prong 2 (well-positioned)