

Responsible Research Virtual Summit

Deepening internal efforts to bridge the research-practice gap

June 29, 2020

Time: 15:00 London

9:00 Houston | 7:00 Los Angeles

22:00 Beijing | 1:00 (D+1) Sydney



Welcome and Introduction

Jerry Davis, University of Michigan Ross School of Business



- **Welcome!**

- 70 participants in 7 disciplines (accounting, economics, finance, IS, management, marketing, and operations)
- 53 institutions in 14 countries
- 12 accreditation and association leaders
- 21 deans, associate, vice, executive deans, past deans
- 19 editors, deputy, department, associate, area editors
- 18 senior scholars

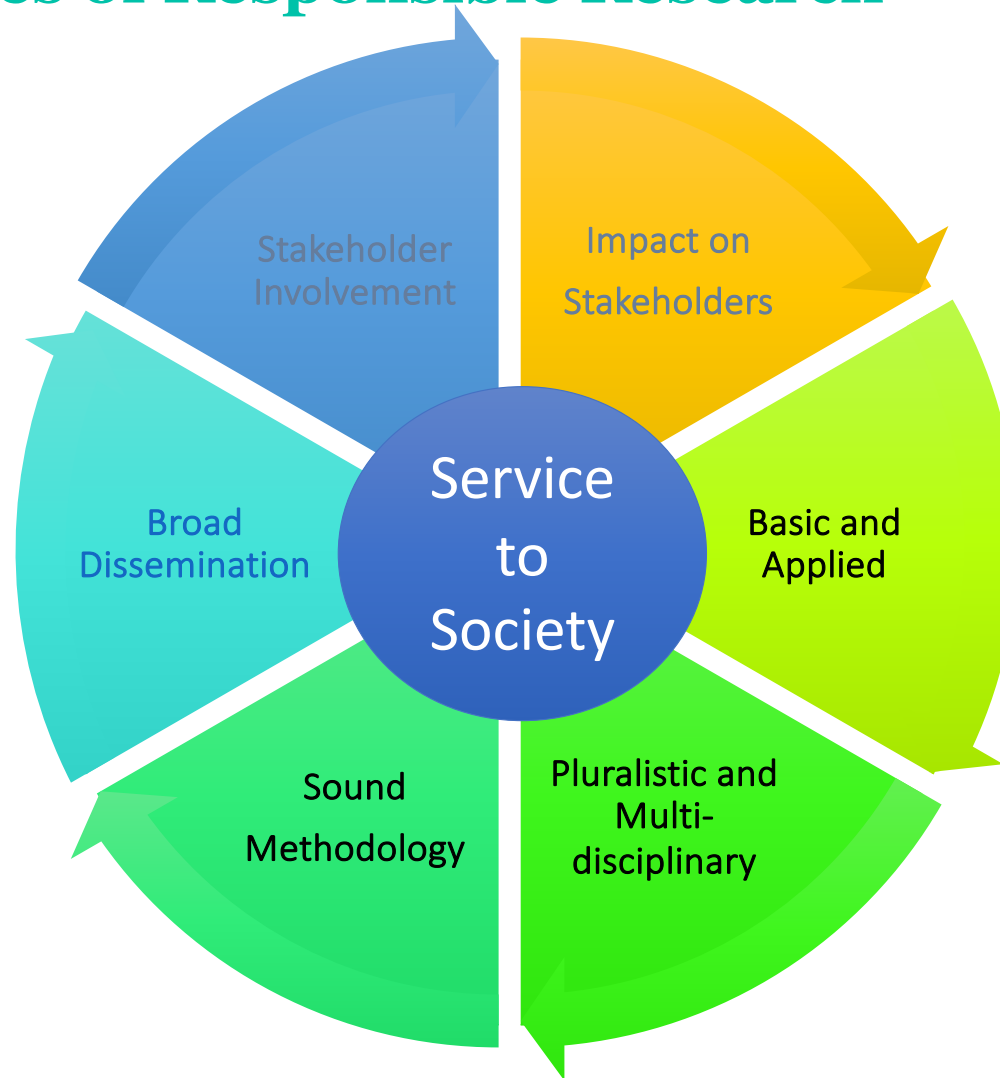
Welcome and Introduction

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- **Welcome!**
- **Purpose** – To share and deepen efforts to transform the ecosystem of business research to promote credible knowledge that is useful for a better world

RRBM: Principles of Responsible Research



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- **Welcome**
- **Purpose** – To share and deepen efforts to transform the ecosystem of business research to promote credible knowledge that is useful for a better world
- **Timeliness** – The world needs research-based insights to build back better from the current social and public health crises



World Map



U.S. Map



Critical Trends



COVID-19 Dashboard by the Center for Systems Science and Engineering (CSSE) at Johns Hopkins Universit...



Total Confirmed

10,012,244

Confirmed Cases by
Country/Region/Sovereignty

2,511,725 US

1,313,667 Brazil

633,542 Russia

528,859 India

311,739 United
Kingdom

275,989 Peru

267,766 Chile

248,469 Spain

240,136 Italy

222,669 Iran

212,802 Mexico

202,955 Pakistan



Global Deaths

499,486

125,538 deaths
US

57,070 deaths
Brazil

43,598 deaths
United Kingdom

34,716 deaths
Italy

29,781 deaths
France

28,341 deaths
Spain

26,381 deaths
Mexico

Global Deaths

US State Level
Deaths, Recovered

31,368 deaths, 70,010
recovered
New York US

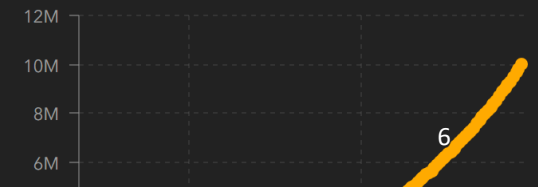
14,948 deaths, 29,967
recovered
New Jersey US

8,040 deaths,
recovered
Massachusetts US

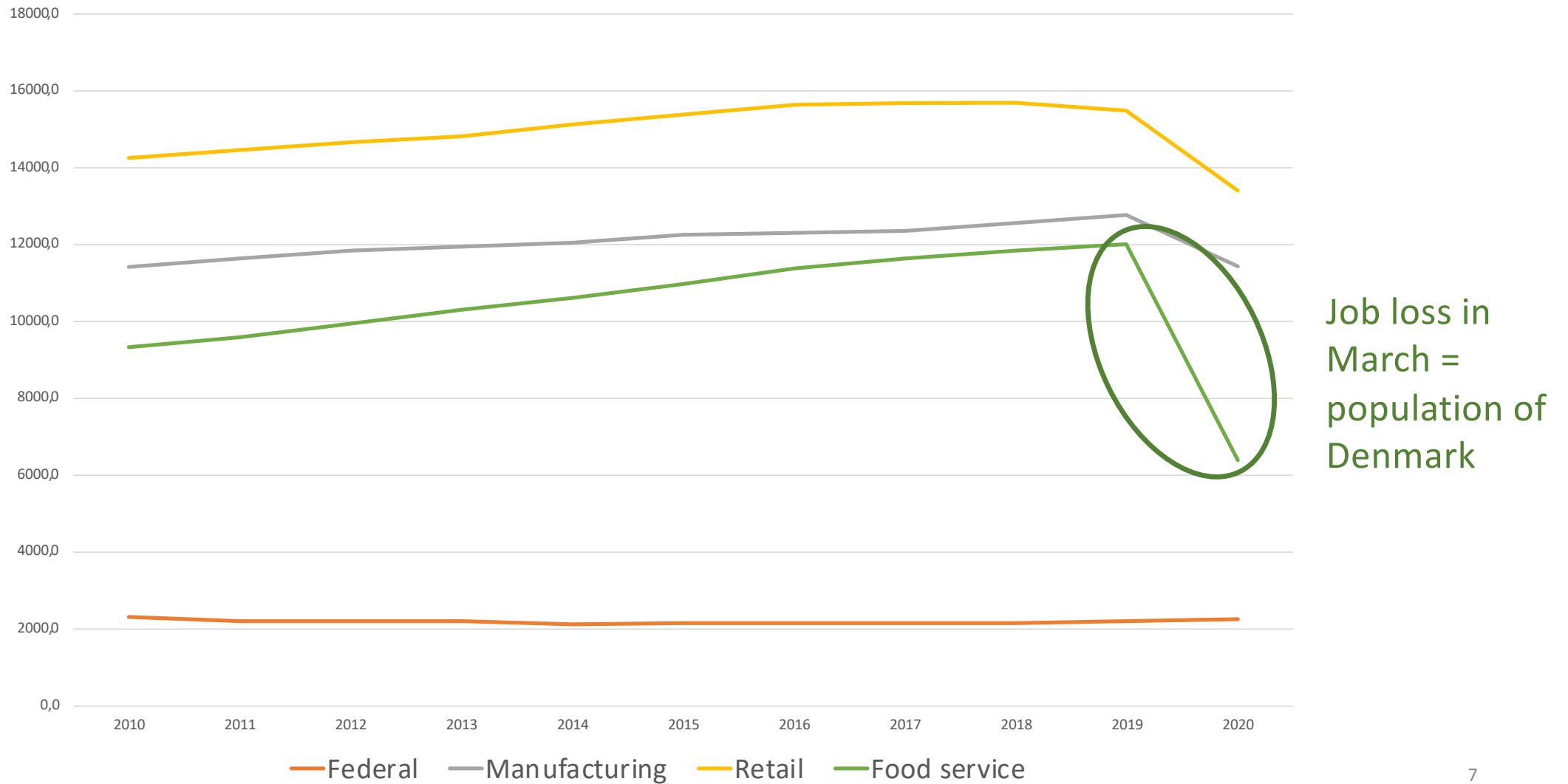
6,873 deaths,
recovered
Illinois US

6,603 deaths, 65,808
recovered
Pennsylvania IIS

US Deaths, R...



US employment figures (in millions), 2010-2020





A personal take on science and society

World view

Economists must collaborate courageously



By Diane Coyle

To navigate pandemic trade-offs, policymakers need syntheses.

Economists, like researchers in many disciplines, are responding to the urgency of the COVID-19 pandemic. The immediate priorities are understanding the consequences of the crisis for public finances and international trade.

Scholars are scrambling to collect data on how many jobs are lost, what people can afford to buy and what shortages will emerge. Even constructing basic economic statistics such as inflation and gross domestic product is challenging when one-third, say, of activity in the economy has halted. Do we count a furloughed person as in work? What comprises a standard basket of goods when no one is going shopping? We need these measures to understand which groups of people will be intolerably affected so that governments can direct help to them. That's hard to do when standard metrics are having to be rebuilt on the fly.

There are many other pressing questions. When will the health toll of isolation, unemployment or delayed surgery outweigh that caused directly by COVID-19? What are the implications for next year's supplies of staple foods or of higher levels of long-term disability? How quickly can vaccine manufacture be scaled up? What release-from-

“**Standard metrics are having to be rebuilt on the fly.”**

factors, determine political and policy choices.

There is still a tendency to suggest a facile trade-off between lives and livelihoods. To be clear: whatever lockdown policies governments impose, or not, the pandemic will have a devastating economic impact. Every nation is groping for an approach that will save lives, mitigate the economic harm and prove feasible. This is not simple, and there is much we do not know across all fronts.

To share findings fast, the economics community has set up light-touch peer-review outlets, such as the European Economic Association's COVID-19 resource (see go.nature.com/2zgzezy). The United Kingdom's Economic and Social Research Council (ESRC) is kick-starting an observatory to collate and translate research. Funders such as the ESRC and the European Commission's corona platform are rapidly processing research proposals. Academics who have long studied what previously seemed like niche topics, such as the links between financial uncertainty and stress or knots in supply chains, are producing research at extraordinary pace and providing public commentary to communicate their work.

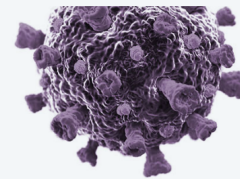
But for any fruits of all this discovery to be a guide to policy, they must be used. I am concerned that government ministers and officials are having to judge for themselves – at a time when they are massively overstretched and under pressure – how to combine insights from various



The business school is an estuary

COVID-19 Primer

Powered by PRIMER



Quickly understand the scientific progress in the fight against COVID-19. Using the most advanced NLP algorithms, read summaries and discover trends in the latest research papers and the conversations around them. *Every 24hrs.*

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Next update tomorrow 8:00am GMT

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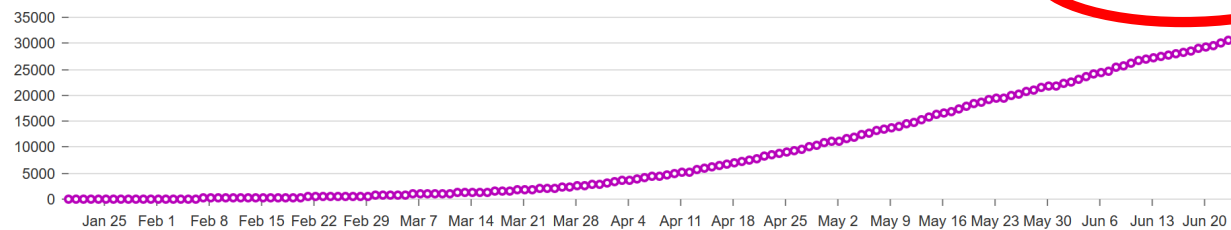
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[Share](#)

Jan 21, 2020 - Jun 27, 2020

2819 New in the Past 7 Days

32003 Cumulative Papers



Research Categories

Dive directly into a research category to see summaries of the papers, news coverage, and discussions in that area.

[Patient & Medical Care](#)

[Mortality & Risk Factors](#)

[Test & Monitoring & Diagnostics](#)

[Forecasts & Modeling](#)

[Non-pharmaceutical Intervention](#)

[Transmission & Incubation](#)

[Vaccine & Therapeutics](#)

[Pathology](#)

[Genetics & Origin](#)

[Ethics & Media & Social Considerations](#)

[Review Papers](#)

Most Discussed Papers ?

[ALL →](#)

Published this week, most discussed in social media

Title

Effect of Dexamethasone in Hospitalized Patients with COVID-19: Preliminary Report

Jun 22, 2020 | [Twitter](#) 6659 | DOI: 10.1101/2020.06.22.... [Preprint](#)

Intrafamilial Exposure to SARS-CoV-2 Induces Cellular Immune Response without Seroconversion

Jun 22, 2020 | [Twitter](#) 2190 | DOI: 10.1101/2020.06.21.... [Preprint](#)

Trending News on the Research ?

[ALL →](#)

Top news events mentioning a COVID-19 paper

News Article

Science by press release: When the story gets ahead of the science

Jun 27, 2020 | CNN

[Paper](#)

Black Doctors Say Pandemic Reveals Enduring Racial Inequity Medicine Alone Cannot Fix

Jun 27, 2020 | NPR

[Paper](#)

The Pandemic Claims New Victims: Prestigious Medical Journals

Two major study retractions in one month have left researchers wondering if the peer review process is broken.



The rush to publish during the pandemic may be threatening the credibility of respected medical journals. Tony Cenicola/The New York Times



By Roni Caryn Rabin

Published June 14, 2020
Updated June 15, 2020, 5:57 a.m. ET



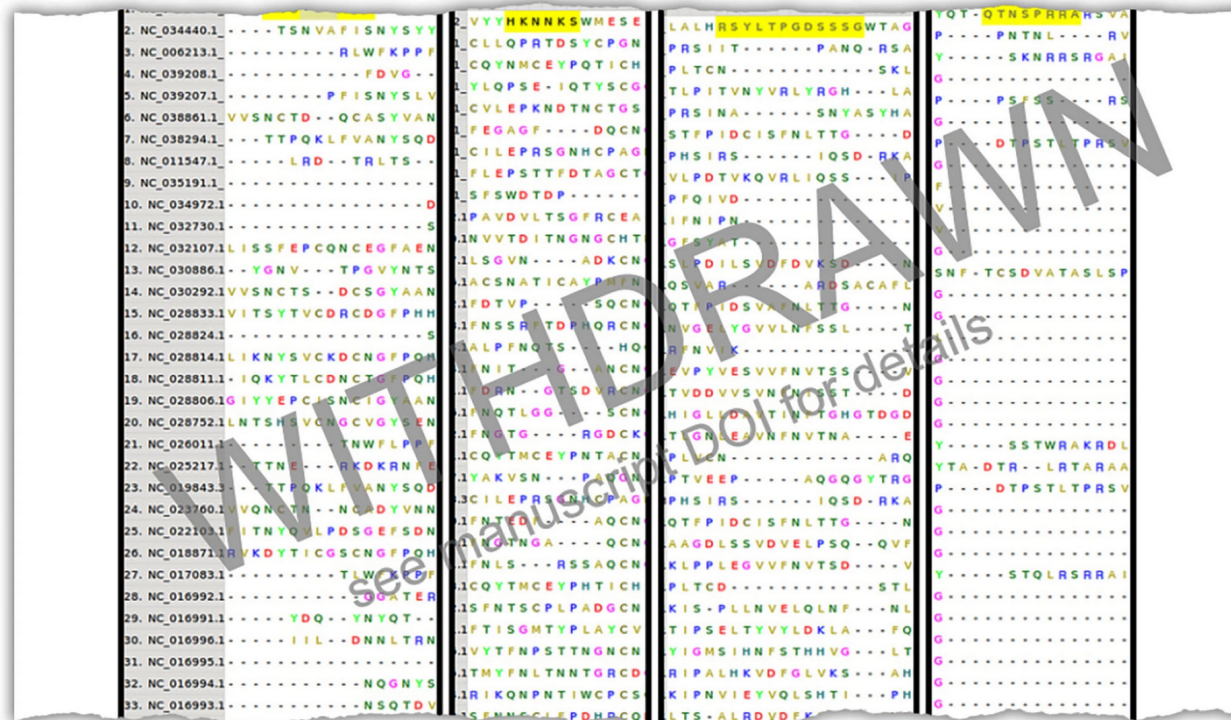
One study promised that popular blood-pressure drugs were safe for people infected with the coronavirus. Another paper warned that anti-malaria drugs endorsed by President Trump actually were dangerous to these patients.

The studies, published in the New England Journal of Medicine and The Lancet, were retracted shortly after publication, following

But: not at the
expense of rigor!

Coronavirus Tests Science's Need for Speed Limits

Preprint servers and peer-reviewed journals are seeing surging audiences, with many new readers not well versed in the limitations of the latest research findings.



A portion of a page from a scientific paper published on the preprint website bioRxiv, which was founded to help improve

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- **Timeliness** – The world needs research-based insights to build back better from the current social and public health crises
- **Contribution** – We have a diverse and accomplished set of participants with a great deal to offer. Our success depends on your active participation and unreserved contribution of ideas.
- **Optimism** – We bring a can-do attitude to this Summit. We listen and we contribute, we engage and we support, we shut our cell phone and close all other browsers, we focus our total attention on the summit for the next three hours.

Agenda Overview



- **Panel** reporting three projects that began with the RRS2019
- **Keynote** with Paul Polman – Why do we need **responsible** business research?
- **Develop new initiatives** – collective actions in stakeholder groups
- **Closing keynote** by Rebecca Henderson – Reflections on Responsible Research
- **Next steps** – Building bridges to external stakeholders: RRS2021 at Imperial College Business School

A Few Zoom Guidelines



- **Mute** your microphone while listening
- Remember to **unmute before speaking**
- Use the “chat” box to ask questions (bottom center)

Session 1



Progress and Challenges to Advancing
Responsible Research:

Revisiting RRS2019 “I Will” Commitments

Panel Members



1. **Stephanie Bryant**, EVP & Chief Accreditation Officer, AACSB International – **“A Shifting Paradigm: How the new AACSB Accreditation Standards Support and Drive Responsible Research in Business”**
2. **Yubo Chen**, Senior Associate Dean, Tsinghua University School of Economics and Management, China – **“Transforming Research to Serve Society among Leading Chinese Business Schools: The Progress at Tsinghua University School of Economics and Management”**
3. **Maurizio Zollo**, Head of Management & Entrepreneurship Department and Scientific Director of the Leonardo Centre, Imperial College Business School – **“Building a Multi-Stakeholder Institute for High Impact Research”**



Please share any questions for the panelists in the Chat



Stephanie Bryant, EVP & Chief Accreditation
Officer, AACSB International



A Shifting Paradigm: How the new AACSB Accreditation Standards Support and Drive Responsible Research in Business

2020 Responsible Research Virtual Summit
June 29, 2020

Stephanie M. Bryant, PhD,
Executive Vice President and Chief Accreditation Officer, AACSB



What Did I Say I'd Do One Year Ago?

“I will embrace the RRBM 7 Principles and endeavor to encourage, within my circle of influence, the production of thought leadership that contributes to a healthier, more sustainable, collectively, responsible society.”

How Have I Met this Aspiration?

- New accreditation standards for 879 business schools in 50+ countries and territories.
- RRBM summit last year had a substantial impact on my thinking as I wrote the standards.

7 Principles of Responsible Research in Business and Management

1. Service to Society
2. Valuing Both Basic and Applied Contributions
3. Valuing Plurality and Multidisciplinary Collaboration
4. Sound Methodology
5. Stakeholder Involvement
6. Impact on Stakeholders
7. Broad Dissemination

Service to Society

- “Societal Impact” is the unifying theme and one of the 10 Guiding Principles of the 2020 Business Accreditation Standards
- Key Expectation: AACSB-accredited business schools can and will collectively make a positive impact on society and promote our vision of business and business schools as a force for good in society.

Societal Impact

- Is woven throughout the standards:
- Standard 1: Strategic Planning
- Standard 4: Curriculum
- Standard 8: Impact of Scholarship
- Standard 9: Engagement and Societal Impact

Valuing Both Basic and Applied Contributions

Standard 8: Impact of Scholarship

- Peer-review articles are still expected of all schools
- The types of PRJs and other intellectual contributions should be aligned with the school's mission
- High-quality applied and pedagogical research is appropriate where tied to the school's mission.
- Likewise, high-quality basic research is appropriate where tied to the school's mission as a research-intensive institution

Move away from counting....towards recognition of impact

- We emphasize it is not the count of publication that is paramount; it is the outcomes and impact of the scholarship produced.
- The standard requires schools to collaborate with a wide variety of external stakeholders to inform theory, policy, and/or practice of business.

Standard 9: Engagement and Societal Impact

- Key Point: The school is expected to make a positive impact on society through other activities outside research as well.

Valuing Plurality and Multidisciplinary Collaboration

Collaborative Provision Type	Included/Excluded	Impact on Accreditation
Dual Degree	Excluded	Faculty from partner school excluded from reporting (do not include in tables); <u>AoL</u> not required for coursework taken at partner institution*
Double Degree	Excluded	Faculty from partner school excluded from reporting (do not include in tables); <u>AoL</u> not required for coursework taken at partner institution*
Articulation, Twinning, Top-Up, or Progression Agreement	Excluded	Faculty from partner school excluded from reporting (do not include in tables); <u>AoL</u> not required for coursework taken at partner institution*

Dissemination – Publication of the standards, July 28, 2020

- Commitment to writing a chapter in the upcoming Academy of Management's *Future of Management Education* entitled "Why Business Education Must Change Now." This chapter will inculcate the ideas presented herein and that aligned with promoting responsive research and the collective power of business schools together to change the world for good. Book is due out next year.

- Thank you for the privilege of your time!
- Stephanie.Bryant@aacsb.edu



Yubo Chen, Senior Associate Dean, Tsinghua
University School of Economics and Management
(Tsinghua SEM), China

Transforming Research to Serve Society among Leading Chinese Business Schools



- In April 2019, Tsinghua SEM and nine other top Chinese business schools initiate the **China C9+ Business School Alliance** to promote a high quality academic community.



Transforming Research to Serve Society among Leading Chinese Business Schools



- In July 1st, 2019, five deans and senior scholars from four top Chinese business schools in the **China C9+ Business School Alliance** were invited to attend the 1st RRS at Rotterdam:
 - Yubo Chen, Senior Associate Dean of Tsinghua SEM
 - Qiao Liu, Dean of Guanghua School of Management, Peking University
 - Xiongwen Lu, Dean of School of Management, Fudan University
 - Jiang Wei, Dean of School of Management, Zhejiang University
 - Zhixue Zhang, President-in-elect of IACMR and Peking University

Transforming Research to Serve Society among Leading Chinese Business Schools



- In December 12, 2019, the 1st **Management Research to Serve Society Summit** was hosted by Zhejiang University in Hangzhou. Participants included
 - Deans/Associate Deans of C9+ Business Schools
 - Director-in-General, Ministry of Education
 - Director of Business Administration, National Natural Science of Foundation
 - Editors of *Management World*, *Economic Research* etc.
 - Presidents of Chinese Academy of Management and IACMR
 - Anne Tsui, Co-founder of RRBM

Transforming Research to Serve Society among Leading Chinese Business Schools



- Ten deans of C9+ Business Schools issued the **Action Plan of Management Research for Service to Society**:



Transforming Research to Serve Society among Leading Chinese Business Schools



- Ten deans of C9+ Business Schools issued the **Action Plan of Management Research for Service to Society**:
 - **Action 1**: We will improve *the post-graduate curriculum* to encourage students to conduct more societally beneficial management research.
 - **Action 2**: We will improve *the faculty evaluation system* to encourage faculty members to conduct management research that will identify business practices for a better society.
 - **Action 3**: We will increase the weight on societally oriented management research in *the faculty recruitment and promotional policies*.
 - **Action 4**: We will initiate new policies to strengthen *the collaborative research relationships* between researchers and their research stakeholders.
 - **Action 5**: We will initiate new policies to emphasize the values of societal service in *the evaluation of research grant, journal articles, and research projects*.
 - **Action 6**: We will jointly explore and optimize *the education programs* that are best suited to promote management research for a better society.

Transforming Research to Serve Society at Tsinghua SEM : Research Initiatives



- Launched the **Tsinghua SEM IMPACT Research Fund** to provide faculty with funding and resources to encourage them to carry out research with academic and social influences in the end of 2019.
- Initiated the **Tsinghua SEM Thought Leadership Book Series** to encourage faculty to write high quality books as well as maximize Tsinghua SEM's academic and social influence in the end of 2019.

Transforming Research to Serve Society at Tsinghua SEM : P&T Policy Revision



- Starting from the spring of 2020, the newly revised academic requirement for faculty promotion is adopted: one of the best scholars in his/her academic field in Asia Pacific. **If applicable, consider the relevance of China issues when making the comparison with peer scholars.**
 - The minimum publication quantity requirement mainly focus on top-tier journal articles
 - **Emphasize service to society as well as relevance to Chinese issues in the evaluation**

Transforming Research to Serve Society at Tsinghua SEM : P&T Policy Revision



- Extra criteria for full professors:
 - Social recognition (e.g., policy, social and management practice impacts)
 - Outstanding teaching achievements

Transforming Research to Serve Society at Tsinghua SEM : Faculty Salary Evaluation



- Assigned a task force for faculty salary evaluation reform to increase the weight of **service-to-society** in the evaluation system in the fall of 2020.
- The new evaluation system will become effective from the fall 2020.

Transforming Research to Serve Society at Tsinghua SEM : P&T Policy Revision



Thank you!

Yubo Chen
Tsinghua SEM



Maurizio Zollo, Management & Entrepreneurship Department
Head and Scientific Director of the Leonardo Centre, Imperial
College Business School

**“Building a Multi-Stakeholder Institute for High Impact
Research”**

WHY is BUSINESS ACADEMIA missing IMPACT?



- Research questions are not jointly developed with our Stakeholders
- Our Stakeholders are only involved (if at all) at data collection stage
- No voice given to Stakeholders.....and no voice given by Stakeholders to us
- Virtually no global scale, cross-disciplinary, multi-stakeholder, programs.
- Small, disconnected, research centres
- Academic Associations disconnected from Business, Policy, Civil Society
- Lack of structural knowledge translation for Stakeholders
- No measure of impact of research projects

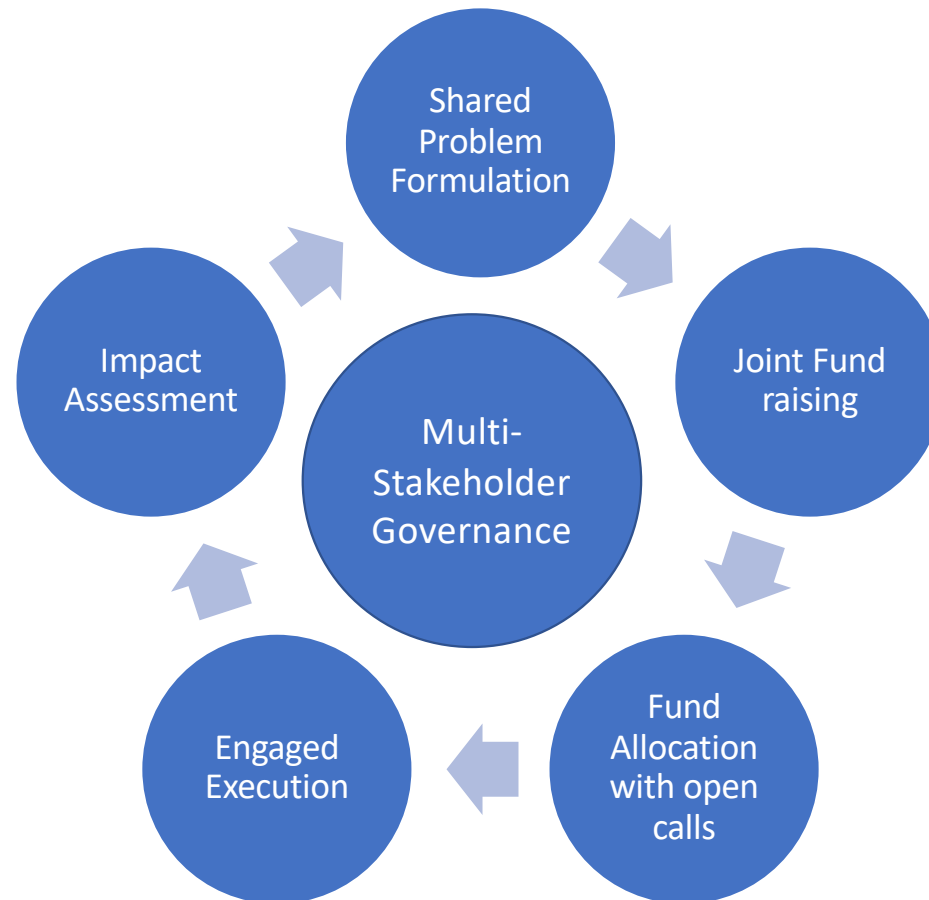


A (Multi-Stakeholder) High Impact Business Research Institute (HIBRI)



- PARTNERS: Academia (RRBM, Schools/Uni, centres, acad. associations) and key Stakeholders (business, accreditation, policy-makers, funders, civil society)
- PURPOSE: collect and direct major resources to large scale, multi-disciplinary, high impact business research programmes:
 - CONTENT: transition to inclusive, sustainable, stakeholder capitalism/enterprise models
 - PROCESS: knowledge co-creation, field experimentation, results translation, collective diffusion, impact assessment/sharing/comparing, embed lessons in following waves of funding
- Some MODELS: Marketing Science Institute, CERN (particle physics), Genome program...

How might it work?





Questions?
Please use Chat

Session 2: Keynote Dialogue



Conversation with Paul Polman on Responsible Business Research

Mr. Paul Polman, Chair, IMAGINE, Vice-Chair of the U.N. Global Compact, and former CEO of Unilever

Moderator: **Luk Van Wassenhove**, Professor Emeritus of Technology & Operations Management, INSEAD



Questions?
Please use Chat

Session 3: Stakeholder dialogues



How can responsible research help us build back better?

Discussion in Small Groups

Ruth Bolton, Arizona State University



- Small groups formed based on stakeholder categories
 - Groups 1 and 2: Accreditation and association leaders
 - Groups 3 to 5: Deans, associate, and past deans
 - Groups 6 to 8: Editors, associate, department, area editors
 - Groups 9 and 10: Senior scholars
- Each group discusses what they (as deans, editors) can do to transform business research toward a better world and develops a “We will” statement for the group.
- Group facilitators: process, timing, scribe key ideas and “We Will” statement.

Group Discussion Question



The Covid pandemic has been an unprecedented disaster for societies around the world. Yet as Paul Polman points out, this could be an opportunity to **build back better**: to create a business system that better serves human needs.

1. From your experience in the last four months, what are the 1-2 most critical things business research could do to help build back better?
2. What could you, in your role [editor, dean, etc.], do to help make this happen?
3. Write a collective “We WILL” statement.

[35 Minutes in group]

Plenary sharing – “We Will” Statements



Reporting 3 most important ideas discussed in your group and read the “We Will” statement.



RRS2019 Participants - Rotterdam School of Management

Groups 1 and 2:
Accreditation and
association leaders
Groups 3 to 5: Deans,
associate, and past deans
Groups 6 to 8: Editors,
associate, department,
area editors
Groups 9 and 10: Senior
scholars

Session 4: Closing Keynote



Rebecca Henderson, Professor of General Management and Strategy, Harvard Business School

Moderator: **Mike Toffel**, Professor of Operations Management, Harvard Business School

Reimagining Capitalism in a World on
Fire:
Reflections on the Relationship between
Research and Practice

Rebecca Henderson
John & Natty McArthur University Professor
Harvard University
rhenderson@hbs.edu



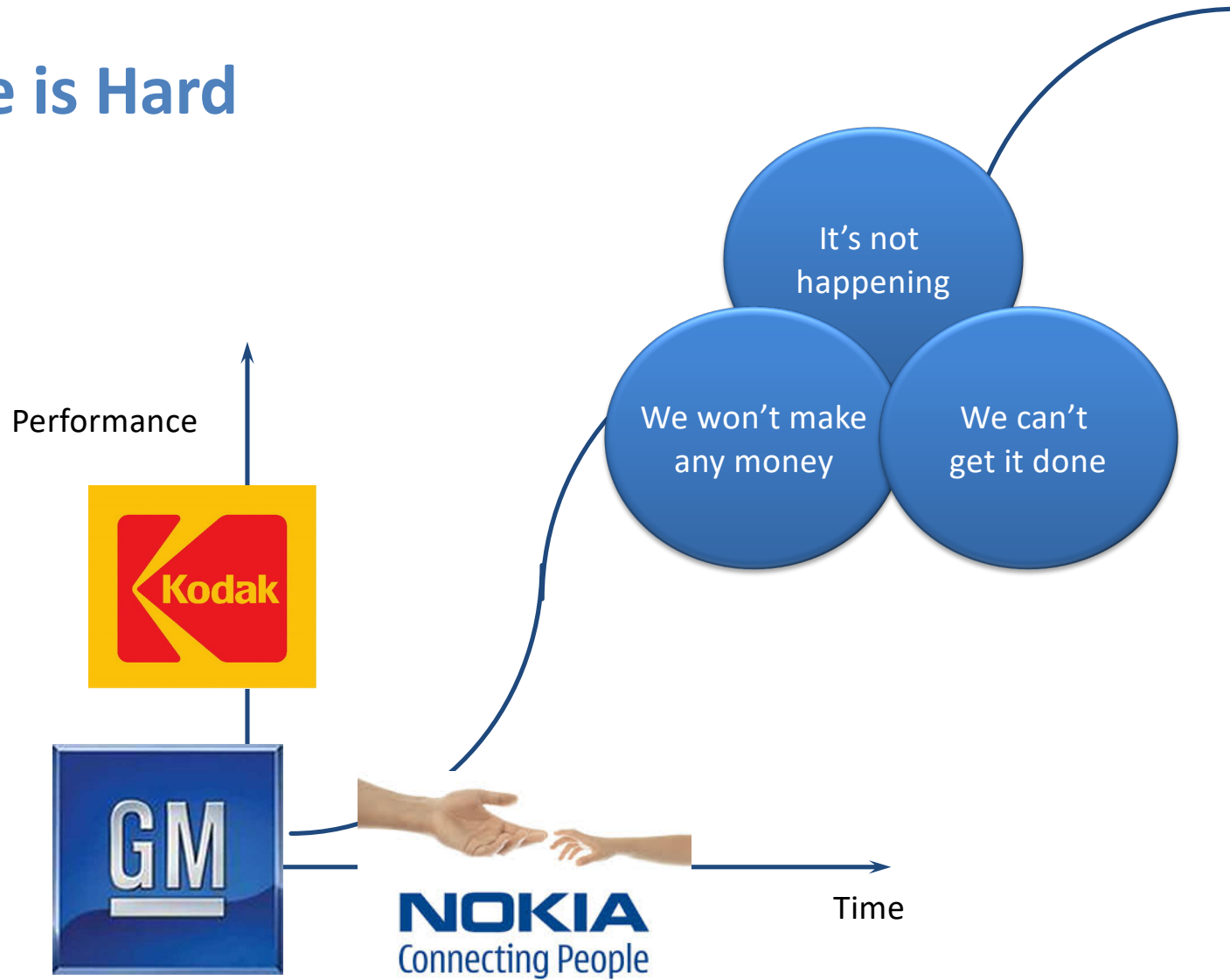
Outline

- On my own scholarly work
- Why Reimagine Capitalism?
- Obstacles
- An agenda for further research

Thirty Years as a Scholar

- A focus on the economics of innovation
- And on the question of why large, established firms have so much trouble changing

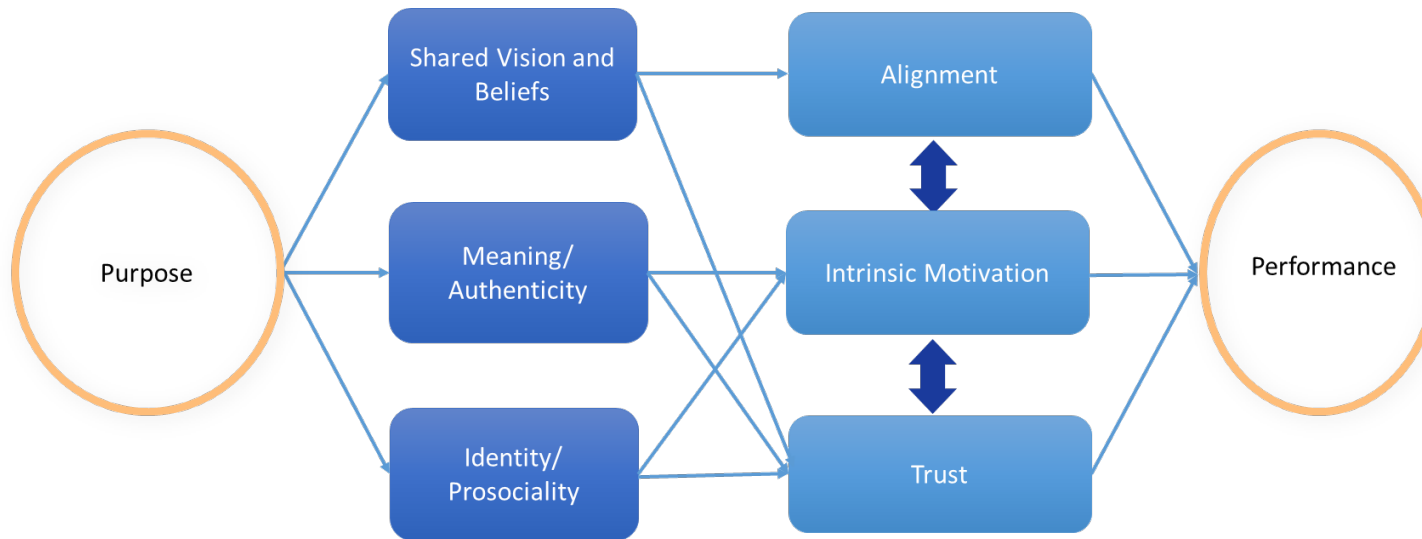
Change is Hard



Thirty Years as a Scholar

- A focus on the economics of innovation
- And on the question of why large, established firms have so much trouble changing
- What does purpose have to do with it?
 - Joint work with Bob Gibbons at MIT on the question of “relational contracts?”

Purpose Can Help!



Why Reimagine Capitalism?

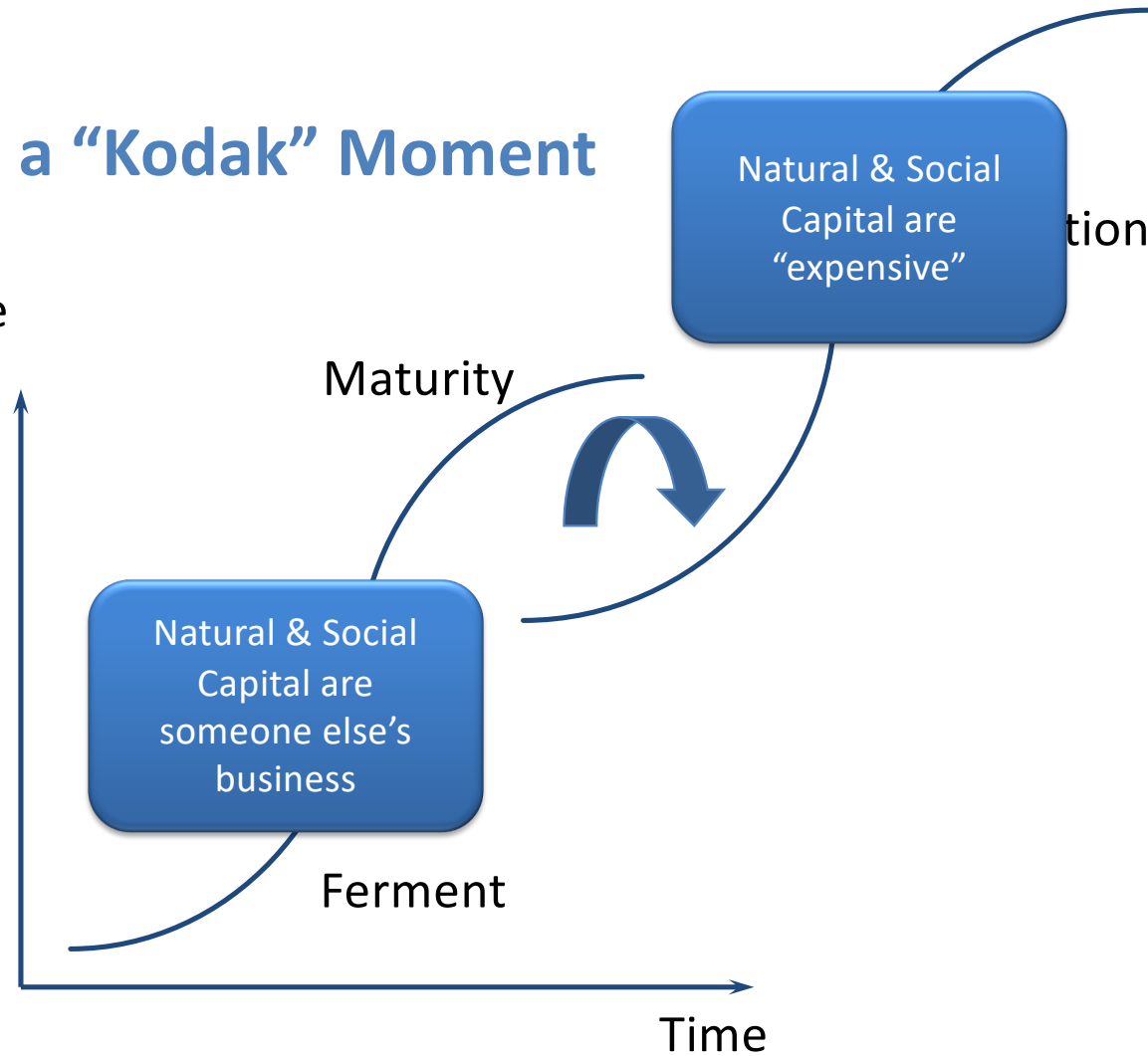
- Energy companies in my office
- “Accelerating Innovation in Energy: Lessons from Multiple Sectors” NBER/Chicago Press
- Why aren’t firms lobbying for a carbon tax?

REBECCA
HENDERSON

**REIMAGINING
CAPITALISM
IN A WORLD
ON FIRE**

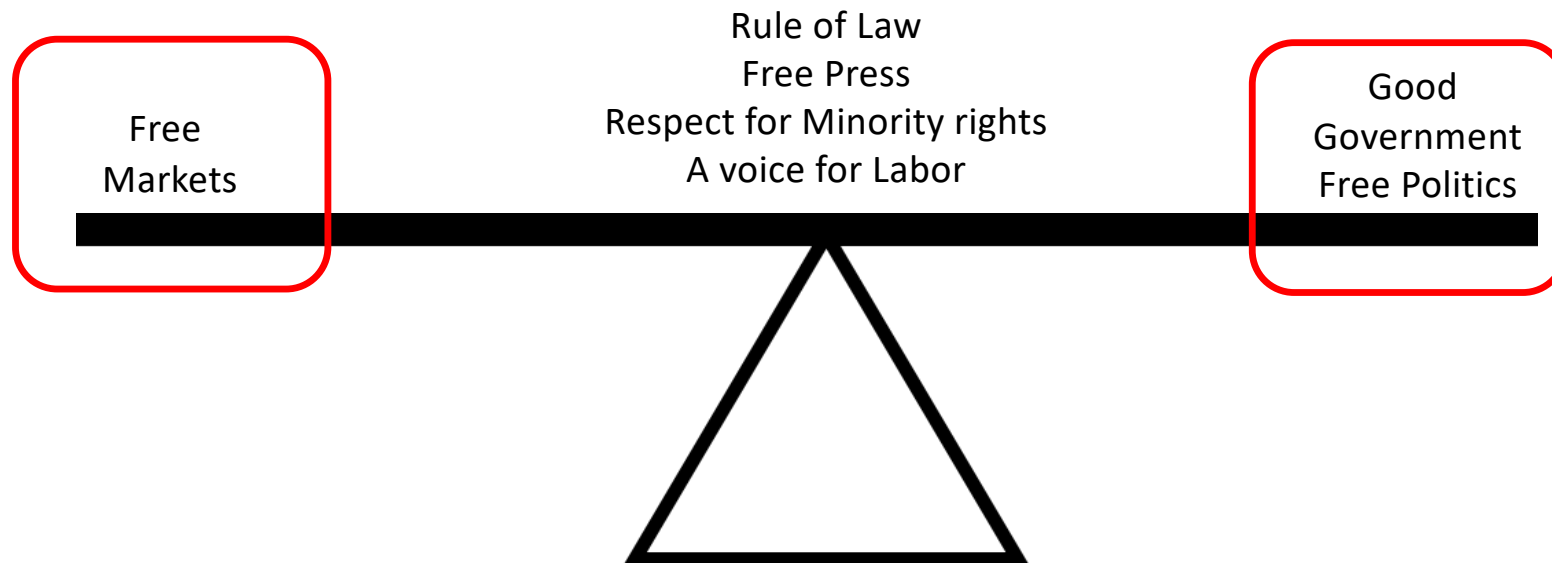
We Face a “Kodak” Moment

Performance

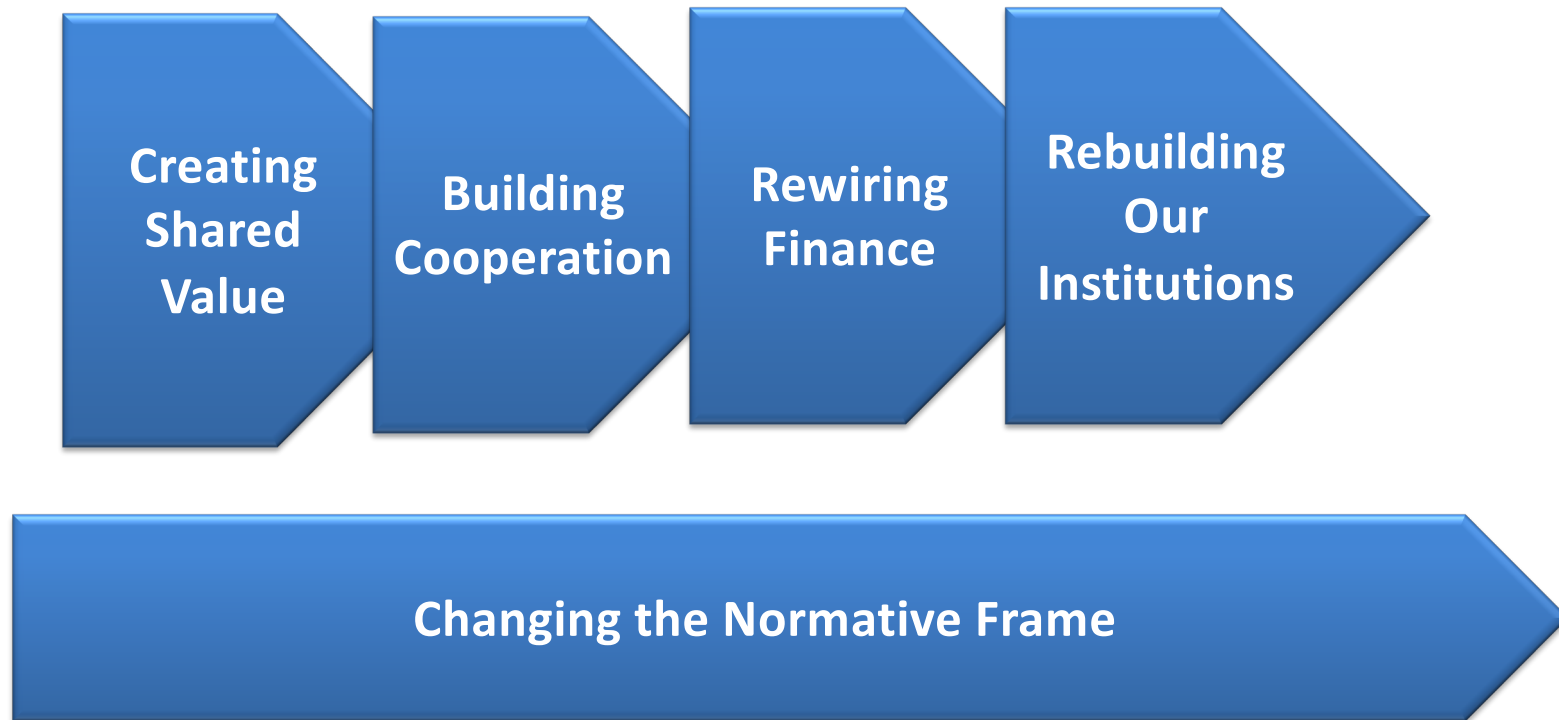


Time

The First Best Solution: Rebuilding Inclusive Institutions



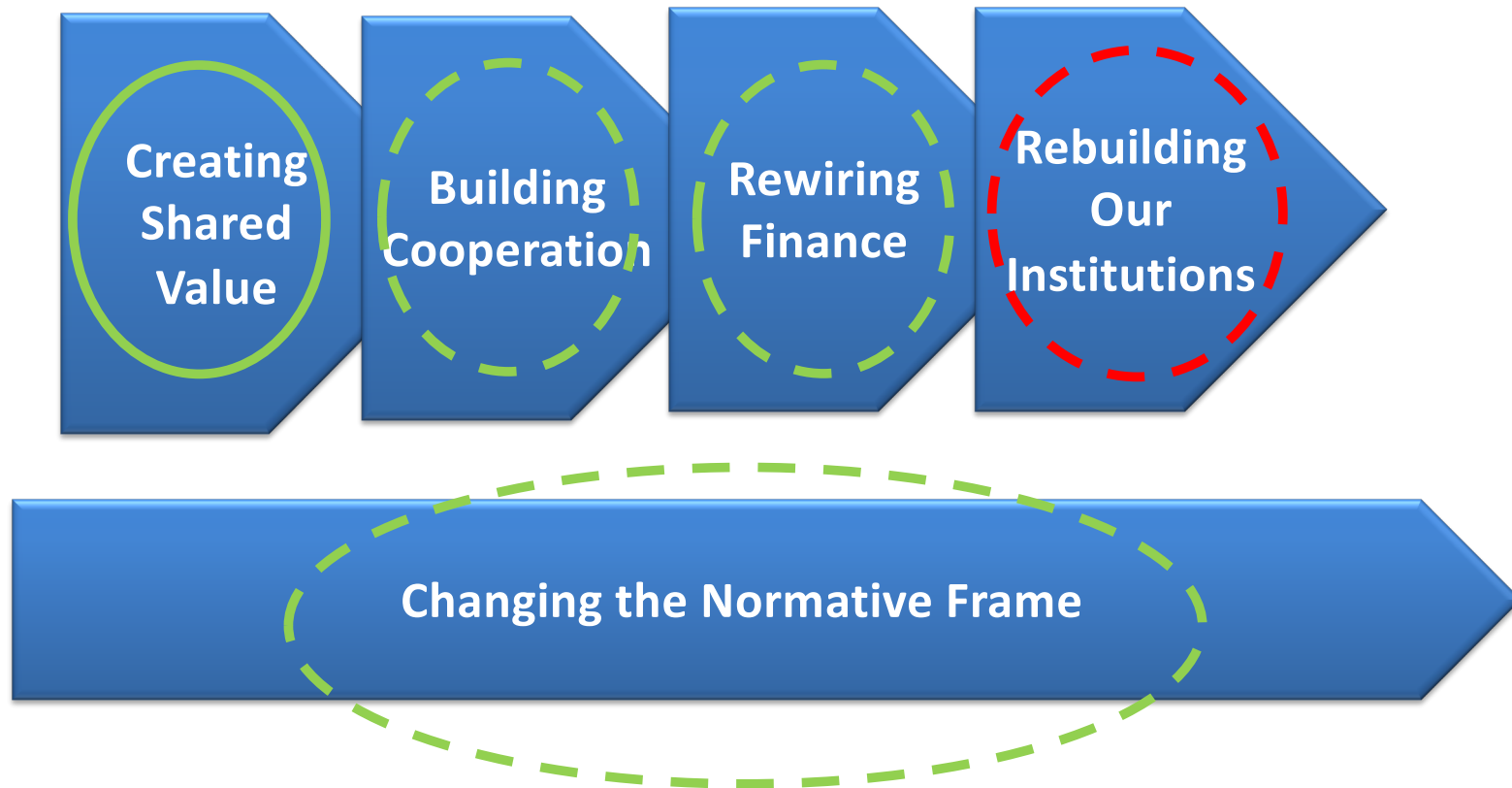
Five Steps to Systemic Change



Obstacles

- What will they think?
- Limited research expertise

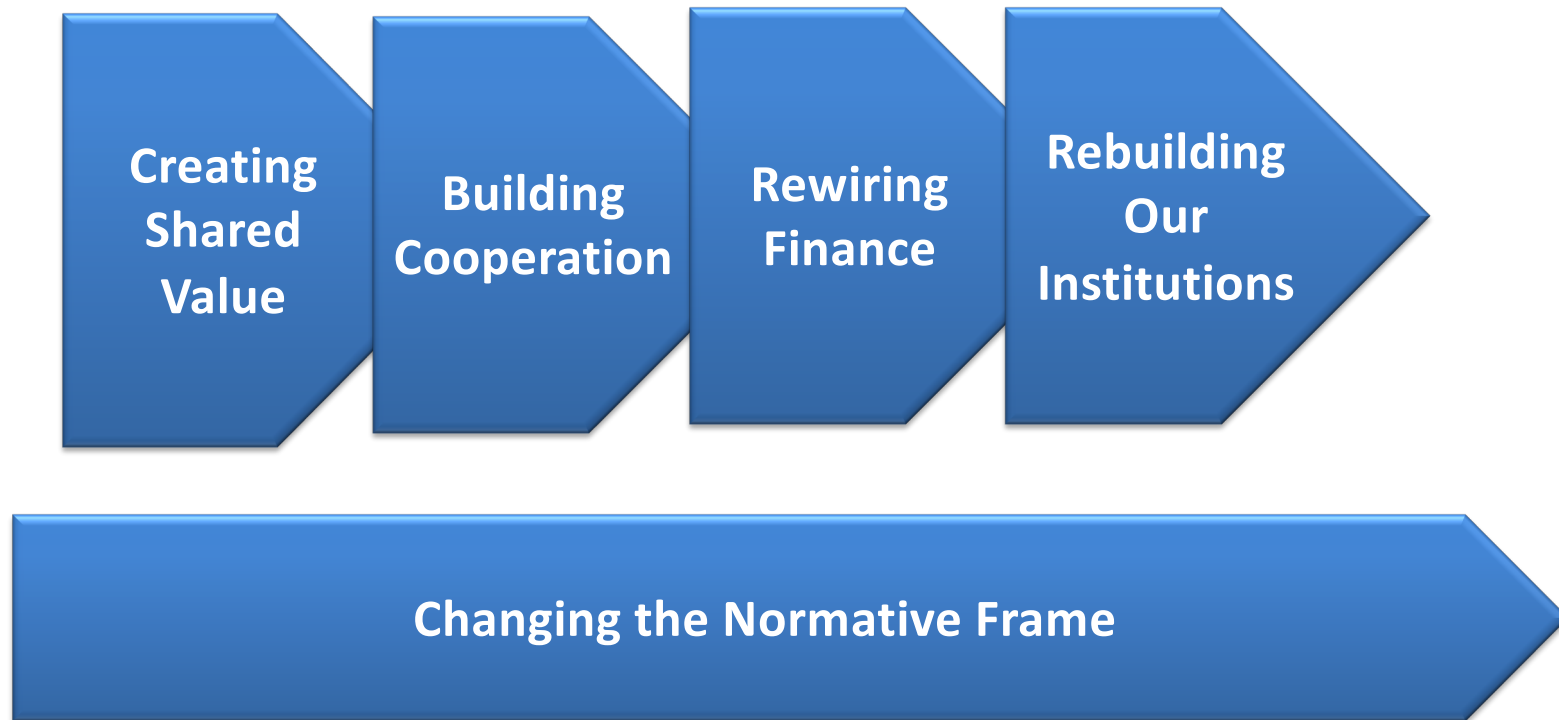
Limits to my research expertise



Obstacles

- What will they think?
- Limited research expertise
- Learning to write
- You're going to talk about politics?

An agenda for further research





Questions?
Please use Chat

Summary and Next Step



- **Inspiration:** What gives you hope?
- **Call to action:** What can you do next in your role?
- **Commitment:** How can your group work together to help bring about a transformation of business research?
- **Coming up next year:** RRS2021 at Imperial College Business School, engaging with our external stakeholders.

