

Responsible Research for Business and Management Working Board Meeting Minutes

Tuesday, June 9, 2020

Time: 8:00 am–10:00 am (Phoenix Time/Pacific Time USA)

Attendees (22): Leonard Berry, Jaime Bettcher, Caryn Beck-Dudley, Mary Jo Bitner, Ruth Bolton, Michael Brady, Bill Glick, Dan LeClair, Mette Morsing, Katrin Muff, Alexia Shonteff, Jean-Alexis Spitz, Michael Toeffel, Anne Tsui, Wilfred Mijnhardt, Matthew Wood, Jerry Davis, Richard Lyons, Peter McKiernan, David Reibstein, Howard Thomas, Maurizio Zollo

Absences (5): Allen Franklin, Mark Houston, Serguei Netissine, Tom Robinson, Bernard Yeung

Actions Items:

1. Mike Brady to complete the marketing piece for the RRS2019 full report and Ruth will read through before submitting it to the WB.
2. Wilfred to try to write a blog about RRS2019full report and post it in the fall issue of BizEd, or AACSB and EFMD blog.
3. Anne will email the WB the RRBM Status Report for comments and suggestions. Once approved, all RRBM WB members will sign.
4. Bill asked the WB to send names of people in business, media, government, foundations that would be interested in attending the RRS2021 Summit in London.
5. Wilfred will share his more extensive matrix with the Honor Roll committee. He will connect with Parsu Parasuraman regarding the Honor Roll
6. Wilfred to run his analysis on the RRBM journal list
7. The Honor Roll committee will implement a pilot program to sort out any kinks in the Honor Roll procedures before expanding.
8. JAS will add a page to the RRBM website for RRBM institutional partners to submit an application to become a Pioneering Institution – to be announced in the July newsletter.
9. Mary Jo asked for the WB to send their name to her if they are interested in serving on the pioneering institution review committee
10. Anne asked the WB to send suggestions of possible PhD candidates for the pilot course; Mike Brady will forward the syllabus to his PhD director.
11. Alexia to update the RRBM Projects and Priorities matrix as people inform Mary Jo of the projects they would be willing to join (if not already listed).
12. Everyone to think about possible WB members for the September WB meeting

Minutes:

1. Welcome and introduction
 - a. Mary Jo thanked everyone for attending the meeting and acknowledged the difficult times we are all facing.

- b. Mary Jo welcomed Caryn Beck-Dudley and Mette Morsing to the RRBM Working Board. She invited them to briefly introduce themselves.
 - c. Caryn stated she was very excited to be part of the RRBM Working Board. As a past Dean and the new CEO of AACSB, she welcomes the work to move Standard 9 forward.
 - d. Mette Morsing, new Head of PRME, stated she is excited to be part of the RRBM Working Board and in her new role at PRME she is honored to be part of the RRBM's important agenda to encourage responsible research.
 - e. Mary Jo thanked Tom Robinson for his service to the RRBM WB. Caryn said that Tom was not able to attend the call because he was currently in Thailand.
2. Review and approve March 2020 Working Board minutes
 - a. Mary Jo asked if there were any revisions to the minutes. Mary Jo had one correction to include several updates shown at the beginning of the March agenda. There were no other corrections. The minutes were approved with the corrections
 - b. Anne reminded everyone the meeting minutes are posted on the RRBM website as a public record, and thus, it is important the information recorded is accurate. RRBM wants to practice transparency as much as possible.
3. Status of Ongoing projects and report on Action Items since March 2020
 - a. 2019 Summit Reports and Actions
 - i. Mike Brady stated he is working on the RRS2019 executive summary and asked Ruth if she would be willing to review it before it is sent out to the WB. Ruth agreed she would.
 - ii. Wilfred Mijnhardt stated he has not had an opportunity to write a blog on the RRS2019 to be posted in an issue of BizEd, or AACSB and EFMD.
 - b. RRV2020 – Updates on Virtual Summit for June 29, 2020
 - i. Bill Glick reported tremendous progress has been made thanks to JAS and EFMD. Jerry will serve as the MC and the speakers will be Paul Polman and Rebecca Henderson.
 - ii. Paul Polman requested a status report of RRBM so he could prepare for the Virtual summit. Anne created a first draft and then Anne, Bill and Mary Jo worked together to finalize it.
 - iii. Wilfred who read the status report suggested that this be a WB document. Anne agreed and will send it to the WB to review for their suggestions and comments.
 - iv. Katrin asked if there would be discussion on ranking of business schools at the Virtual RRS2020 summit, or if it would be open to other organizations to attend.
 - v. Bill commented the OC had decided to keep it to a small by-invitation event at this time.
 - vi. Wilfred asked if the Virtual Summit would be recorded and available to the public. Bill responded that it will be recorded (except the break out groups)

and different sessions will be created before being posted on the RRBM website.

- c. RRS2021 – Current Plans for 2021 at Imperial College
 - i. Anne reported that we will be sending out letters to those registered in RRS2020 London to register for the RRS2021 London event. There are 45 internal and 16 external participants who have signed up for RRS2020. We will ask them to re-register for RRS2021.
 - ii. Maurizio reported the logistics are in place for June 2021. The goal is to invite more external participants to the RRS2021 Summit.
 - iii. Bill welcomed names from the WB to include those from business, media, government, foundations. The goal is to leverage our relationships.
 - d. RRS2022 – Current Plans for 2022 at Wharton
 - i. Dave Reibstein commented as long as we are out of shelter, the plan is for the RRS2022 to be held at Wharton!
4. RRBM Bylaws, 501 (c)(3) application, and December 2020 elections
- a. Anne thanked everyone for attending the May 22 virtual meeting to vote on the bylaws. They have now been reviewed by a nonprofit attorney and no substantive changes were made – just some reformatting. The next step is to apply for the 501(c)(3) status.
 - b. In order to do so, interim officers will need to be listed for the positions of Chair, Co-Chair, Secretary and Treasurer until elections can be held in December 2020 for the new officers to then take over as of July 1, 2021.
 - c. Anne asked the WB for their permission to allow Patty DeChow to serve as the interim treasurer; explaining their permission is required since the RRBM officers must be WB members. The WB approved Patty as a new WB member and simultaneously as the interim treasurer.
 - d. Mary Jo asked the WB members to think about people they may know that would be interested in serving on the RRBM WB to put forward at the next WB meeting in September.
 - e. Anne stated the WB members can also come from the 1500 plus RRBM community members and we will issue a call for nominations to the community. Mary Jo stated a formal process would be put forth by September.
 - f. Bill asked everyone to think seriously about stepping up themselves or recommending others for the WB and/or for RRBM offices.
5. Working Board Retreat
- a. Mary Jo stated with a new board and officers it would be a good opportunity to hold a retreat and strategy session during the time of transition to a new team.
 - b. Anne suggested this session could coincide with the RRS2021 London Summit to be held on the third day (June 29), after the Summit. It would allow for the incoming/outgoing board and officers to meet and discuss the current and future of RRBM. Anne asked everyone to plan for a 10 am-3 pm retreat on June 29, 2021.

6. Responsible Research Honor Roll

- a. Jerry reported a new member had been added to the committee, Parsu Parasuraman, who specializes in measurements and scale development. He explained the committee had to change direction from the 'Open Science Badge' idea because it was too difficult to implement. The committee switched to the Honor Roll to be housed eventually under the RRBM website. The committee has decided to review 2018 and 2019 articles on Principle 1 service to society and Principle 6 impact on stakeholders. They will need to recruit senior scholars to review the articles and test out the process before rolling it out.
- b. Ruth stated once they test out the process, and assuming it works, the committee will be able to move along at a much quicker pace and make it a reality.
- c. Wilfred commented he has extended his indexing to 40,000 articles against the 17 SDGs, going back to the year 2000. It allows for more data analysis and is more inclusive because he is able to analyze PhD dissertations. Further, it allows for a more comprehensive and inclusive insight.
- d. Anne asked Wilfred if he would be willing to run his analysis on the RRBM journal list and Wilfred stated he would. She also asked if the Honor Roll committee would use the RRBM journal list for their initial run. Len responded the committee is working with all the RRBM journals and a few other journals.
- e. Dan LeClair suggested the committee think about the demand side. Are the articles relevant and accessible to readers; suggesting the communication of article content to lay readers.
- f. Bill said the committee is developing a methodology and once they have piloted the program with a few leading journals, they will then open it up for nominations of articles from any journal, and may include books and other writing.
- g. Mary Jo thanked the committee for their evolving work.

7. Pioneering Institutions committee report

- a. Mary Jo reported the committee had met several times and realized the correct terminology to use is 'pioneering' rather than 'pioneer'. This way it is more about the actions being taken, an ongoing evolving process, rather than an end in itself. Furthermore, the word pioneering is currently being used on the RRBM website.
- b. The committee also determined they could open it up to all RRBM institutional partners including journals and decided to call it 'Pioneering Institutions'.
- c. The description and application process will be posted on the RRBM website, and those interested will be able to apply.
- d. The seven existing pioneering schools will be asked to update their profile.
- e. A committee will need to be formed to review the applications.
- f. The description and process were accepted by the WB and will be posted to the website by JAS.

8. Responsible Research Metrics

- a. Rich Lyons commented on the remarkable work Wilfred is currently doing with the metric analysis and is hopeful that once it is clear what RRBM is trying to do, he will

approach Google Scholar again with a specific RRBM 'ask'. Wilfred's work is getting us there.

- b. Rich also reflected on the RRBM's N.A. Hubs discussion (the latest meeting was a day earlier on June 8) about engagement of Deans in this effort. He asked what Deans would look for in a metric – what is the problem we are trying to resolve. He reiterated that it is easier to convince deans to change their professional development programs than their performance evaluations.
- c. Continuing, if he were to write a letter as the Dean to his faculty, what would he ask of them:
 - i. Position a request as an opportunity e.g., we would like you to tell us about 3 impacts your research has made beyond journal citations.
 - ii. Make it bottom up, e.g., ask the faculty what they most proud of in terms of the societal impact of their research.
 - iii. Don't disrespect the status quo e.g., using the correct wording is important. We don't want to make current research seem as though it were not responsible to begin with but rather state it as we need to make our research MORE responsible.....
- d. Wilfred added that a meaningful strategy was necessary.

9. Doctoral Education

- a. Anne explained the Task Force is working on an online course focusing on the Philosophical Foundation of Responsible Research to pilot it in the fall. The pilot course ideally should have 16-24 PhD students. In addition to learning the course content, the students can also offer suggestions to improve the course. Anne asked the WB members to recommend students to take the course and offer feedback. Mike Brady said he would forward the syllabus to his PhD director. The goal is to eventually offer it to senior scholars so they can teach this course in their own PhD programs. The course covers 3 topics:
 - i. What is social science and comparison to natural science
 - ii. What is scientific reasoning (how it differs from metaphysical reasoning)
 - iii. Role of science for society and the responsibility of the social scientist
- b. Anne reported there will be a series of webinars offered by RRBM.
 - i. June 16 – Responsible Research in Pandemic Times (Jerry Davis and Peter McKiernan). Peter reported it is a 90 minute short program that is portable and centered around COVID19, introducing the RR 7 Principles. JAS and EFMD have assisted in putting the webinar together, and it will be offered to 92 participants with a wait list. JAS expanded that the webinar is designed to be interactive with small group discussion/exercises.
 - ii. September – Business Education and Responsible Research by Mauro Guillen, Wharton. Dave reported that Mauro will address COVID19 and the impact it has had on the economy and healthcare, based on research. It is based on a course Mauro taught at Wharton. The webinar will be 45-60 minutes in length.

- iii. August - Celebration of IACMR-RRBM Responsible Research in Management Awards. Anne reported the award ceremonies will be turned into a series of 3 webinars whereby the award winners will be asked to share on their research. Tentatively each webinar will be 90 minutes in length.
- iv. Mary Jo advised the Marketing awards briefings may be recorded and could be available for the RRBM community as well. She would keep everyone posted.
- c. Mary Jo asked if there were other ideas.
 - i. Wilfred suggested the RRBM consider writing a handbook called 'Responsible Research Governance' to help guide schools. Anne agreed that this is a good idea.
 - ii. Dan LeCair wondered if there could be an opportunity to generate a new understanding to COVID19 and people working from home e.g. there has been an increase in journal articles by men but a decline for women. We need more research-informed ideas to address possible future lockdowns.

10. RRBM Projects and Priorities

- a. Mary Jo asked everyone to review the RRBM matrix Alexia had prepared. She asked everyone if there was anything missing, does the matrix accurately and completely cover the things we are currently doing? Is anything, or anyone, left off? Which of the current projects provide the most return to RRBM and Vision 2030? How do we keep the momentum going on key initiatives and projects? How do we determine which new projects to pursue? How can we involve new people in our initiatives?
- b. Mary Jo continued that Alexia and JAS have been very important assisting with projects but the RRBM is a volunteer organization and asked the board how can we keep up the momentum and make choices among competing priorities?
 - i. Howard said he is happy to volunteer for the metrics initiative, the publicity or the pioneering institutions to serve on the review committee.
 - ii. Peter asked to be added to the award program on the matrix.
- c. Peter requested clarification on the N.A. Hub idea.
 - i. Wilfred explained the original idea was from February and would be a way for RRBM to gain regional support in Europe, North America and Asia. To have 3 to 5 schools in each area, agree to work alongside RRBM to get resources from various philanthropic organizations so the RRBM global network can fly. It will allow for RRBM to become sustainable.
 - ii. Ruth added it would create a structure to develop relationships and manage shareholders and grow relationships with AACSB, EFMD, small and big organizations.
 - iii. Mette suggested perhaps RRBM should not reinvent something but rather work with other organizations, e.g., PRME has 15 regional based areas (820 schools) that is underway. The Chair of the new PRME Board is the dean of INSEAD. RRBM could work with PRME on its research component.

- iv. Bill stated China already has 10 Deans working together to focus on RRBM. He added the North American Hub discussions could involve creating new groups or possibly using existing affinity groups through AACSB.
 - v. Wilfred added RRBM has to link itself to global contacts that are interested in responsible research. We must sustain ourselves if we are to reach Vision 2030.
 - vi. Maurizio stated the idea is to create a moment in which the ecosystem comes together with RRBM. PRME and Global Compact can link with RRBM. PRME works with schools but does not have programs focusing on research at this time. Global Compact has many companies.
- d. Mary Jo stated it has been challenging to get individual busy people to work on projects, but going to groups already sharing the vision RRBM makes sense. We need to also engage our own community. Collaboration is key.
- i. Mary Jo asked everyone how do we keep the momentum going?
 - ii. Maurizio stated the RRBM is a small cohesive group which has allowed it to get things done but we need to think about scaling it and that is not easy to do.
 - iii. Rich agreed. RRBM has undertaken a number of projects but now it is time to step back and assess the impact of each project and decide if they are worth continuing.
 - iv. Anne responded that RRBM has an annual review. We asked if RRBM is making progress. If not, we should be ready to dissolve RRBM. The Board retreat may be a good time to do this review more systematically and to identify a process of self-review systematically.
 - v. Peter stated the upcoming elections is a great opportunity to bring in younger scholars. They can be the new face of change. How do we encourage them to join?
 - vi. Wilfred said it is easy to engage the young – just ask them! Ask the PhD directors and institutional partners.
 - vii. Jerry agreed. The young Phd. students and scholars want to do responsible research, we just need to push them through an open door. There has been a generational change.
 - viii. Mary Jo agreed. The young are willing; for example, the marketing award committee includes enthusiastic young faculty members.
 - ix. Wilfred asked if we know how many doctoral educators are among the 70 institutional partners. Anne said we would need to find out.
 - x. Dan reflected the role of the RRBM has been to plant seeds like special editions in a journal. We don't need to bring RRBM into everything just need to support and encourage. Help others blossom and not necessarily be the home for responsible research.
 - xi. Len added RRBM is a social movement. RRBM's greatest potential is to seed innovation around the world and it doesn't have to be the implementer. A social movement is volunteer based and there are too few people doing too much...we need more people helping RRBM. We require

new infusions, new ideas, new champions. If projects don't move forward take them off the list.

11. "I Will" statements from RRS2019

- a. Mary Jo said that many great ideas came out of RRS2019 – it is so exciting to see what RRBM inspired. She thanked Alexia for preparing the presentation and updates. A lot of things happened without RRBM being involved and the "I Will" PowerPoint demonstrates this.

12. Conclusion

- a. Mary Jo thanked everyone for attending and welcomed Caryn and Metter once again to RRBM.
- b. Mary Jo reminded everyone the Virtual Summit would be held on June 29, 2020
- c. The next virtual WB Meeting would be held sometime in September 2020.
- d. The meeting ended at 10:00 AM, Phoenix time.