

A Full Report of the 2021 Responsible Research Academic Summit: Experiences and Best Practices

A Virtual Open Summit on April 26, 2021 (3 hours)



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Executive Summary

On April 26, 2021, 200 deans, editors, association leaders, and scholars gathered at the virtual RRBM Responsible Research Academic Summit to discuss experiences and best practices for advancing societally meaningful research. The third such summit to be held, this year's gathering highlighted actions underway by various stakeholder groups since the first summit on July 1 2019 and the second virtual summit on June 29, 2020. It reinforced the importance of continued and collective action.

Panelists at the 2021 Academic Summit shared personal stories and highlighted numerous initiatives by business schools, disciplinary associations, journals, and scholars that are contributing to a building momentum to embrace responsible research principles. The initiatives highlight the importance of attention across the research ecosystem—from encouragement and mentorship to supportive infrastructure and policies, and outlets for visibility and impact.

Eighteen breakout groups representing seven stakeholder types engaged in two rounds of discussions, providing opportunities for participants to connect with one another to deeply explore opportunities, challenges and, most importantly, to identify actionable commitments related to their specific roles.

Key Takeaways or Actionable Ideas from Each Stakeholder Group

Association Leaders

- A suggested practice for association leaders is to comprehensively assess “Which of our current practices go against responsible research?” to identify areas for attention.
- Publications targeting practitioners have emerged as successful complements to existing journals. Often these use thematic curations, translations for a practitioner audience, and a focus on the application of the research findings. New staff roles (or revisions to existing roles) can be helpful in supporting these publications as well as dissemination of content to media outlets.
- Associations are considering the ways in which practitioners are engaged at a governance level, and seeking new ways to incorporate their views.
- Associations have considerable power to convene, which can be leveraged to further conversations about responsible research, educate and connect doctoral students and scholars, and construct frameworks that would support responsible research production and publication.

Deans

- Consider ways that deans can help to create the space, and environment, for responsible research to thrive. Some key elements supporting this include:
- Develop a culture of open-mindedness to responsible research principles, fostered through a culture of inquiry about why ideas matter in practice.
- Access to a research infrastructure—which may include tools, staff, data, and funding—that reduces the obstacles to pursuing important and impactful research with high quality methods.
- Cultivate long-term collaborative relationships with businesses, with a goal to facilitate valuable field research opportunities that produce both rigorous and impactful research.
- Create visible and meaningful celebration of successes.

Doctoral Directors

- Expose doctoral students to responsible research principles. Are the principles and relevant exemplars reflected in the orientation, in courses, in discussions with supervisors & mentors?
- Consider the role of transdisciplinary doctoral programs and cross university collaborations that help doctoral students to gain advisors from other disciplines and learn diverse disciplinary backgrounds.
- Support students in becoming a part of a community—of other doctoral students, of junior scholars, and senior scholars—who are focused on responsible research and can encourage one another.

Doctoral Students

- Seek connections to communities—of other doctoral students, of junior scholars, and senior scholars—who are similarly focused on responsible research and can encourage one another.
- Pay attention to methodology. Reviewers may not agree with the content but they cannot easily refute sound methodology.
- Know that pursuing your passion and achieving publication success do not have to contradict one another. Rely on your support network and intellectual curiosity to find and pursue research questions where the two intersect.

Editors

- As stewards of advancing science, editors are positioned to take some of the boldest steps in advancing responsible research.
- Garner support from across the editorial review board, association leaders, etc. for the vision for change then work through the specific actions that will get there.
- Monitor emerging practices in other areas, such as open science, for ideas to adapt and test.
- Signal an interest in impact in the submission process and convey these values to associate editors and reviewers.

Junior Scholars

- Seek opportunities to learn about what debates, and knowledge gaps, exist in practice related to your discipline. Seek inspiration for research questions from sources other than scholarly journals.
- Be judicious in listening to the advice of senior and influential colleagues, being reflective about alignment of feedback with RRBM research principles.
- Highlight RRBM principles among students, for example, reinforcing these principles when providing feedback in the review process, through seminars, and sharing of relevant examples and webinars.
- Start with your own actions and seek to influence one other person, or more, through the opportunities presented to you. Watch the momentum grow.

Senior Scholars

- Influence the culture within the business school to one where responsible research will thrive.
- Serve as mentors to junior scholars and doctoral students.
- Involve journals to help shape/shift the evolution of publication outlets and review processes.
- Develop models for practical application at the discipline level, explore alternative metrics and methods for evaluating impact, and develop/reinforce values guiding future business and management scholars.

Appendix A is a list of one “I/We Will” statement chosen by each group to share with all participants in the plenary session.

Highlights of Remarks by Panel Speakers

Panel 1: How Deans Encourage Faculty Research with Societal Impact

In this panel discussion, panelists shared examples of strategies for research impact—addressing culture, policy, organization, and resources—from business schools in the US, the Netherlands, and China.

Moderators: **Mary Jo Bitner**, Professor and Edward M. Carson Chair in Service Marketing Emerita, Arizona State University, and **Ruth Bolton**, Professor of Marketing, Arizona State University

Panelists:

Jonathan Levin, Philip H. Knight Professor & Dean, Stanford Graduate School of Business, USA

Levin spoke about how deans can encourage faculty research with societal impact, highlighting one element that has always existed, and another that is emerging today:

- *A longstanding and enduring need:* Deans should ensure an environment of exposure to questions about why ideas matter in practice, and of supportive, intellectually engaged colleagues. They should support intellectual freedom combined with a culture in which colleagues encourage and celebrate successes. Robert B. Wilson, a Nobel Prize Winner for his work related to auction theory and new auction formats, illustrates this point. He started his career with foundational research and transitioned after 25 years to practical application of the ideas.
- *An emergent need today:* Research support has become more important with the advent of new measurement, data, and computational methods. Faculty need more of a research engine, or research infrastructure, to support their work. An example of a model for this is the Impact Labs at Stanford University, which help faculty take social science ideas to the world at scale by providing help negotiating data or partner agreements, or with the data science support for large data projects or field experiments.

Example: Stanford University Impact Labs

The [Golub Capital Social Impact Lab](#) at Stanford GSB was founded by Susan Athey, an economist who works in machine learning with applications to practical problems in partnership with social sector organizations. The motivation for the Impact Lab was to translate ideas and research into the real world, given that many universities don't readily have in place all the components to doing this in the social sciences. Often practically-oriented research in the world requires a partner organization (i.e., a non-profit or government agency), as well as sufficient internal support to run large data projects or field experiments. The impact lab model offers access to a research director and data science team.

The university-wide [Impact Lab](#) programs are designed to help support faculty who want to take social science ideas out into the world at scale. The Faculty Director allocates funding through an internal grant system. Recipients win a time-limited "lab", including money to establish the lab and a small team that offers help negotiating data agreements, partner agreements, etc. Optimally, says Levin, these labs might be run (and funded) through organizations like the National Science Foundation (NSF).

Ansgar Richter, Professor of Strategy and Dean, Rotterdam School of Management, Erasmus University, The Netherlands

Richter noted the challenges of systemic change in the current research ecosystem due to the many complementarities, including the strong importance of journal articles in highly reputable journals as a main currency, and the reinforcement of this through rankings and related core academic processes.

Some concrete ideas that the Rotterdam School of Management (RSM), which is a heavily research-oriented university with a long research tradition, is trying are the following:

- ***An institutional structure that fosters focus on engaged and impactful research.*** In addition to the roles of Dean of Research and Dean of Education, RSM has a Dean of Engagement & Partnerships who focuses on (a) policy development, implementation and enforcement, (b) developing partnerships with private, public and third-sectors, (c) responsibility for the portfolio of Research Centres and the part-time PhD programme, and (d) capability development for faculty.
- ***A cultural emphasis on the importance of credible research in addition to useful knowledge.*** For example, the school runs a series of month-long campaigns including a mix of workshops, labs, seminars, and awards. Examples are Figshare Data Fest, ORCID Madness Month, and campaigns focused on Publons, the Open Science Framework, and citizen science campaigns on alt-metrics.
- ***Attention to metrics.*** For example, one faculty member developed [a program](#) that uses artificial intelligence and machine learning to map the extent to which a body of research knowledge relates to the United Nations' Sustainable Development Goals (SDGs). A limitation of this is that it cannot address whether the article proposes a solution that has an actual impact on practice.

Zhixue Zhang, Incoming President (2021) of the International Association for Chinese Management Research; Professor of Management, Peking University, China

Zhang shared progress made by ten Chinese business schools (the C9 League plus Renmin University) that committed in December 2019 to an Action Plan of Management Research for Service to Society. The schools reported on progress at a November 2020 summit open to nearly 100 deans. Some examples of initiatives taken include:

- Fudan University Business School revised faculty promotion criteria to encourage faculty to conduct field research in order to deeply understand the real problems faced by Chinese enterprises. This included allocating RMB 6 million to fund about 10 projects on technology and innovation management.
- Peking University provided over RMB 14 million toward 110 “Guanghua Thought Leadership” research projects to study social, economic and organizational issues in China. The projects address China’s grand issues such as long-term development strategy and provide advice for policy makers. The school established three interdisciplinary platforms and has published a thought leadership work series including 26 books and 120 research reports.
- Tsinghua University SEM launched an IMPACT Research Fund to provide faculty with funding and resources, and encourage them to carry out research with academic and social influence. Newly promoted faculty must be among the best scholars in his/her field in the Asia Pacific region; relevance to China issues and service to society are also considered. The faculty salary evaluation system now has increased weight given to service-to-society.
- Zhejiang University adopted a Business+ model, establishing interdisciplinary teams, collaborating with enterprises, governments, and other external stakeholders. Each of 8 teams completed a biography for an entrepreneur whose business and company has high impact in China.

Zhang observed that ecosystem transformations are driven by both internal pressures (i.e., promotion and tenure, as well as expectations for teaching material, cases, and theory to be more China-based) and external pressures (i.e., funding provided by the Ministry Of Education, Chinese National Science Foundation, and other government agencies increasingly value research relevant to practice).

Zhang noted that a challenge is how to balance high quality research and encourage faculty to do relevant research. This is why in several business schools there is a separate interdisciplinary research platform, and schools have made efforts to help young scholars achieve this balance, such as senior scholars mentoring junior scholars.

Panel 2: How Association Leaders Advance Responsible Research

In this session, leaders of three disciplinary associations—the Academy of Management (AOM), the Strategic Management Society (SMS), and the American Marketing Association (AMA)—spoke about actions that associations and their leaders can take to advance responsible research in their respective disciplines.

Moderators: **Serguei Netessine**, Dhirubhai Ambani Professor of Innovation & Entrepreneurship, The Wharton School, USA, and **Michael Haenlein**, Professor of Marketing, ESCP Europe, France

Panelists:

The Academy of Management, represented by **Amy Hillman**, Incoming president (2023) of the Academy of Management; Rusty Lyon Chair of Strategy, Arizona State University, USA

- The Academy of Management (AOM) has 22,000 members, primarily scholars. There are 26 divisions/interest groups, many of which are applied in focus.
- Publications with an applied or practice-oriented focus include [AOM Perspectives](#), a policy-oriented journal with mission to influence practice, and [AOM Discoveries](#), which focuses on actual findings and how they can be applied in research.
- [Insights](#) is a new AOM venture akin to Knowledge@Wharton. The publication is focused on the community of practitioners. Articles are curated from across the AOM portfolio into a theme and translated for practitioners, who can subscribe by theme. This is generating high visibility among the news and media.
- This year’s AOM conference theme, “Bringing the Manager back into Management”, reflects several presidential concerns over the years and implies a need for more relevant research.
- The AOM Fellows (an elected group of <1% of scholars in management) have voted to present the annual RRBM award, as a means of taking action to influence the discipline.

The Strategic Management Society, represented by **Africa Areno**, President of Strategic Management Society; Professor of Strategy, IESE Business School, Spain

- The Strategic Management Society (SMS) has 3,000 members, 85% of whom are academics, with the remainder business people and consultants. Its mission is to bring together the worlds of reflective practice and thoughtful scholarship. The Board has recently committed to invigorating business & consultant engagement, and has a strategy to promote conversations and dialogues among the groups.

- Short-term: Publications will ask authors to write managerial abstracts so the content is understandable to any reader. A consultant will co-chair this year's annual conference, and each track may have academic & practitioner co- chairs to support academic-business-consultant ("ABC") panel development. The Strategy Imagination Forum is launched as a series of webinars to share cutting edge thinking on current strategy issues by top ABC strategy thinkers. On average, 40% of audience is from business or consulting.
- Medium term: Include representatives of business and consulting in Board appointments. Board committees are reviewing the current practices of the SMS for consistency with responsible research principles. Comprehensively assess "Which of our current practices go against responsible research?": All committees are asked to (1) task one member to identify misaligned practices and report annually to the board, and (2) identify one action in their scope to reinforce responsible research principles.

The American Marketing Association, represented by **Katherine Lemon**, Chair of Board, American Marketing Association; Accenture Professor of Marketing, Boston College, USA

- The American Marketing Association has 30,000 members (20,000 business, 5,000 academic, and 5,000 collegiate). Its vision is to be the essential community for marketers. Ideas that the AMA is pursuing are listed below.
- **Organization:** Half of Board members are academics, half are practitioners. There is a VP of Communities (professional, academic scholars, collegiate). AMA publishes four journals.
- **Recognizing and rewarding:** The AMA-EBSCO Annual Award for Responsible Research in Marketing recognizes responsible research in marketing (see [recent award winners](#)).
- **Introducing college students:** Activities include the [AMA/EBSCO Marketing Scholar Award](#) and social impact scholarships, as well as AMA case competitions focused on responsible research. A new program called Insights in the Classroom is designed to help professors share ideas and insights from articles with students.
- **Disseminating academic research to business audience:** A JM-MSI special issue, "From Marketing Priorities to Research Agendas" included commentary in response to the articles from invited executives. A monthly series of webinars is offered for marketing professionals. [JM Scholarly Insights](#) and [Impact at JMR](#) provide digestible and actionable insights (i.e., benefits of marketplace literacy in low-income communities, how to increase organ donor registrations, grow nonprofit revenues).
- **Encouraging responsible research through journals** via special issues and special article collections. The *Journal of Marketing* has just published a special issue called ["Better Marketing for a Better World"](#), addressing four topics: Sustainability initiatives, Health and Well-being, Economic and Social Empowerment, and Pro-Social Giving. This is a multiyear effort with global contributors. The *Journal of Public Policy in Marketing* has had several special collections.
- What can the AMA do to influence senior scholars who are on P&T committees? As the journals themselves (i.e. the *Journal of Marketing Research*, *Journal of Marketing*) focus on publishing impactful research, this encourages junior scholars to do research that matters. Thus, journals are key to encouraging the field. AMA can impact this through the choice of editors, selection of topics at top conferences, and awards recognizing impact and not just citations. In parallel, universities have an opportunity to allow people to do research on things that matter and that they're passionate about, and to reinforce responsible research as they make hiring decisions and P&T committee appointments.

Q: What are the associations doing to encourage media mentions of research?

Africa Areno (SMS): To encourage media mentions of research, the SMS will be revising the job description for a staff person working with publications to have responsibility for connecting content to the media. Two media innovations editors (both academics) work on creating virtual special issues and connecting that content to the media, as well as promoting through social media.

Katherine Lemon (AMA): It is also important for the content to have a “hook” that the media wants. AMA journal editors have become more skilled at recognizing and articulating that hook.

Amy Hillman (AOM): The new AOM venture, *Insights*, has succeeded in generating high visibility among the news and media, through its approach of curating articles according to a theme and translating insights for a practitioner audience.

Panel 3: How Scholars Pursue and Encourage Societally Meaningful Research

In this session, three scholars shared their personal journeys to contributing to responsible research, as well as some of the challenges they had to overcome along the way.

Moderators: **Tima Bansal**, Research Chair in Business Sustainability, The Ivey School of Business, Canada, and **Mark Smith**, Incoming Director, University of Stellenbosch Business School, South Africa, & Professor, Grenoble Ecole de Management, France

Panelists:

Ivona Hideg, Associate Professor and Ann Brown Chair in Organization Studies, York University, Canada

- Ivona Hideg recounted her personal experience as a doctoral student and the importance of having had a mentor who encouraged her to do work that matters, despite others cautioning her that pursuing work focused on equity, diversity, and inclusion would bring stigma and limitations to her career.
- In the next phase of her career, her primary obstacle was publishing, which can be difficult in general but more so when the research is gender-related. She initially published in a social psychology journal but ultimately learned how to craft her messages for better success publishing in business journals. Again, she had great mentors to help her. Her advice: (1) Pay attention to methodology. Reviewers may not agree with the content but they cannot easily refute sound methodology; (2) Connect with industry and corporations to learn more about their obstacles.
- In summary, it is difficult to conduct this kind of research and it must be encouraged by the broader ecosystem. The burden cannot be on just the junior scholars to pave the path forward. Collectively, we need to look for ways to overcome obstacles and provide better support.

Andrew Karolyi, Harold Bierman, Jr. Distinguished Professor of Finance, & Dean, Cornell SC Johnson College of Business, USA

- Andrew Karolyi expressed his view that editors can exert some of the most important influence on their respective disciplines. While often the most risk averse among those in discipline, knowing the responsibility they bear as stewards of advancing science, they can take the boldest steps.
- During his eight year tenure as editor and executive editor of the *Review of Financial Studies*, he was frequently challenged by practitioners (major asset managers & owners, networks of chief investment officers, CFOs, etc), who felt that topics of relevance were underserved by top academic journals. A frequent topic of interest was climate change and environmental sustainability, and up to that point not a single article on climate finance had appeared in a top finance journal.
- In response, and with support of the oversight board of the SFS Society for Financial Studies, he led the creation in 2017 of a competition to encourage and recognize working papers on climate finance. The competition used a new editorial protocol called “registered reports” that had been designed by the Center of Open Science to mitigate publication bias. They used the protocol to support evaluation of proposals (rather than finished papers) to promote acceptance before results are known. The competition launched in 2017 with more than 100 proposals from around the world. Two of three submissions were from assistant professors or PhD students. The papers have done well with citations and media impact; now there are dozens of working papers on climate finance.
- Karolyi concluded by encouraging those in such roles to “be bold”.

Jeff Hales, Charles T. Zlatkovich Centennial Professor of Accounting, University of Texas, Austin, USA (Chair, Sustainability Acctg Standards Board)

- Jeff Hales recounted the impact of an early-career opportunity to take a year off from his position at Georgia Tech, where he focused on standard setting, to be a full-time fellow at the Financial Accounting Standards Board. The program design minimized the transaction cost for scholars to immerse themselves in practice in order to understand cutting edge issues. The experience not only led to some top publications but also profoundly altered his teaching and research. Instead of looking to accounting journals to understand what to focus his research on, he looked to the debates in practice, and the knowledge gaps preventing better policy and standards.
- Three years later, he had an opportunity to get involved with a non-profit standard setting start-up, the Sustainability Accounting Standards Board, in their mission to find a way for companies to report societal impact through the lens of information affecting investors’ decision making. They developed 77 industry standards and initially had 40 companies reporting. Two years later, more than 800 firms participate.
- This involvement with practitioners has had a transformative impact on his career, opening his eyes to how much we need to know about how companies can operate in a way that is socially responsible and sustainable. We have not been good at measuring what businesses do that has an impact on society. We have few answers to questions about what it takes to operate sustainably over the long-term, and what regulations, policies, or standards will require, allow, and encourage among companies.
- We must measure faculty activity but caveat this with the knowledge that every measurement is wrong, and there will always be unintended consequences. Yet still, deans and editors need to create opportunities and space for responsible scholarship to thrive, given that there are so many important questions for us as an academy to direct attention to.

Q: How do we know that the calling individuals have will be impactful and relevant for society? Do we let individuals pursue calling and then seek impact afterwards?

Ivona: She pursued work that was personally meaningful to her and a “calling” but, recognizing that women make up half the population, it was always clear this would be impactful.

Jeff: He recommends not to “follow your passion and hope that it’s impactful”, and instead take a more pragmatic approach. Every great opportunity he’s had in his career—from who he worked with as doctoral student to involvement at the Sustainability Accounting Standards Board—was not anticipated. He thinks he found passion in things that were impactful and meaningful. Junior faculty need guidance to realize that there are opportunities, and along the way they’ll discover things that are impactful and find their passion in that.

Andrew: In a number of instances he has heard from individuals who felt they could not pursue their passion, because they did not see the topic in top journals. And there is no question that in developing the competition he received many concerned comments about the innovativeness of the protocol because it deviated from before. The concerns focused on the open review process and fact that it was new and untested yet applied to “precious real estate”. Yet he always had support for the vision from the leadership and society that oversaw the journal. Change is not easy to be had. There was pushback. He hopes that boldness is not to be undervalued going forward. There is momentum.

Breakout Discussions, Outcomes by Stakeholder Group

Participants were divided into eighteen breakout groups, each representing one of the following stakeholder types: Association Leaders, Deans, Doctoral Directors, Doctoral Students, Editors, Junior Scholars, and Senior Scholars.

Summaries of ideas emerging from each of the stakeholder groups appear below. Each group chose one idea to share in the plenary session; these group “I/We Will” statements are listed in Appendix A.

Association Leaders

Breakout #1: *What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?*

Association leaders spoke of the importance of accreditation standards as a way to change the system to encourage responsible research.

Specific actionable ideas offered by group participants included:

- Orient accreditation standards to influence change in the system and encourage responsible research.
- Leverage the convening power of professional societies to facilitate greater awareness & idea exchange.
- Create organizations and/or infrastructure to facilitate the interface between scholarship and practice.
- Disciplinary association activities that advance and recognize responsible research.
- Cultivate “Impact literacy”
- Help researchers think of their work as ‘engaged research’, understanding how to frame questions in multiple ways in order to have both a theoretical ‘hook’ and practical relevance.
- Reinforce responsible research values in admission to doctoral programs.
- Build awareness of responsible research with PhD students and junior faculty.
- Use the SDG mapper algorithm to generate a holistic view of the focus of outputs, including dissertations and theses.
- Support open research and open access outlets.

Breakout #2: *Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.*

Association leaders identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

I will develop a new postgraduate module that covers hybrid organizing so that business practices can be better informed about the latest responsible management concepts.

I will discuss the principles of responsible research to PhD students in my course on research design.

As an executive committee member of the AOM STR Division, I will also bring the RRBM initiative to the attention of the Strategic Management Division leadership.

I will commit to improving diversity of access and participation across Emerald's platform.

Encourage & Inspire

I will encourage doctoral students to connect to research that has social impact and those in my class to sign a pledge to "do no harm".

I will encourage interdisciplinary research collaborations inside and outside of business schools, including external organizations and various publics.

I will encourage researchers to focus on corporate political responsibility rather than corporate social responsibility.

I will encourage, within my circle of influence, thought leadership that contributes to a healthier, more sustainable, inclusive, and responsible society.

I will inspire my stakeholders and connect them with the RRBM principles in order to transform research to advance society.

I will use my knowledge and creativity to try to change schools into responsible impact institutions to effect a transformative, systemic change in society.

In my current position I will encourage business school leadership to promote and support responsible research.

As the IFSAM president since April 1, I will stimulate among the federation's association members a reflection on responsible research, education and practice worldwide.

I will actively promote RRBM across the Lancaster University Management School and the British Academy of Management's global network of schools, companies, social media publications, blogs, conferences, and more.

I have joined the RRBM Board as the secretary and we will continue to share the vision, aspirations and importance of RRBM.

I will align to the principles of responsible leadership within my own research and with my students with a focus of having a positive impact on society, valuing the applied contribution and assuring the growth of evidence and application.

Organize & Connect

I will help organize deans and associate deans within the Latin America region to discuss the RRBM initiative in their schools.

I will contribute to build the ecosystem that supports the connection between research and the world of practice to build healthy, vibrant, humane organizations and communities.

Recognize & Reward

I will recognize and honor research with societal impact in my reviewer, leadership and mentor roles and will start a new RRBM award in my research unit.

I will work with additional influencers to advance responsible research within university reward structures.

With a global team from the PRME community, I will develop the PRME SIP Report (Sharing Information on Progress) to become a helpful resource with narrative and indicators from management schools and universities to report in a systematic way on their responsible management education and sustainable development with the purpose of accounting for and advancing their societal impact.

Deans

Breakout #1: *What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?*

Deans highlighted P&T standards, and the importance of what should be counted by P&T committees in order to emphasize impact (especially at the stage of promotion to full professor level).

Specific actionable ideas offered by group participants included:

- Align the business school strategic plan & vision to promote research with impact.
- Incorporate RRBM into the doctoral program, supporting students in dissertation work that exhibits the RRBM principals. One school launched a dissertation proposal competition with funding for proposals addressing business sustainability.
- Incorporate into graduate level education, i.e., an Impact MBA; immersive modules within MBA and Postgraduate diplomas that are research-based, consultative with real-world impact; mandatory campus to community project for students.
- Establish a “post-doc” program to attract emerging scholars pursuing research connecting business and societal impact.
- Establish long-term collaborative relationships with business that support field experimental work which will produce both rigorous and impactful research.
- Support the creation of business school “Initiatives” that bring together faculty and corporate sponsors to identify and support practice-oriented research with general value.
- Cultivate more open-mindedness in doing impactful research among junior faculty & new hires and give young scholars ideas on how to apply ideas for impact.
- Ask faculty to describe impact beyond typical Google/ISI citations, and/or to link published articles to SDGs and impact.
- Change P&T standards to emphasize impact, especially at promotion to Full Professor level, i.e., allowing candidates to substitute practice/policy/pedagogical impact for purely academic impact.
- Use financial incentives, i.e., international grant competition for impactful interdisciplinary research by young scholars; summer school grants on the theme of business for a better world.
- Build awareness/educate internally about pragmatic science concepts, the Open Science initiative, etc.
- Develop a "translational" initiative to accelerate the use of cutting-edge academic research into the classroom.

Breakout #2: Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.

Deans identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

I will develop principled business leaders who think responsibly about shared prosperity.

I will work to support new thinking on the role of business in addressing critical challenges such as inequality, advancing technology, and sustainability.

I will incorporate RRBM into the curriculum by asking each instructor to report what in the course addresses RRBM.

Encourage & Inspire

I will promote responsible management in the Africa case studies journal recently launched and embed RRBM principals in the newly launched DBA program.

I will inspire, promote and reward research that is not only academically rigorous, but helps to solve problems and address major challenges in society.

I will advocate and dialogue on wisdom-focused knowledge creation in B-Schools.

Organize & Connect

I will develop a societal impact model for research centers to better motivate and support their translational work.

I will organize an open access promoting campaign in our faculty.

I will work with differently abled people in the community to understand their issues and offer impact-based solutions by aligning with a NGO.

I will organise an RRBM doctoral thesis competition in South Africa.

I will advocate critical thinking and pragmatic science in parallel with establishing a practitioner-researcher think-tank.

Recognize & Reward

I will create an award within my professional association for recognizing RRBM research.

I will work towards implementing responsible research oriented promotion & tenure criteria and processes at RSM.

I will create an annual "Research of Impact" (ROI) award at our school.

I will try to ensure that "responsible research" is explicitly incorporated in the self-assessment framework that IIMB is developing.

Implement & Improve

I will embed the expectation in our doctoral program that all research generated will follow RRBM principles.

I will ask questions about research impact and stakeholders in my performance conversations with faculty.

I will ensure RRBM principles will be followed from BBA to PhD, and academic staff.

Doctoral Directors

Breakout #1: *What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?*

Doctoral directors highlighted that responsible research has to be part of the fabric of the university mission/vision, and not just a series of distinct actions such as encouraging doctoral research to be viewed from a social impact perspective.

Specific actionable ideas offered by group participants included:

- Ensure that responsible research is ingrained in the culture of the organization and institutionally supported. It cannot survive without this strong commitment/foundation.
- Encourage doctoral students to learn diverse disciplinary backgrounds. Transdisciplinary doctoral programs and cross university collaborations provide an opportunity to study global challenges.
- Connect PhD students to advisors from other disciplines; encourage societal impact rather than pure publications.
- Use centers to better facilitate Interaction between researchers/students and practicing managers.
- Pilot grants for interdisciplinary research. Dedicate a person to monitor and follow-up, maintain connections to local regional industry and/or government agencies, and seek external funding.
- Rely on media office to help publicize research, broadly disseminate.
- Build faculty evaluation and support systems to reflect desired mindsets and value systems about responsible research.
- Host active interaction through talks and summits with practicing managers, PhD brownbags, and/or broad-based seminar series.

Breakout #2: *Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.*

Doctoral directors identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

We will provide PhD students with the tools/inter-disciplinary research exposure/knowledge/skills and help establish contacts with industry as an explicit part of the training/PhD orientation to promote Responsible Research.

I will make RRBM part of the PhD training curriculum.

I will make RRBM research agenda part of the PhD orientation program.

I will encourage my Associations to support doctoral students conducting dissertations of responsible research.

I will support PhD students to publish responsible research in top journals.

Recognize & Reward

I will provide funds to promote responsible research among doctoral students, and a process to involve practitioners to help evaluate; this requires both financial and intellectual supports.

I will initiate a fund/award directed at business school students to encourage from beginning to end of the dissertation process.

I will initiate a Best Doctoral Dissertation Award targeted to RRBM research. I will connect with universities to find best practices for the award criteria.

Doctoral Students

Breakout #1: What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?

Doctoral students highlighted the importance of communities—that they are welcoming and supportive—because they need the guidance of other stakeholders.

Specific actionable ideas offered by group participants included:

- Seek and cultivate support of stakeholders like companies and governments.
- Network and collaborate with other like-minded researchers, through groups such as RRBM and ARCS.
- Be entrepreneurial and reach out to others with the aim of growing and diversifying our network.
- Seek support from our supervisor in connecting with appropriate resources and communities.
- Seek feedback from our network, especially to help consider how context matters to your research question.
- Ask RRBM to create some listings of data sources that can be employed for responsible research.
- Become familiar with university or center-sponsored initiatives aimed at academic-industry partnership projects.
- Recognize tensions may exist between incentives (i.e., funding tied to journal rank or pressure to publish quickly) and responsible research goals. Be prepared to justify your work/path.

Breakout #2: Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.

Doctoral students identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

I will introduce responsible research to fellow students in a brownbag or doctoral seminar, providing clear examples of those who have been successful in pursuing various paths at institutions other than our own.

I will find ways to share about RRBM within my department - and maybe through an interdisciplinary seminar; use content from Philosophical Foundations of Responsible Research course.

I will attend doctoral developmental courses that bring senior and junior scholars to help the new generation of scholars.

Encourage & Inspire

I will promote RRBM throughout my cohort of qualitative researchers that I have created at my university (Barcelona).

I will be a role model. The doctoral program is only a part of your life and showing others that living in a responsible way is possible can have spillovers to their live and affect their thinking.

I will be open about my passion. Talk to other people and develop a support network for "responsible" research agendas. In courses, I will ask for a link to societal problems if applicable & discuss these (often professors are very happy to deviate from their syllabus).

I will create a culture in my department that encourages other researchers to consider responsibility in their research, regardless of if it is the main topic of their project.

I will search for role models that are successful business school academics and yet do responsible research.

Organize & Connect

I will start a dissertation support group for responsible research (RRBM "dissertation dating site).

I will seek to connect with important stakeholders - maybe through a workshop.

I will build mentoring opportunities between doctoral/junior scholars and senior scholars to enable development of responsible research practice, including collaborating on research projects.

I will organize exchange/inspiration format within doctoral programme (e.g., series of talks by scholars about different aspects of impact).

I will create an informal group involving other doctoral students to engage and reflect on the topic.

Implement & Improve

I will support a "visiting scholar" program for doctoral colleagues with common interests.

I will say no to a request that focuses on "less responsible" or "irresponsible" research.

I will pursue a topic that is related to responsible research (i.e., SDGs but also studying universities and their commitment to social responsibility)

I will choose which senior people to work with to find like-minded ones to learn how to conduct responsible research.

Research & Publish

I will choose a dissertation topic driven by the SDGs.

I will work with doctoral students and colleagues on responsible research projects that they are interested in, providing networking and other scholarly resources.

I will make my work available to the stakeholders such as policy makers and the constituency that I study.

I will gather information about societal problems and think about possible connections for my own research and my research team.

Editors

Breakout #1: What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?

Editor groups spoke of different actions by journals like *Impact at JMR*, ways to be inclusive & developmental, giving papers chances (and giving sensitive and detailed feedback with rejections).

Specific actionable ideas offered by group participants included:

- Identify ways to be inclusive and developmental for authors especially those whose voices have not always been represented in the journals. For example, mentorship, expedient & constructive feedback to authors, publishing workshops.
- Support Special Issues on topics that help make the world better. Encouraging field-based collaborations. Creative ways to get insights out in a timely manner, e.g., commentaries on current trends and curations of articles on timely topics.
- Broaden editorial review boards to be more inclusive.
- Streamline processes to accelerate the time to publication, which is especially critical for special issues.
- Ensure rigor and relevance balance in the pursuit of topics related to the greater good.

Breakout #2: Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.

Editors identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

I will disseminate the insights I learned from this Summit to our AEs, Reviewers, Authors, and Doctoral Students

I will organize a training for our faculty on how to think about impact.

I will promote registered reports at AMD including possible special issues, education, webinars, and so on.

We will work to enhance development of newer scholars and reviewers to amplify their focus on the societal impacts of both their own research and how they can help develop projects to increase the probability of positively changing quality of life by making basic research advances that have broader impact.

I will be open minded and developmental and will stay in touch with the group.

Encourage & Inspire

I will encourage scholars to study sustainability and articles about journey in transforming courses.

We will be catalysts for promoting registered reports in the goal of furthering responsible research.

I will push the best version of everyone. I will walk the talk.

I will promote the RRBM network.

Organize & Connect

I will explore media channels to enhance awareness of societal impact and important issues.

I will have a discussion with my journal regarding how we are going to shepherd responsible research through the journal.

I will increase the number of partnerships from underrepresented countries / continents.

I will put together a group that will push us on registered reports at ASQ.

I will pursue interdisciplinary collaborations.

Recognize & Reward

I will add a dimension on the reviewer scoring sheet on Responsible Research. Award reviewers for being constructive and developmental on topics.

I will hold the community accountable via metrics.

I will suggest adding specific criteria for evaluating the impact of reviewed work and would also suggest training & awareness sessions for reviewers & editorial boards.

I will incorporate RRBM principles as a part of reviewer scoring.

Implement & Improve

I will conceptualize what it means to do Responsible Research in marketing.

I will codify ideas around what it means for our journals and discipline.

I will expand our AE group and reviewers to be more inclusive.

I will continue to hold our journal's annual conference inviting papers on ESG related topics. I will also send papers submitted to the journal on ESG related topics to editors who are favorably disposed towards the topics, so they face less resistance in the review process.

I will explore the opportunity to co-edit a special issue on crisis management and sustainable development.

I will generate sensitizing questions for other editors of the journals I'm involved in that focus on societal impact (with consultation); and influence the editors-in-chief to circulate the questions to

other editors and editorial board members and start discussions to try to ensure review processes have an impact assessment built into the review process.

I will raise the issue of societal impact at the next editor meeting and try to edit a special issue with a high societal impact to create room for this topic in my journal.

I will look at the "so what" issue.

I will think about new formats in the journal and additional channels for the journal to increase responsible research.

We will diversify editorships / reviewers / disciplinary backgrounds at our journals to better represent our constituencies.

I will navigate balance of respectfulness to reviewers and get them on board (before decision)... What is there versus what isn't there.

Research & Publish

We will identify what RRBM means for our journals and disciplines.

In my area (operations) most top journals have a separate department called "practice" and another called "responsible operations" in which all research related to "responsible research" should be submitted. I will suggest that these departments should probably be removed, and this type of research could be submitted in any of the departments of the journal (retail, manufacturing, interfaces with other business areas, optimization, etc).

I will create an academic research series where individuals can share research that will influence what the board is doing (SASB).

I will commit to participate in a registered report around SDG 8 (decent work).

I will ask each author to address impact and Responsible Research.

I will solidify the idea of Responsible Research so as to be able to put it forward in the best manner.

Junior Scholars

Breakout #1: *What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?*

Junior scholars emphasized the need to highlight RRBM principles when providing feedback in the review process and the need for formal mentoring programs. Several groups brought up questions about the existence of a model for more practical application at the discipline level.

Specific actionable ideas offered by group participants included:

- Assert RRBM principles when engaging with colleagues, including senior researchers.
- Highlight RRBM principles among students, for example, reinforcing when providing feedback in the review process and seminars, sharing relevant examples and webinars.
- Be judicious in listening to the advice of senior and influential colleagues, be careful and reflective about alignment of feedback with RRBM research principles.

- In the peer-review process, promote responsible research principles, especially methodologically sound work.
- Follow your passion for working on topics that matter. Have the purpose in the scholarship without worrying about whether it is publishable or not.
- Organize a series of webinars with world-leading academics who practice and promote responsible research agenda and make available online.
- Write case studies with a more responsible orientation, and push cases toward this direction.
- Engage with the industry managers and leaders to learn the questions they are asking and cultivate connections.

Breakout #2: Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.

Junior scholars identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Encourage & Inspire

I will continue to inform students about the RRBM principles.

I will focus on helping doctoral students to pursue responsible research for both service to society and an exceptionally rewarding career.

I plan to explore the building blocks of social entrepreneurship with the goal of inspiring and informing other young people who are entrepreneurially minded.

I will continue advocating for RRBM via my social network.

I will propose a responsible research track in mainstream conferences.

I will provide collective/individual mentorship in my school or outside to support early-career scholars who conduct research in areas that are not well-established.

In my role as co-director of ethics research center, I will encourage/support interdisciplinary research; in my role as a reviewer, I will encourage responsible research; in my role as a PhD supervisor, I will support/encourage responsible research among students; in my own research I will follow-up on publishing opportunities on responsible research that I started earlier in my career.

Organize & Connect

I will continue to spend some of my work time on collective action to support responsible researchers.

I will find co-authors with experience to publish responsible and relevant research.

I am committed to disseminating my academic work beyond academic journals.

I will find myself a mentor; I will continue to drive change in my faculty for responsible research; I will drive a research co-creation group that I am part of to produce outputs.

Research & Publish

I will continue pursuing RRBM research, including theorizing about the value of human being in an emancipative lens.

I will pursue meaningful and actionable research that will create measurable impact, even if it is the smallest impact, starting with myself, and influence one other or more.

I will pursue RRBM related research and teaching.

I will pursue passion-driven research.

I will translate each of my research outputs for practice (e.g., blogs, videos, webinars).

I will try to have at least one practice-driven, socially responsible research project in my pipeline each year.

Senior Scholars

Breakout #1: What prior experiences or efforts have you either participated in or have taken that advance responsible research in your community (journals, schools – as deans, P&T committees, doctoral committees, association leaders, publishers, students)?

Senior scholars spoke of engaging with PhD students in order to create enthusiasm, and the need for examples of courses that have been set up to teach these principles to junior scholars (i.e., RRBM-offered courses).

Specific actionable ideas offered by group participants included:

- Be a champion for responsible research, showing junior colleagues that it matters.
- In supporting Doctoral Students:
 - Encourage PhD students, and train them, to do responsible research well, and change the system toward more impact.
 - Set up an engaged research course for PhD students ([example](#))
 - Award funding to dissertations doing excellent responsible research (e.g., [RRBM Dare to Care Dissertation Scholarship](#))
 - Link PhD student research to the institution so it is not research for its own sake.
 - Offer a PhD section on Impact (note that one school's offering attracted lots of applicants but not so many that were interested in academia!)
- Internal Research Management
 - Reorganize business school into hubs so that doors are open to researchers for different disciplines and practitioners, and secured funds for each hub
 - Offer impact training, to help units define an impact strategy.
 - Set up a research funding system, giving outstanding researchers a basket of resources based on past academic publications as well as requirements for (1) at least one practitioner publication (HBR, local paper, etc.) over the past three years and (2) having used their research in their teaching in some way.
 - Encourage the business school to use impact metrics in evaluation (e.g., for promotion and tenure reviews).
- Build relationships with industry.
 - Create forums for interactions among managers, faculty, and students. Involve industry people in identifying important problems that can then be taken up and researched.

- Reach out to practitioners for co-creative endeavors.
- Tap more into external funding; seek funding from foundations.
- Centers
 - Create a center at the university to bring researchers, investors, and story tellers to share and create perspectives. Publish ideas, inform, teach.
 - Revisit the purpose of centers to focus on creating positive change in organisations and/or communities.
 - Start with questions from practitioners to ensure that the research will be meaningful and picked up by media. This is what happened at our Institute for Society and Organizations.
 - To foster "credibility" in research in our lab, agree that each researcher initiating a project will share a brief of the project and then share the data in the lab shared folder.
 - Push centers and impact labs to be more radical. Engage internally in trans-department discussions about the epistemic foundations of the disciplines (e.g., agency). Launch an internal platform to engage with colleagues in different disciplines, and support expanding our knowledge scope (Example: expand basic knowledge to understand energy, why climate change is happening.)
- Industry:
 - Develop a change model or roadmap, identifying the individual stakeholders and the relevant elements (models) for responsible research. Share widely.
 - Create an axiology that defines how we will honor scholarship and management that serves the common good. Scholarship needs alignment between social justice and practice, so that we approach scholarship with an intent to design it in ways that serve the common good.
- Other:
 - Encourage teaching ethics in the business school, beyond the 'dos and don'ts', take a more philosophical approach about the goals of business.
 - Individuals from well-resourced institutions in the Global North could support scholars/institutions in Global South by providing access to summer schools, scholarship, and training that might be helpful.
 - Encourage journals to (1) involve practitioners in roles such as on the editorial boards or as reviewers; (2) better facilitate publication and dissemination of related papers; (3) respond quickly to current issues - like COVID, race.

Breakout #2: Based on what you have heard today, choose one action that you can or want to pursue, encourage, facilitate, or support responsible research in your sphere of influence (e.g., school leadership, journal editing, doctoral education, research) over the next year or two.

Senior scholars identified and articulated specific actions that they intend to pursue over the next year or two. Those individual commitments are organized thematically and listed below:

Educate & Inform

I will teach Philosophical Foundations of Responsible Research, a global course allowing for international interaction among PhD students.

I will ask big questions, help identify trade-offs required of decision-makers to ensure relevance.

I will change the way Ph.Ds. are trained to focus on broader issues.

I will introduce insights from this Summit to my peer-review processes.

I will embed business and society initiatives in curriculum and outreach.

I will incorporate RRBM principles in my doctoral teaching. I will increase knowledge mobilization efforts within the research centre I direct.

I will incorporate socially important topics in my undergraduate Marketing Strategy course.

I will engage more proactively in PhD and postdoc training to encourage, support and facilitate Responsible Research in OM.

I will train myself to expand my knowledge basis and scope, to include climate, energy, biodiversity and natural ecosystem functioning mechanisms.

I will promote practice-oriented academic programs that facilitate startup creation with positive impacts.

I will integrate selected responsible research into teaching syllabi.

I will commit to preparing doctoral students to make a contribution to society, thinking on Research Questions that matter and using appropriate methods.

I will continue to spread the word on RRBM, especially doctoral students and Dean's accreditation.

I will support colleagues of mine in East Africa and South America to help run PhD seminars on responsible research.

Encourage & Inspire

I will inspire colleagues and researchers and funders to advance responsible research and projects.

As a research group co-lead: I will encourage academics in the group to define and internalize responsible research.

I will be a pain in the ass, advocating for more relevant research.

I will promote responsible research agendas in my professional organisations.

I will encourage my doctoral students to follow the principles of responsible research and incorporate responsibility into my teaching.

I will inspire doctoral students and junior colleagues.

I will promote polymorphic research -- challenging methods, assumptions, etc. -- to support the principles of responsible research.

I will inspire PhD candidates and authors to perform engaged research.

Organize & Connect

I will work to getting my research exposed in popular press (goal: 100 public press appearances).

I will create an interdisciplinary academies commission to consider, define, and disseminate precision and establish an award to create cohesion.

I will focus on doctoral students and think about the multi-faceted definition of responsible research, and what it means for my university (bottom up approach).

I will organise a workshop with all the PhD students inviting "engaged" colleagues to discuss "So what for society?" to challenge the impact of their research outside their disciplines.

I commit to facilitating with other colleagues the development of an axiology of responsible management learning, recognizing that axiology as a road map on responsible management learning is educating the future generation and learning to co create knowledge for impact.

I will work on the axiology of values for responsible research, and continue my work on systems transformation and on bringing about a life-affirming economics orthodoxy, and continue writing/blogging about system transformation and the need for reframed economics.

I will talk to colleagues about responsible research, and make sure they are responsible researchers; I will change the name to responsible research hub.

I will facilitate interaction between scholars and executives/consultants using a Practice Lab platform and exploratory session formats as part of a conference in Milan.

I will promote an ABC strategy that brings executives and consultants to interact with scholars as members of a professional academic association.

I will make practice and academia converge even more through an Institute I am involved with and beyond!

I will encourage RRBM to create a priority list around Responsible Research to help initiate research around those lines, with corporate interest around these issues; identifying the big impactful questions for business and management in the next five years.

I will look into the last mile problem -- sharing and connecting with practitioners, getting things into their hands.

Recognize & Reward

As an editorial board member, I will consistently ask authors about the importance/impact of their research.

As the leader of an academic organization, I will create a reward for responsible research.

I will focus on metrics of impactful research (honor role for RRBM; studying how big data can identify assessment of impact).

I will develop an RRBM Award on behalf of a professional association.

I will create a Prestigious Award from a professional association.

I will promote Responsible research awards among faculty.

I will focus on highlighting impact on stakeholders, as a critical criterion, when developing and evaluating research and its theoretical foundation in doctoral seminars, workshops, and reviews.

I will continue my effort to get metrics on impact on all research evaluations in the school.

I will create new awards for students to encourage students and trainers to pursue research.

I will encourage the research dean of our business school and my chair to institutionalize the Alt Metric score as a measure for promotion cases.

Implement & Improve

I will commit to increased dissemination through practitioner focused journals (like HBR, CMR) or awards visibility.

I will introduce a special issue of a prominent journal -- Role of metrics in promoting sustainable operations.

I will ask my group where we fit on the SDGs.

I will talk to my dean to engage faculty and students in Responsible Research and learn what resources he will engage to that endeavor.

I will study how to enhance faculty management in business schools and better understand how "those in the middle" can influence the research in their units.

I will continue my work in advancing the value that Indigenous scholarship to add to responsible management education.

I will introduce special issues on under-researched topics based on proposals especially encouraging for faculty.

I will support responsible and credible research through creating an internal fund for impactful registered reports.

Research & Publish

I will address research topics relevant to society.

I will conduct Climate Finance Research (impact of climate change on portfolios).

I will focus more on high risk papers that are on responsible topics.

I will exploit the interstitial spaces of our publishing landscape, the somewhat "lower ranked journals", so that I can produce things that I believe matter without being drowned by the requirement of top journals (i.e., top method, top data, top theory, etc.).

I will carry out research on how to measure the impact of hybrid companies.

I will be more conscious around research ideas I pick up, to be sure they are contributing to responsible research.

I will focus on at risk/under-studied employees.

I will conduct high quality, longitudinal qualitative studies on societally important topics.

Over the next two years, I will make my research on business models applied to sustainability extended to the start-uppers or young entrepreneurs in the local ecosystem of innovation to share new fruitful and impactful ideas.

Concluding Remarks:

Mary Jo Bitner concluded the Summit by reiterating her position that the future of responsible research is bright. We know it is not easy, she remarked, but it is bright. We have many external forces pushing us in this direction, and also internal drivers saying we need to do this now. It is the right thing to do as individuals, as associations, editors, individual researchers and doctoral students. And it is the right time to do it.

Bitner encouraged everyone as they leave to be ambassadors for RRBM, and their own work. Know that every step is important—small or large. There will be many challenges and perceived barriers. Research is such an investment; it takes such time. Our lives are too short to invest it in things that are not important and don't matter.

Bitner expressed thanks to everyone who was a part of the program, including those who planned and delivered the program, the roundtable facilitators, speakers, and moderators, and the many participants.

Profile of Summit Participants

Stakeholder Representation:

- 23 association leaders (2 groups)
- 21 deans and associate deans (2 groups)
- 30 editors, associate or department editors (3 groups)
- 10 PhD directors (1 group)
- 20 doctoral students (2 groups)
- 25 junior scholars (2 groups)
- 70 senior scholars (6 groups)

Geographic Representation:

- 80 United States of America
- 34 United Kingdom
- 12 Canada
- 36 Other Europe (Austria, Belgium, Denmark, Finland, France, Italy, Netherlands, Poland, Spain, Switzerland, Norway)
- 20 Asia-Pacific (Australia, China, India, Japan, Malaysia, New Zealand, Thailand)
- 17 Rest of World (Botswana, Brazil, Chile, Columbia, Egypt, Lebanon, Morocco, South Africa, Uganda)

Total Participants = 199

Appendix A: Group “I/We Will” Statements

The “I/We Will” statements (slightly edited) that the 18 breakout groups shared in the plenary session:

1. We will amplify and accelerate continued alignment amongst networks and associations on developing and amplifying Responsible Research & RRBM. (Association Leaders)
2. I will encourage researchers to focus on corporate political responsibility rather than corporate social responsibility. (Association Leaders)
3. I will embed the expectation in our doctoral program that all research generated will follow RRBM principle. (Deans)
4. I will create an annual research and impact ROI award at our school. (Deans)
5. We will provide PhD students with the tools, interdisciplinary research exposure, knowledge and skills, and establish contacts with industry as an explicit part of the PhD training. (Doctoral Directors)
6. I will attend the Philosophical Foundations of Responsible Research seminar and present an educational workshop to my cohorts. (Doctoral Students)
7. We will create support groups and initiatives to help doctoral students develop responsible research practices. (Doctoral Students)
8. We will diversify the editors, reviewers, and disciplines in our journals to better represent our constituencies and audiences. (Editors)
9. We will identify what RRBM means for our specific journals and disciplines, disseminate these insights to our AEs, reviewers, authors and doctoral students, and hold the community accountable via metrics. (Editors)
10. We will follow-up on these actions: the signaling impact of our mission, policies, and special issues; developing younger scholars; and balancing a focus on both basic research and broader impact; we commit to figure out a potential joint action between our journals to work on them. (Editors)
11. We will pursue meaningful and actionable research that will create measurable impact. Even the smallest impact starting with oneself and influencing one other or more matters. (Junior Scholars)
12. We will create communities to foster research impact and special issues on responsible research, to become the collective voice to propose interdisciplinary research to journals; and to have new journals with transparent review processes interested in responsible research. (Junior Scholars)
13. We commit to coming up with metrics for a responsible research in business and management honor roll, explore the use of AI and big data to come up with something that can have impact on a broader scale and get incorporated into the *Financial Times* research ranking. (Senior Scholars)
14. We will create a funded award with cross-disciplinary and (more importantly) a multi-practitioner association commission that annually frames and grants that award. (Senior Scholars)
15. I will engage more practically in PhD and post-doc training to encourage, support, and facilitate responsible research. (Senior Scholars)
16. I will continue my effort to get impact metrics in the school’s research evaluations. (Senior Scholars)
17. We will address the responsible management learning agenda and develop a roadmap of axiology—that is, the values that we will support the next generation to develop. We also commit to invest more in the co-creation of knowledge for action. (Senior Scholars)
18. We will support junior scholars, explore where we might navigate structures like letter writers and reviewers to recognize and amplify responsible research, and be “pains in the ass” so that junior scholars have a space for growth and contribution. (Senior Scholars)

Appendix B: Examples of Journal Initiatives Mentioned by Participants

Throughout the Summit, participants frequently mentioned (most were from the Chat) initiatives by business and management journals that are relevant to advancing responsible research.

Academy of Management Discoveries (AMD)

[Discoveries-in-Brief](#) articles offer (1) creative, engaging narratives that are crafted in nontraditional ways, and (2) a streamlined review process that enables these articles to be published as quickly as possible.

Academy of Management Journal (AMJ)

Special issues and editorials are key to setting the tone and transforming the impact of the field on the world. Examples include [Special Research Forum: Joining Conversations in the Society on Management and Organizations](#); [Laszlo Tihanyi \(April, 2020\). From “That’s Interesting” to “That’s Important”](#); [Ivona Hideg \(AE\), Katherine DeCelles \(Deputy Editor\), and Laszlo Tihanyi \(Editor\) \(December, 2020\): “Publishing practical and responsible research in AMJ”](#)

Administrative Science Quarterly (ASQ)

[Virtual special issue](#) in honor of Women's History Month; evidence suggests readership went up. See also [ASQ Virtual Feature Issue](#) by Jerry Davis (former ASQ EIC) on the Social Impact of the Corporation.

American Accounting Association (AAA)

Hires individuals to help write press releases for articles and support media placement, reducing burden on individual schools.

German Journal of Human Resource Management

Some special issues related to societal impact, e.g., [Green HRM \(2011\)](#), [Leadership and Health at Work \(2014\)](#), [From Silence to Voice \(2016\)](#)

Journal of Marketing Research (JMR)

[Impact at JMR](#): Short, practitioner-focused articles written by scholars, distributed via LinkedIn.

Organization Studies

[Promotes](#) the “development of relevant and impactful knowledge of how organizations and organizing shape and are shaped by societies” since its founding 40 years ago and the current editorial team makes sure this remains the core aim. A [special issue on Organizing Sustainably](#) is currently being edited.

Review of Accounting Studies (RAST)

[ESG themed conference](#) with over 500 accounting academics attending. Papers are accepted through the normal peer review process and will be published in RAST. The publication process was quicker, and papers were made open access.