

**MINUTES** with inputs from JAS, Bill Glick, Mary Jo Bitner, and Serguei Netessine  
Finalized Feb 20, 2018

**Responsible Research for Business and Management – 7<sup>th</sup> meeting**

Meeting date: February 9, 2018

Meeting time: 9 to 11 EST

Meeting place: ZOOM

Attendance:

1. Franklin Allen
2. Mary Jo Bitner
3. Ingmar Bjorkman
4. Jerry Davis
5. Thomas Dyllick
6. Bill Glick
7. Dan LeClair
8. Peter McKiernan
9. Katrin Muff
10. Serguei Netessine
11. Jean-Alexis Spitz
12. Anne Tsui

**1. Introduction to the RRBM website**

JAS displayed key pages of the website, explained the content of the main sections. What's New on the home page is updated weekly. There are two ways for a reader to engage with the website:

- a. Register as an endorser, leave comments and be informed of news and new development in RRBM.
- b. Can leave comments in "Contact us" without registering. They won't be in our community and won't receive the newsletter.

We are adding new features as needed. For example, we may introduce "conferences" (under presentations) by other groups that relate to RRBM. The partners will need to be grouped into categories. We need to add more ways to discover the endorsers, e.g., find by discipline.

**2. Individual Endorsers of position paper**

Jerry led the discussion and invited members to report on their efforts to reach out to colleagues to join and support RRBM as endorsers.

- a. Anne reported on inviting the "Fellows" and past presidents of the Academy of **Management** to endorse the position paper. Five fellows, each sent a personalized invitation to a number of fellows as individual scholars. Now we have 42 fellows endorsing the position paper. Anne plans to use the 25 AOM divisional listservs to invite AOM members to join RRBM.
- b. Mary Jo Bitner reported that American **Marketing** Association has expressed full support of RRBM. It will feature it in its newsletter which has 72,000 subscribers. There will be a special issue in *Journal of Marketing* "Better

Marketing for a Better World” (CFP to be announced in Fall 2018) under the new editor (who is a co-signer). Mary Jo said that she will look into inviting the Fellows of AMA also, and also explore the possibility of AMA as an institutional partner.

- c. Serguei said that there are about a number of endorsers from the **Operations** area based on the most recent invitations. INFORMS also has a Fellows group. He will look into inviting them. *Management Science* will have a new editor. He will ask about the possibility of a special issue.
- d. Franklin said getting American **Finance** Association to be an institutional partner is impossible. FMA is bigger but not the top and EFA also. He has asked the President of AFA to support, who said no. Jerry asked if it is possible to approach Zingales. Anne encouraged Franklin and Maureen to jointly invite Zingales to support RRBM.
- e. Anne reported on behalf of Ira about **Accounting**. Ira said that he would be happy to approach AAA for support. He said that the Executive Director of AAA is Tracy Sutherland who should be sympathetic to our mission. Dan LeClair and Tom Robinson will visit Tracy in the near future. They will discuss RRBM with her. Ira said he would be happy to help in the conversation with her. This is really important because of little presence of accounting in our community, only two cosigners (out of 85) and two endorsers (out of 180).
  - i. Ira said (to both Anne and Dan) that the home page of the website makes reference to UN in two places, one on the left and one on the right. He said that we do not want to give the impression that we are working for UN. Accounting people would react negatively to being seen as advancing the interest of a political organization. Anne will look into the website and make appropriate changes. Jerry asked not to purge the reference to SDGs, because it is meaningful for many groups, including accounting.
  - ii. Dan also reminded us to avoid giving the impression that we are advocating socially responsible research. We are talking about credible and useful knowledge only. Jerry reminded us that we are focusing on knowledge useful for a better world. There is plenty of knowledge that is useful but not for a better world.
  - iii. Mary Jo said that Marketing scholars resonate with the theme “Better Marketing for a Better World”. Franklin said that it would not mean much to finance scholars.
- f. Dan said that **AACSB** is focusing on communicating RRBM to its membership. There is an announcement in the online BizEd. A longer article will appear in the May/June 2018 issue. He is working with Al Renshaw to explore other opportunities to do more for RRBM within the context of accreditation. Ingmar asked if AACSB and EFMD could reach their member schools. Dan said that AACSB can not invite their members to support RRBM. The invitation has to come from scholars in RRBM. He has been encouraging deans to invite other deans. He will try to see what is possible in terms of possibly sharing some mailing lists.
- g. Anne reported that Jonas is planning to share information about RRBM with the **PRME** community in its next newsletter. Anne also will discuss with Aspen-

BSP about how it can help to spread the information about RRBM within the BSP community, and explore the idea of a monthly feature on “ideas worth studying” (similar to “ideas worth teaching”).

- h. Anne asked the group for feedback on the idea of inviting the editors and associate editors of 38 top **journals** in the five disciplines (see appendix 1 for the full list) as individual scholars to support RRBM. She has a list of 1700 scholars (with email addresses) who are editors, associate or senior editors of these 38 journals. Who should invite them? Mary Jo said that she is happy to send a personalized invitation to those for the Marketing journals. Seigui is happy to do so for the OM journals. Anne will send the lists to members of each discipline. Jerry asked Anne to prepare a ‘kit’ that people can use to make the personal invitations, a process similar to what we used with the AOM fellows.

In summary, we learned three important lessons about inviting endorsers:

- i. Personal invitations work the best. Jerry sent out a general invitation to about 650 members of ICOS and received some positive comments but few took action. Based on our experience so far, people seem to respond to personal invitations better than a general impersonal invitation.
- ii. Some expressed their support of the idea but did not take action to endorse (e.g., Robert Kahn of Michigan told Jerry that this is the most important idea in this generation but he did not endorse online. Prof. Kahn will be 100 on his next birthday.). We have a few AOM fellows also replied that they are supportive but did not go online. We followed up and asked them if they would like us to register their support online for them. Two said yes. Three went online and did it. A follow up would help to solidify the support.
- iii. Jerry asked if there is a way to highlight the “leaders” of the fields among the hundreds of endorsers. They are now listed in chronological order (the days they joined). Without appearing elitism, we need to find a way to highlight them because they would inspire others, especially young scholars, to join.

### **3. Institutional Partners of RRBM**

- a. Peter reported on his efforts with three European groups: British Academy of Management (BAM), European Academy of Management (EURAM) and Central and Eastern European Management Education Network (CEEMAN). CEEMAN is a partner now and will publish an article about RRBM in the next issue of its newsletter. BAM is discussing our position paper and considering whether or not to be a partner. EURAM was enthusiastic but now is holding back. He will continue to persuade these groups to come onboard.
- b. Peter said that there are some professional institutes of managers which commission research. There are several such groups in Europe. We might approach them. Anne mentioned the deans associations in Asia, in Australia. Ingmar said that it is a good idea to have a champion in each country to promote RRBM in the business schools in that country, through the deans associations or individually. We should especially target the good schools and get them to lead the movement. Bill said that we might talk with some of the

affinity groups within AACSB. Serguei asked about funders such as National Science Foundation. Bill said that NSF is already requiring a statement of societal impact beyond scientific outcomes in grant proposals. Jerry issued a warning. NSF is not politically neutral in terms of the kind of research that should be done.

- c. Anne clarified that institutional partners are any group who wishes to support the vision of RRBM, regardless of whether they are currently doing anything. There are no contractual terms, only moral support of responsible research. If a school or group has introduced or has in existence any program or system that encourages and recognizes responsible research, then we would feature this program on our website under [“Exemplary practices”](#). We have three lists of exemplary practices. We added a new list of “pioneering schools” – schools that have introduced a program, e.g., vice dean position, funding for targeted areas, awards for published work related to RRBM.

#### **4. Editors’ meeting**

- a. Anne reported on her conversation with Dave Reibstein about a meeting of editors to discuss how journals can support RRBM – publishing both credible and useful knowledge (both scientific and societal relevance). The target group consists of the editors of the 38 journals in Appendix 1. Dave is trying to hold it at Wharton, but it may take some time to get approval from the dean who travels a lot.
- b. Meanwhile, Charles Dhanara of Temple University is holding an Editors Summit on “translational research” on March 12. Ten editors from five disciplinary journals have agreed to come (see Appendix 2 for the list of editors). Dave Reibstein and Anne are helping Charles with the one-day program. The expected outcome is a statement of understanding about what journals can or cannot do to encourage societally relevant research. Assuming there is a preliminary support, this would be preparation for the Second Editors’ Summit at Wharton.
- c. Serguei said that all journals want to publish research with impact, both in terms of citations and in terms of practice. Bill asked if there is a way to recognize journals that have published the most impactful papers on policy or practice. Mary Jo said that two journals in marketing, JM and JCR (this is a new direction under new editors, beginning January 2018), are already eager to publish research that would contribute to practice.

#### **5. RRBM Awards**

- a. Bill summarized the IACMR/RRBM responsible research in management award inaugurated in 2017. It does not cost too much money with recognition as the main focus. Are there opportunities for creating additional awards, e.g., Marketing, Finance?
- b. Peter said that he will talk to EURAM about a joint awards program with RRBM. Mary Jo said that there is a big award in Marketing for very senior scholars who have made a great contribution to “Better Marketing for a Better World”. Len Berry is the recipient of this award this year. The donor might be

willing to consider giving an award to junior scholars. She will explore this possibility. Franklin said that young scholars in finance might appreciate such an award. Anne will work with Franklin and Maureen about how to implement this idea in Finance.

- c. There might be opportunities within AACSB and EFMD to identify and recognize schools that are exemplary to practicing responsible research. Bill will follow up with Al Renshaw about the “Innovations that Inspire” program at AACSB. JAS will follow up with Matthew about the “Business School Impact System” and whether it could include or feature research impact (on the region or broader).

## **6. Other Ideas and Future steps**

- a. Katrin briefly described the plan for the blog. We have three posts (by Katrin, Anne and Mary Jo). Anne invited the male members to step up and contribute to the blog. Each of us has a reason for why we are involved in this project. Anne encouraged each to write a piece from the heart, what this project means to him or her, why is it important for the field, and what is his or her deepest wish for the project and for our field.
- b. Katrin attended WEF this year and said that a WEF partnership is not likely, but it is possible to work within the academic connection platform with WEF to promote RRBM. She will be back at WEF next year and will try to feature RRBM in the off-site chalet where she will be anyway for other purposes.
- c. Serguei said that the objective of WEF certainly is in line with RRBM. He will reach out to the person responsible for the academic connection platform, Gilbert Probst, who received his PhD from St. Gallen and a postdoc at Wharton. Some relationship with this group might be fruitful.
- d. Anne asked if it is possible to find a potential donor within WEF to contribute to a RRBM award, one for each discipline.
- e. We ended the meeting by emphasizing that the most important next step is populating the endorsement.
- f. We thanked everyone for contributing to this meeting and for dedication to this project.
- g. Meeting adjourned at 11:05 am EST.
- h. See next step for Actions and Next Steps

### **Information items:**

- a. We have four pioneering schools with exemplary practices supporting RRBM (on the Actions page). They are Michigan, Rotterdam, Singapore Management University and Guanghua School of Management, Peking University
- b. Both Global Focus and BizEd have published an announcement. There will be a 3000 word article in the May/June issue of BizEd. We will soon submit a 2,500 word essay to Science. Matthew and JAS will try to get Financial Times to write an article.
- c. Some endorsers are asking, “What’s the next step?” A few have offered suggestions (e.g., an interdisciplinary conference on responsible research, an edited book, a gathering of the community). We will launch a monthly

newsletter with news and calls for actions. We will write a welcome letter to each endorser to suggest actions to support RRBM (See Appendix 3 below).

### **Actions and next step**

- a. *Fellows and Editors*: Each discipline team members send **personalized invitation** to the “fellows” of their societies and to the “editors” of their disciplines top journals. Anne will send an “invitation kit” with sample email letters and the process of this invitation. She will also send the list of editors, senior and associate editors of the top journals of the member of each discipline (Mary Jo for Marketing, Serguei for Operations, Franklin for Finance, and Ira for Accounting.)
- b. *Accounting*: Dan and Ira will try to gain the support of AAA to promote RRBM, including newsletter articles, institutional partner, email to membership, etc.
- c. *Awards*: Each discipline will consider developing an **award for junior scholars** who have published papers that meet the seven principles of responsible research. Anne will follow up with Mary Jo (Marketing), Serguei (Operations), and Franklin (Finance) to give it a try. Peter will explore the possibility with EURAM on a joint award, like the IACMR/RRBM award. Anne will share a document that describes the process of the “Responsible Research in Management Award” which worked well. Most of the winners are junior scholars.
- d. *Institutional partners*: Mary Jo will follow up with AMA and Serguei with INFORMS as potential institutional partners. Peter will continue to see support from EURAM, BAM, and other European groups.
- e. *Special issues*: Mary Jo will monitor the J of Marketing special issue. Serguei will explore the possibility with Management Science, which has a new editor now.
- f. *Feature some endorsers*: JAS will look into the possibility of featuring some endorsers using possibly a rolling panel feature. After adding the “discipline” and “position” information in the endorsement form (which goes into the user profile also), we can feature scholars by disciplines and position, on a rotating basis.
- g. *Country champions*. Anne will work with JAS to identify one endorser from each country who might be willing to serve as the champion. This can be part of the “volunteer program” that we will develop through the “welcome letter” and the monthly “newsletter”.
- h. *World Economic Forum*. Katrin will organize a program at the next WEF to feature RRBM. Serguei will try to talk with Gilbert Probst to explore potential support from WEB through the academic connection platform and a donor for the award.
- i. *Blogs*: We hope other team members will write their blogs and send to Katrin.
- j. *Next meeting*: We did not discuss but we will plan to meet in Chicago at the AoM meeting location, most likely Monday August 13, either morning or afternoon. We will do a Doodle to find the best time.

## **Appendix 1:**

### **38 Top journals in business (based on FT50, less applied journals, added other journals)**

#### Accounting

1. Accounting, Organizations and Society
2. The Accounting Review
3. Journal of Accounting and Economics
4. Journal of Accounting Research
5. Contemporary Accounting Research
6. Review of Accounting Studies

#### Finance

1. Journal of Finance
2. Journal of Financial and Quantitative Analysis
3. Journal of Financial Economics
4. Review of Finance (European Finance Association)
5. Review of Financial Studies

#### Marketing

1. Journal of Consumer Psychology
2. Journal of Consumer Research
3. Journal of Marketing
4. Journal of Marketing Research
5. Journal of Service Research
6. Journal of the Academy of Marketing Science
7. Marketing Science

#### Management

1. Academy of Management Journal
2. Academy of Management Review
3. Administrative Science Quarterly
4. Journal of Applied Psychology
5. Journal of International Business Studies
6. Journal of Management
7. Organization Science
8. Journal of Management Studies (Europe)
9. Organization Studies (Europe)
10. Organizational Behavior and Human Decision Processes
11. Strategic Management Journal

#### MIS/Operations

1. Information Systems Research
2. Journal of Management Information Systems
3. Journal of Operations Management
4. Management Science
5. Manufacturing and Service Operations Management
6. MIS Quarterly
7. Production and Operations Management

#### Other journals – RRBM partners

1. Journal of Business and Psychology
2. Management and Organization Review

## **Appendix 2 Editors at the Temple Editors Summit, March 12, 2018**

<u>Journal Name</u>	<u>Editor</u>	<u>School affiliation</u>
Academy of Management Journal	Jason Shaw	HKUST
Strategic Management Journal	Constance Helfat	Tuck
Journal of Marketing	V Kumar	Georgia State
Review of Financial Studies	Andrew Karolyi	Cornell
Journal of International Business	Alain Verbeke	Calgary
Production and Operations Management	Kalyan Singhal	Baltimore
Academy of Management Review	Jay Barney	Utah
The Accounting Review	Mary Barth	Stanford
MIS Quarterly	Arun Rai	Georgia State
Journal of Operations Management	Tyson Browning	Texas Christian

## **Appendix 3 Draft Letter to Endorsers**

Dear xxx,

Welcome to the RRBM community and thank you for endorsing the position paper. Our short-term goal is to increase our community by 1000 every quarter in 2018 to reach 5000 by the end of 2018. We believe that our vision will be realized when the voice calling for transformation is louder than the voice preferring the status quo. So, how can you help? Here are a few ways:

1. Invite colleagues to join the community and endorse the position paper. Be an ambassador to promote RRBM at your school, in your professional community, in your country. Make a personal goal to invite at least 50.
2. Look for exemplary practices by business schools that support RRBM. We have a few on the website already (go to Actions/exemplary practices/schools. Tell us about any exemplary practices that you believe will inspire others to do the same.
3. Let us know if you see articles or news that support RRBM.
4. Write a blog about why RRBM is important and your suggestions on what we can do to advance this cause.
5. Volunteer for roles where we need help, especially:
  - a. Readings librarian
  - b. Blog editor
  - c. Volunteer coordinator

Please send your contributions or ideas to [rrbm@rrbm.network](mailto:rrbm@rrbm.network).

This movement is just beginning. We will persist till 2030. It is a long-term project. Let us do our best, be patient, and have faith that more of our colleagues will share our

vision and know that both the society (business, public non-profit, community) and we (our scientific community and our schools) will benefit if we engage in responsible science– producing credible and useful knowledge on problems important to business and society now and in the future.

Welcome again to the RRBM community and we look forward to your engagement and contribution to enlarge our voice for this important transformation.

From:

Founding Members of the Community for RRBM and cosigners of the position paper