

**May 9, 2019 - RRBM Working Board Quarterly Meeting
Via Zoom, 10:00 am -12:00 noon, Eastern Time**

Meeting Minutes

Attendees (17): Jaime Bettcher, Mary Jo Bitner, Ruth Bolton, Mike Brady, Jerry Davis, Bill Glick, Mark Houston, Dan LeClair, Rich Lyons, Serguei Netessine, Dave Reibstein, Tom Robinson, Jean-Alexis Spitz, Howard Thomas, Anne Tsui, Matthew Wood, Maurizio Zollo

Guest Observer: Sandy Price (Program Manager candidate)

Absent (7): Len Berry, Franklin Allen, Katrin Muff, Mike Toffel, Bernie Yeung, Peter McKiernan, Wilfred Mijnhardt

1. Introduction and welcome – Mary Jo Bitner (10 min)

- a) Mary Jo Bitner thanked and welcomed WB members in attendance (17). Eight members of the WB were unable to attend. Mary Jo mentioned that Sandy Price (program manager candidate) was observing the meeting as a guest.
- b) Tom Robinson, President and CEO of AACSB was unable to attend in February so he briefly introduced himself and his expectations of RRBM to the group. He is excited to join the RRBM WB due to its alignment with AACSB goals and programs (e.g., new accreditation passport aligned with RRBM).

2. Update on RRBM 2019 Summit at Erasmus University, June 30-July 1 - Anne Tsui (15 min)

- a) Mary Jo noted that the Organizing Committee for the Summit has put in a lot of time and creative energy in the recent months, resulting in an exciting program with tremendous enthusiasm among the planners and participants.
- b) Anne overviewed the program for June 30-July 1 at Erasmus. There are 60+ attendees which is more than initially anticipated. She noted that almost everyone on the WB will be in attendance. There is very good representation across disciplines and roles, including many deans, large numbers of faculty with journal editing experience, and association leadership experience.

Overview of the program:

June 30 – evening introduction and orientation session.

Opening session and dinner in Rotterdam Architecture: introduction, bonding exercise; the evening is facilitated by Jerry Davis and Pursey Heugens.

July 1- full work day.

Opening session Ruth Bolton: overview of the day and setting of norms to be sure everyone is on the same page

1st session (Dave Reibstein) contributing to a better world through our research.

Brainstorming of what could be done to encourage and support useful research that contributes to our society

2nd session (Anne Tsui): Vision 2030. Research questions, what kind of research can we imagined being done, published, and celebrated in 2030?

Lunch program: 2 speakers AACSB, EFMD + 5 rapid-fire research talks by individuals from different disciplines to exemplify Responsible Research

3rd session (Rich Lyons): Envisioning metrics for assessing impact. For example: imagine we had access to all the Google data, what could we come up in term of impact measurement (order statistics) -> ask Google to add a new category on Google Scholar (the best impact metrics)

4th session: navigating the transition (Mike Toffel) (as deans, journal editor, ...) -> personal commitment to action

Final panel of about 6-8 participants (Bill Glick) reflection and how we get to see action.

Closing walking dinner + external stakeholder engagement (fireside chat, successful cocreation program)

Expected outcomes: reach a consensus on what RR is and commit to change. How RR relates to credible and relevance of research. Internal stakeholder perspective. Identify metrics to measure short term progress and long-term success. Possible pilot schemes to advance in each role. Personal commitment "I will"-statement (+ how)

3. Status of Ongoing projects and report on Action Items/Progress since February 14 meeting – Mary Jo Bitner (35 min)

- a) Awards Updates (updates from Management (Anne), Marketing (Mary Jo), and Operations (Serguei Netessine))
 - i) Exciting momentum with Awards across disciplines.
 - ii) Anne (Management): wanted WB to be aware of award ceremony in Boston at AOM meeting Aug 11 4:30-6:30 + reception to honor Management RRBM award winners (35 winners from last 2 years will attend). All are invited.
 - iii) Mary Jo (Marketing): Dave and Mary Jo are confident they will have an awards program to be finalized and announced (on or around the time of RRS2019) with AMA and/or Sheth Foundation. The goal is to set up an award with sustainable funding and infrastructure to span several years.
 - iv) Serguei Netessine (OM): The deadline for the OM award was April 1; 12 nominations were received on this first go-around. Judging is in progress.
- b) Journal Special Issues and editorials (updates since February)
 - i) Mary Jo is impressed by the number of special issues listed on the website, especially given this was a goal/vision just a few years ago. Mary Jo noted the deadline of June 1 for the Journal of Marketing special issue on "Better Marketing for a Better World". This special issue will be highly visible in the discipline.
 - ii) Serguei: Special issue of Manufacturing & Service Operations Management in process with a deadline of January 1; Mike Toffel and Chris Tang will be the co-editors). Announcement soon. Possibility for a follow up edited book in 2020.
 - iii) Jerry: Noted that the Academy of Management Discoveries (an AOM journal) has a special issue focused on SDG themes. Planned publication date is Dec 2019.
 - iv) Maurizio Zollo: The journal Organization & Environment : series of 3 special issues in process; Maurizio will send details to JAS to be included on the website
- c) Institutional Partners and Pioneering Schools - discussion of criteria and process (Anne)
 - i) These initiatives are important and central to RRBM and need somebody or a small team to work on a process for defining these labels more specifically and developing criteria for determining who should be considered and ultimately listed on the website.

- ii) Institutional partners are currently defined as any business school, journal, association, or other organization with aspiration to engage in responsible research or whose mission is aligned with RRBM. There is no monetary or other commitment - moral commitment only at this point (65 partners are listed on the website). Pioneering schools have specific programs that clearly do something notable and relevant for RRBM. Currently there are 6 schools listed.
- ii) Volunteers with interest in this important area (either institutional partners or pioneering schools) are very welcome. Contact Anne, Mary Jo or Bill if interested and they will try to build a small team.
- d) Media coverage, e.g., Financial Times (Matthew Wood, Dave Reibstein)
 - i) Dave Reibstein: He has worked on a plan to approach the FT and the WSJ via Wharton; he wondered whether we want media coverage of the Summit. After a general discussion, it was agreed to not have media coverage at the Summit. Too early and might impact the openness of the discussions in the meeting.
 - ii) Matthew Wood: Will share the draft of a Global Focus article to be published in June in the Economist. He will send the article to WB members. Matthew will revisit the contact at FT + with the Economist.
 - iii) Bill Glick: talked with someone from the FT to explain RRBM, will follow up. It is good to get some general Public Relations on RRBM.

4) New Initiatives – Bill Glick (35 min)

Bill appreciates the commitment from new WB members.

- a) 2020 RRBM Summit – Imperial College (Maurizio Zollo)
 - i) Maurizio reported that it is likely the 2020 Summit will be at Imperial College in the UK. The focus of this second summit will complement the focus of the first summit—moving from changing the rules of the game (internal focus, first Summit) to changing the content and involving different types of external stakeholders (external focus, second Summit). The goals will be to remove barriers (that are sometimes self-imposed), and develop multidisciplinary, larger scale, cocreation of knowledge. Get creative minds and leaders to reflect on the type of research that we should be able to do (content wise and process wise) to engage our stakeholders and benefit society.
 - ii) Senior leaders of Business Schools, government agencies (funders), corporate stakeholders, foundations, media, representatives from other disciplines (e.g., physicists from CERN) will be invited.
 - iii) Maurizio is very keen to develop the idea and to create something similar to the Marketing Science Institute (decades old, joint effort of business academics and large multinational companies) that could be launched at the second summit. WB members, Dave Reibstein and Ruth Bolton are former Executive Directors of the MSI.
 - iv) DATES: Likely in summer 2020, but need to set the specific dates soon. All WB members are asked to send potential date conflicts (e.g., important disciplinary conferences that will draw significant numbers of potential Summit attendees and WB members) in May-June-July 2020 to Maurizio and Anne.

b) Impact Badges for articles (Mark Houston)

- i) A team of WB members (Ruth, Bill, Jerry Davis, Len Berry, Mark Houston) is working on this initiative and have had several calls since the last WB meeting in February.
- ii) The focus is on developing a badge for individual articles/books that exemplify RRBM principles, especially Principles 1 (Science in service of society) and 3 (Stakeholder impact). The badge is separate from the Awards that honor “the best of the best”.
- iii) Specifics of how the badge will be decided and when it would be awarded are still in discussion. Several options are being considered: badge with specific journals, post publication vs. during publication process, long after publication to be able to measure the impact.
- iv) A productive discussion among the WB raised a number of points to consider:
 - Jerry: We could start with simple nomination process (one page on why a paper should be badged) and a “light process” for deciding/awarding using an RRBM committee
 - Anne: Important to differentiate the badge from awards. Perhaps badge can focus on usefulness more than credibility to expand the field of possible articles that could be badged.
 - Mark: The level of selectivity is a strategic decision that needs to be made.
 - Bill: One strategic approach is to make the badge very prestigious initially by proactively targeting top journals. We might not exclude other outlets, but just focus our efforts on enlisting journal editors and articles from top journals.
 - Mary Jo: As we move forward with many special issues, across disciplines, it seems the number of potential papers to be badged should increase significantly.
 - Anne: Over time, we may decide that only those papers that have been badged will be eligible for awards.
 - Bill: Visibility to readers will send an important signal so badging earlier in the life of the article may be valuable. Perhaps we could badge on acceptance for publication if we can get the support of editors..
 - Dan LeClair: Important to consider the demand side of badging as well.

c) Doctoral Education (ideas from AACSB (Bill) and Marketing (Mary Jo))

- i) There is interest in AACSB to encourage RRBM research through PhD Education. Bill will follow up with Julianne after the call. Bill called the WB’s attention to the excellent article by Peter McKiernan and Anne on this topic that was attached to the meeting announcement.
- ii) Mary Jo reported that the Sheth Foundation and the Marketing faculty on the WB have shown strong interest in promoting RRBM focus through doctoral education to get to PhD students even before they start their careers. The Sheth Foundation funds the annual major PhD consortium in Marketing and would like to see RRBM discussed at that Consortium and related events. Mark will be at the upcoming Consortium and will include RRBM in his plenary remarks about research. A potential pre-conference workshop for PhD students and/or PhD program directors and/or Department Chairs was also discussed. These ideas will be discussed further, possibly at the Summit.
- iii) Dan’s GBSN is interested in doctoral education for the developing world and is interested in talking about synergies with other initiatives. There could be a connection here with Sheth Foundation consortium in India.
- iv) Anne proposed having a summer school for PhD students that could build on a similar one for PhD students in China, started five years ago.

- d) Impact metrics for scholars/tenure (Rich Lyons)
 - i) Rich noted that the focus on impact metrics for scholars and tenure is one of the four major sessions at the Summit. He has been working on this with Wilfred and welcomes input from others.
 - ii) The focus at the summit will be to examine and creatively think about what the tenure and performance evaluation process will look like for business scholars in 2030. How much is a young scholar building impact in a community?
 - iii) Rich noted that at the most fundamental level this will mean changing the process and criteria department by department. Starting with an open discussion of impact and what it means for scholars, performance, and tenure can be the first step. Having the right measurement is the key to ensuring attention to impact by researchers.
 - iv) A foundational question is: How do we get out of the narrow citation game?
- e) Volunteers – social media advisor, country ambassador advisor
 - i) Anne noted that these are important areas that need contributions and leadership from the WB and/or others among our 1000+ RRBM endorsers.
 - ii) Anne has recruited Terri Griffith, Santa Clara University, as an official social media advisor for RRBM to work with JAS.
 - iii) Howard Thomas is interested in being involved in the country ambassador program. Anne will follow up with him.
 - iv) RRBM needs a volunteer coordinator (to coordinate potential volunteers from the 1000+ endorsers). Anne would welcome volunteers for this role.

5) Comments and Future Projects/Priorities – General Discussion (15 min)

Mary Jo noted that we have plenty of opportunities to always do more than what we already do, and opened the discussion to any thoughts the group had on important initiatives we should be considering or existing ones we may have overlooked.

Rich noted that we don't talk enough about translation services (to make research more digestible and augmenting impact) and there is great variability across schools in terms of how much (resources, time, attention) they invest translation services. Dan supports the need for translations services and suggested we should look at what CABS is doing in the UK. Perhaps this is a topic that could be discussed by the Deans group at the Summit.

Dave worries that we are all talking to ourselves and whether we should be looking at a way to get critics' perspectives brought into our conversation and not be blinded. Anne suggested that we seriously reflect on this question during August meeting. Maybe we should invite a couple of critics to discuss if what we are doing is making sense to anyone else than us?

6) Future Meetings (10 min)

- a) In person meeting, AOM, August 12, 2019, afternoon (Bill Glick)

The next quarterly WB meeting will be during the AOM conference in Boston, the afternoon of August 12, 2019, 12:00-5:00, including lunch. The meeting will be at Northeastern University, a 15-min walk from the conference hotel. The special session honoring the Award winners in management will also be at AOM on Sunday, August 11, 4:30-6:30 (location TBD). All are welcome.

Bill will be coordinating the August meeting and agenda. Please send him specific agenda items for the meeting.

b) Future in-person meetings – where and when (discussion)

Bill suggested that we shift to holding our one in-person meeting of the WB at the annual Summit instead of AOM – either before or after the Summit.

All members agreed this is a good idea to minimize travel and maximize the number of WB members who will attend the in-person meeting.