ERiM

Erasmus
Research Institute
of Management

RSM Self Assessment Report 2015-2020

Documentation for the International
Peer Review Committee

June 2021

Erasmus University Rotterdam

RSM *Erasmus*

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1. Introduction

Rotterdam School of Management, Erasmus University (RSM) is one of the seven schools comprising Erasmus University Rotterdam (EUR), together with two liaised institutes and a university college. EUR is a research-intensive university in the Netherlands with a strong 'societal' profile, mostly geared towards training professionals for professional labour markets and conducting high-quality research aimed at both academic and practical impact. RSM hosts strong and sizeable research groups in all functional areas of management and strives for academic excellence and societal impact across all domains.

Since 1998, the research capacity and research infrastructure of RSM has benefited tremendously from the school's far-reaching co-operation with the Erasmus School of Economics (ESE), one of the other EUR schools. Both schools have jointly developed the domain of management research at EUR, under the banner of the Erasmus Research Institute in Management (ERIM). In 2021, the state of ERIM – a joint venture that runs the EUR's doctoral programme in management, provides research support for faculty and PhD students, and maintains the research infrastructure allowing both schools to foresee in their nationally ordained 'duties of care' towards their faculty and PhD students – remains very strong. Both RSM and ESE are committed to continue servicing the EUR community of management scholars through ERIM in the future.

In the past, ERIM was taken as the unit of assessment for research evaluations, as it was formally accredited by the Dutch Royal Academy of Arts and Sciences (KNAW) as a research school (in Dutch: onderzoeksschool)[1].The nation-wide use of the dedicated accreditation protocol for research schools, together with their independent accreditation status, was discontinued in 2014. In the 2017 SEP evaluation, RSM research was still evaluated under the ERIM umbrella. However, since the research quality assessment methodology in the Netherlands has changed and currently applies to various forms of research assessment units (faculties, departments, groups etc.), it was decided to assess ESE and RSM separately for their mid-term assessments (carried out in 2020) and for their national research assessments. A clear benefit of this choice is that it now becomes possible to evaluate RSM's research accomplishments against the school's own strategic ambitions.

In the remainder of this report, we critically reflect on RSM's progress towards achieving its own goals over the period 2015-2020, but also critically deliberate on the set of goals themselves. The SEP protocol emphasizes quality, societal relevance and viability of the research under assessment, and each of those criteria will receive due attention in this document. Next to that, special attention will be paid to PhD and HR policies, and to the topics of research integrity, open science, academic culture, and diversity.

2. Mission, strategy and strategic aims of the past six years

2.1 Introduction

Research is the starting point for nearly all primary processes at RSM. It is of pivotal importance for the school's position in academic labour markets, PhD recruitment, rankings, and its status in the eyes of business and other societal stakeholders. The principal research topics that RSM faculty members explore follow the school's organisational model. All research active RSM faculty are a member of one of five ERIM research programmes. These programmes span five major subdisciplines of management:
- logistics, business information management, and innovation (LIS)
- organisation theory, human resources management, and organisational behaviour (ORG)
- marketing modelling, marketing strategy, consumer behaviour, and neuromarketing (MKT)
- finance and accounting (F&A)
- strategic management, strategic entrepreneurship, and global strategy (S&E)

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1   The 'onderzoekschool' is an academic entity that is rather unique for the Netherlands. It combines characteristics of a research institute (where faculty only performs research) with those of a graduate school (where faculty is dedicated to graduate teaching). The research school concept was introduced in the early 1990s, in order to improve the research climate at Dutch universities and the quality of their doctoral training. Typically, a research institute like ERIM does not employ researchers. Instead, they are on the payroll of one of the participating schools (in Dutch: 'faculteiten'). The researchers participate in the research school as members and benefit from its services after meeting certain academic performance requirements.

RSM is a truly interdisciplinary school, with a pluralistic, multi-methodical orientation. Faculty members belong to several epistemic communities, which span across multiple research programmes: behavioural researchers specialising in laboratory methods and field experiments can be found in ORG, MKT, S&E, and F&A; large-scale secondary data analysis takes place primarily in F&A, MTK, ORG and S&E; qualitative and interpretative researchers mostly subside in LIS, ORG, and S&E; mathematical modelling and simulations feature prominently in LIS; neuroscience is prevalent in MKT and F&A.

Considering the scope of this report and the context of the national assessment in which we are participating, the evaluation is carried out for RSM as a whole and we don't apply the analysis at the programme level. For the assessment period, RSM's research priorities have been to strengthen its open and responsible research culture, engage in more selective publishing practices, enhance its performance in the national and international granting arenas, become more societally impactful, and provide top-quality PhD education resulting in better PhD placements. These objectives relate to all three main SEP evaluation criteria and form the yardsticks against which RSM should be assessed. Before diving into each of these research objectives and discuss them in conjunction with the SEP criteria, we provide some contextual background in two key topics for the school, namely *research organisation and support*, and *research integrity and its infrastructure*.

Research organisation and support

Over the past two decades, RSM has consistently allocated considerable amounts of financial and human resources to academic research, with the purpose of achieving and later maintaining its position as a leading institution in management research in Europe. To provide the best possible environment for conducting high-quality research, RSM co-founded ERIM together with ESE in 1998. RSM research is fully anchored in ERIM, which is led by the RSM Dean of Research, who doubles as ERIM's Scientific Director. All RSM research faculty are expected to meet ERIM membership criteria (available in the supporting materials), which not only promote academic excellence but also research integrity and professionalism.

Since its foundation, ERIM has grown into a community of over 350 researchers (roughly 70 percent from RSM, and 30 per cent from ESE), spanning from promising young researchers in the ERIM doctoral programme to senior researchers who are at the top of their respective fields. Taking its cue from Anglo-Saxon business schools, ERIM challenges researchers to publish their work in academic journals with the greatest possible impact in their field. ERIM collaborates closely with the other professional departments of RSM, such that researchers are fully supported by the legal counsel (for contract-related agreements), funding officer, project desk (to help with running their ongoing externally funded projects), marketing and communication team (science communication and media presence), scientific programmers (for developing research software), and a privacy officer. ERIM aspires to provide a 'one-stop-shop' experience for researchers looking for research support.

ERIM stimulates a quality culture. The systematic dialogue among ERIM members from both RSM and ESE has proven productive in building a professional community where checks and balances and international standards are nurtured. New generations of researchers can step into this community and benefit from it throughout their careers. ERIM is the locus where an extensive portfolio of research services is developed and produced in a systematic and effective way and in close collaboration with researchers. All ERIM members benefit from shared infrastructural investments for open access publishing, data management, lab facilities, software and database licenses, international collaborations, research visits, seminar series, grant support, and more (ERIM Support Programmes; in supporting materials). Cross-community communication is also a vital service, as ERIM helps to stimulate a common language on research and impact across its members. The academic and societal impact of research also needs to be made accountable: through ERIM, RSM has invested a lot in the infrastructure to give its members and research leaders systematic intelligence on their performance. The ERIM analytics and reports enable researchers to make appropriate decisions on their careers, collaborations, journal targets, and the like.

Research integrity

Given the emphasis that RSM puts on building its academic reputation, the preservation of scientific integrity in all its research activities is of paramount importance. As formulated explicitly in the current ERIM Membership Charter, ERIM expects all its members and fellows to respect prevailing research integrity practices, and to uphold the principles of professional academic behaviour as described in the Netherlands Code of Conduct for Research Integrity (hereafter: 'the Code', available in the supplementary materials). This Code is binding for all Dutch universities and covers scientific and scholarly research in the broadest sense, encompassing both publicly and privately funded research, be that fundamental, applied, or practice oriented. Furthermore, the Code also applies to all activities connected to the practice of research – applying for funding, designing and conducting research, engaging in assessment and peer review, serving as an expert and documenting, reporting and publishing research. The principles and standards of this Code thus also apply to popular scientific publications, teaching materials and advice provided by researchers. The Code does not only provide a normative framework for researchers by introducing guiding principles (honesty, scrupulousness, transparency, independence and responsibility) and standards for good research practice, but also defines a number of duties of care that institutions need to fulfil in order to promote and safeguard good research

practices among their members.2 Over the past years, research integrity has been high on RSM's list of priorities, as evidenced by the actions it has undertaken, through ERIM, as stipulated by Code's duties of care.

In terms of **training and supervision**, ERIM organises an annual course on scientific integrity, which is mandatory for all its doctoral students. The aim of the course is on the one hand to familiarise doctoral students with the Code and good research practices such as they apply to the field of management research in general, and to our university and research institute in particular, and on the other hand to expose them to dilemmas that they might be faced with as researchers. The course also serves as a foundation for other courses, in particular the various research methodology courses. At the end of the course, doctoral students are invited to sign a Research Integrity Declaration, committing themselves to uphold the ethos of good scientific research and to adhere to the Code. Faculty members take part in a mandatory workshop on Research Integrity and Professionalism when they join ERIM as a member. Like in the doctoral course, the aim of these workshops is twofold: to familiarise researchers are with the stipulations of the Code and to expose them to dilemmas that they (might) face throughout their research career. For both courses, an explicit learning goal is also to foster a culture of open communication of research integrity. As such, the workshops go beyond addressing strict misconduct (fabrication, falsification, plagiarism and P-hacking), since a lot of attention is given to addressing the grey area of 'questionable research practices' (such as HARKing). This is done with the help of the EUR Dilemma Game[3]: Professionalism and Integrity in Research, which was developed by a university-wide taskforce on Scientific Integrity and introduces 75 dilemmas relevant to diverse populations of researchers.

RSM, largely through ERIM, has been doing its utmost to promote and provide an open, safe and inclusive **research culture** in which researchers feel comfortable not only to discuss research standards and dilemmas but also to hold each other accountable for compliance and report suspicions of non-compliance to dedicated confidential counsellors. Over the evaluation period, RSM has appointed four confidential counsellors. These nominations fit in the RSM strive for an open academic and organisational culture for everyone in the School: research-active faculty, non-research-active faculty, doctoral students and professional staff alike. The open research culture is also continuously being stimulated via the above-mentioned workshops on Research Integrity and Professionalism and via the provision and dissemination of relevant regulations, instructions, protocols and other means to support researchers and help them understand good research practice.

Responsible **data management** practice has become a very important research skill. ERIM has developed Principles for Responsible Data Management (RDM, in the supplementary material) and has extended the professional support in this area. A dedicated Data Steward was hired to provide advice and support to ERIM researchers on all aspects of RDM, throughout the research data life cycle, in accordance with international RDM standards and FAIR principles. Moreover, the General Data Protection Regulation Act (GDPR) has come into place across the European Union. RSM has appointed a privacy officer, who helps RSM researchers with privacy assessment and advises them on GDPR-compliant practices. Through ERIM, RSM has also expanded its research infrastructure such that data, software codes, research material and corresponding metadata can be shared safely and stored securely. At the university level, standard procedures have been introduced to facilitate (long-term) storage of research results and safe access to them on campus and remotely, thus facilitating collaboration in international consortia. Last but not least, dedicated ERIM webpages devoted to RDM (and research integrity and professionalism in general) have been built and are regularly updated in order to provide researchers with to-the-point information, guidelines and links to the relevant tools.[4]

When it comes to **publication and dissemination** of research outputs, researchers are to be guided by the principles and good research standards stated in the Code. Researchers are at all times expected to be honest in public communication and clear about the limitations of their research and expertise. They are only to communicate to the public about their research results if there is sufficient certainty about them. To support this, RSM has developed a research communication policy, which describes the School's approach on how to achieve media visibility as well as societal impact, without jeopardizing the reputation of individual researchers and that of the School as a whole. Undergirding this approach are two simple principles: first, when research is not peer-reviewed, the research design and the conclusions derived from it must have been read by a fresh pair of eyes; second, every marketing and communication campaign has to be based on a transparent and publicly accessible research report. RSM has a team of dedicated media and PR professionals, who guide and help researchers disseminate their research outside of academic circles. Furthermore, the RSM legal counsel helps researchers when entering into agreements with

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2   https://www.vsnu.nl/files/documents/Netherlands%20Code%20of%20Conduct%20for%20Research%20Integrity%20 2018.pdf

3   https://www.eur.nl/en/about-eur/policy-and-regulations/integrity/research-integrity/dilemma-game

4   www.erim.eur.nl/research-integrity/rdm

commissioning parties and/or funding bodies, to make sure that fair agreements are made about access to and the publication of data and research material.

In terms of **ethical norms and procedures**, one of the institutional duties of care is to facilitate ethical reviews where necessary. To this end, ERIM has set up two Internal Review Boards at RSM, one for experimental research (ERIM IRB-E) and one for non-experimental research (ERIM IRB-NE). Both Boards consist of six members. All experimental research conducted by ERIM researchers at or outside the Erasmus Behavioural Lab (EBL) requires approval by the ERIM IRB-E. After filling out the complete IRB application form, the members of the ERIM IRB-E will evaluate the research not only according to the broad Code criteria but also in terms of the APA's ethical principles and code of conduct and AOM's code of ethics. Furthermore, all non-experimental studies involving the collection of primary field data are assessed by the ERIM IRB-NE. The aim of this assessment is to ensure that all research that is carried out by faculty members complies with good practice in terms of protecting the privacy, identity, and personal safety of human subjects in the collection, storage and publication of research data. Detailed information on ethics reviews and procedures is available on the dedicated webpages[5].

In case of dilemmas, issues or suspicion of non-compliance, RSM researchers are encouraged to turn to one of the appointed confidential counsellors. Furthermore, a university-wide procedure for complaints regarding research integrity was introduced in 2012, to allow for rapid, bottom-up notification when people encounter non-compliant research practices. This procedure is meant to act as an 'early warning system' where necessary and includes the availability of a campus-wide confidential advisor regarding integrity issues, who is supported by deputies at each of the schools of the university[6]. For cases considered as necessitating further review, EUR has set up a university-wide Scientific Integrity Committee, which handles complaints concerning possible violations of scientific integrity principles and standards by an employee of EUR. Anyone is entitled to submit a complaint to the committee, whether or not via the Executive Board or the confidential advisor.

2.2 Research Quality

As a research-driven business school, RSM considers the production of high-quality, impactful research a core activity for all its research faculty. RSM is furthermore committed to innovative, multidisciplinary academic research and teaching with a high-level of scholarly impact and societal relevance. RSM is also actively ensuring that open science principles are increasingly undergirding the research process by providing its researchers with active support in the areas of data management planning, data archiving and disclosure, and open access publishing. As such, RSM fosters research quality through the adoption and promotion of relevant policies.

In terms of *research workload*, the school has been making every effort to ensure that faculty has sufficient time allocated for their research activities. RSM is using a research voucher system in combination with the ERIM Membership Charter to safeguard research time and drive its strategy of being a high-quality research school. The voucher system allocates research budgets (to compensate for research time) to academic departments through a merit-based allocation scheme. This system has been the key driver behind the school's rapid growth in research quality and productivity in the most selective outlets, also because the membership criteria of ERIM have gradually been raised over the years. This system enjoys strong support internally and has received substantial praise externally. One reason for its success is the relative simplicity of the system and its high level of transparency. Membership criteria are spelled out in the ERIM Membership Charter and refer to publication performance and encourage publishing in selected top journals in management research, as listed in the ERIM Journal List (EJL, supplementary materials). The research voucher system allocates research time and enables individual faculty members to determine their own teaching load. The value of the research voucher is based on performance, following the ERIM Membership criteria, and is calibrated in relation to the faculty member's position[7]. For example, an assistant professor in a tenure track position receives a 0.5 FTE voucher; associate, endowed and full professors with a time-limited appointment receive 0.4 FTE; and full professors receive 0.3 FTE for a regular appointment, while an additional 0.1 FTE is awarded if they count as high-performing ERIM members. One of the conditions for the high-performance status is to have at least three publications in the very top journals during the rolling evaluation window. Since ERIM's inception, the length of this window has always stood at five years, but in 2020, ERIM and RSM moved to a six year evaluation window in order to help faculty members cope with potential productivity losses incurred due to the side-effects of the global Covid-19 pandemic.

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5   https://www.erim.eur.nl/research-integrity/irb/rsm-internal-review-boards/

6   www.eur.nl/sites/corporate/files/20130101_KWI-EN.pdf

7   Details on the Voucher allocation can be retrieved in the supplementary materials.

In terms of *research output*, RSM has a strong focus on peer-reviewed academic research articles. The research incentive system of the school strongly prioritises publications in a select set of top journals (44 journal titles), the so-called Primary Star (P-Star) publications[8]. This highly selective publication strategy aligns well with RSM's strategy of sustaining a reputation for high-quality academic research. Additionally, RSM members also regularly publish educational materials, concentrating on case studies and textbooks. While these materials are primarily intended for classroom use, they typically spring from the research agendas of the involved faculty. Finally, RSM members also publish practice-oriented research articles and top managerial publications. While the number of articles of the latter type is decidedly lower, they tend to be concentrated in highly visible outlets, the so-called Management Star (M-star) publications (such as HBR, CMR and MIT SMR). As such, RSM not only incentivises scholarly impactful research but also strives to promote research with broader societal relevance and implications.

In terms of *monitoring and evaluation*, RSM faculty members are expected to continuously develop themselves and have a clear trajectory towards the next levels in their academic careers with the opportunity of an appointment as full professor as the ultimate goal. Top-tier research, scholarship, and the advancement of knowledge and its applications are of paramount importance for academic career moves within RSM.

As mentioned above, all research faculty at RSM are expected to meet the ERIM membership criteria as described in the ERIM Membership Charter, which is directly linked to their research performance. The Charter defines the conditions for ERIM membership and the rights and obligations of its members. The main goal of the ERIM Membership Charter is to provide incentives for ERIM researchers in all career stages to strive for top-quality publishing and research impact. The current Charter aims to encourage ERIM faculty to focus on impactful and high-quality publications in management (or neighbouring fields). It stimulates in particular P-Star and P publications, and publications in non-management journals that have a high impact factor (according to ISI). In addition, by giving credits to top managerial journals (M*) and books that have a great impact and readership (B*), it creates incentives for tenured faculty to realise publications with a high managerial or societal impact. At the same time, the short-run incentives for (untenured) faculty to publish in lower quality journals are reduced.

Specifically, as ERIM members, all research faculty at RSM are expected to:
- arry out and disseminate high-quality research in the domain of management research;
- actively participate in external funding initiatives to acquire grants (e.g. NWO, Horizon Europe);
- (co-)supervise doctoral students;
- contribute to the doctoral programme;
- be committed to implementing ERIM's strategic goals;
- actively and collaboratively participate in activities relating to their respective ERIM research programme.

The ERIM Scientific Director / RSM Dean of Research decides on all ERIM membership issues and membership requests. Applications for a new (associate) ERIM membership are submitted to the Scientific Director by one of the ERIM Fellows of the ERIM Research Programme, including a research plan for the next two years and proof of acceptance of papers, if applicable. The status of all ERIM (Associate) Members is evaluated in the annual membership check during the first half of each calendar year, assessing their performance in the preceding five years (six years since 2020). If a Member has not been able to meet the ERIM Membership criteria s/he will receive a warning. Members who do not meet the criteria for two consecutive years, lose the ERIM Membership status. Similarly, ERIM evaluates high-performing membership in the first half of each year, based on the output of the previous five (now six) calendar years. Applications for a high-performance status can be submitted to the Scientific Director through one of the ERIM Fellows from the corresponding research programme.

In terms of HR policy, performance expectations are, to some extent, differentiated according to academic rank. Tenure track assistant professors are principally expected to conduct management research resulting in publications in top academic journals, which is recognised by the scientific community for its quality and innovativeness. They are furthermore expected to enhance the visibility and relevance of their research results to their peers, the business community and the general public through (electronic) media such as self-archiving repositories and through professional and popularising media (professional journals and books, websites, social media, the written press, radio and television).

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8   More information about the EJL: https://www.erim.eur.nl/about-erim/erim-journals-list-ejl/

Research-activeness and excellence are also prerequisites for promotion to senior faculty positions (full professorships) at RSM, and in this sense junior and senior faculty members face very similar incentives. To be considered for promotion to professor at RSM, a faculty member needs to initiate and conduct high quality, original research of international standing that is relevant to the School's objective regarding research in management. As with more junior researchers, this includes the production of high-quality publications, preferably in P-star and P-star equivalent journals. In addition, senior researchers also need to provide evidence of the subsequent use of the scientific knowledge they have generated and other indicators of external recognition. The latter can be demonstrated, for example, by inclusion of their work in review articles, citations, and the development of or contribution to new conceptual models or empirical research methods. A senior faculty member needs to be recognised as an expert within their field and needs to possess a distinctive scholarly identity. Further indicators of excellent performance are scientific awards, national and international research grants, positions as (associate) editor of reputed scholarly journals, membership in juries, committees, or editorial boards, governance roles in scientific organisations or programme committees, the organisation of international scientific events such as conferences, seminars, colloquia, or workshops, and keynote lectures given at scientific events.

At the heart of RSM's potential to maintain an excellent stock of human capital resources lie several complementary HR management practices. These include, first, a school-wide 'don't hire your own rule': RSM does not hire its own PhD students at the assistant professor level, which guarantees a continuous influx of fresh ideas and diversely trained people. Second, there is a school-wide commitment to professional hiring processes: RSM departments all recruit from the international job market, use merit-based selection criteria, and seek to make job offers that are highly competitive in terms of research time and research facilities. Third, RSM has a highly structured tenure process with strict but transparent research criteria, fair and thorough tenure case evaluations, and an assessment process in which decisions to grant or deny tenure are made by a school-wide committee, which reflects on all cases brought forward by academic departments. Since the inception of the tenure system at RSM in 2008, its effective tenure percentage *(total # of tenure track faculty eventually granted tenure / total # of tenure track faculty initially hired * 100per cent)* is slightly under 40 per cent. Post tenure, the school has articulated transparent criteria for the promotion of people with proven research potential to full professorship positions. In conjunction, while there inevitably is turnover, these instruments also ensure the retention of key research faculty at the school, thus ensuring a stable (though shifting) cadre of highly trained and motivated research faculty.

2.3 Societal Relevance

The aim of research conducted by RSM staff is not only to be rigorous and scholarly impactful, but also to be relevant to and provide a platform for engagement with society at large. RSM has deliberately opted to prioritize 'engagement' rather than 'impact' in its societal relevance strategy. This choice goes beyond semantics. Specifically, engagement activities are a necessary prior to impact, engagement is a two-way street allowing stakeholders to also participate in selecting and prioritizing research questions, and engagement activities are easier to identify, stimulate, and govern than end-of-pipeline impact. Under the banner engagement, RSM researchers routinely engage and collaborate with numerous external partners, ranging from start-ups, scale-ups, family firms, banks, insurance companies, and the Rotterdam Port Authority to foundations, municipalities, and ministries. Collaboration with external partners has been intensified via RSM's research centres. The guiding principle of the centres is to advance knowledge and practice of modern evidence-based management by actively engaging with stakeholders, provide innovative solutions to real-world problems, and as such creating impact beyond academia. It is thus often the research centres that collaborate with relevant external stakeholders, acquire company sponsorships, execute various research projects, engage in outreach activities, and organise events together with or for external partners. Per January 2018, RSM implemented a new policy governing its research centres with the purpose of providing consistent criteria and guidelines for establishing, managing, supporting reviewing, and -potentially- closing these structures. The criteria and guidelines invoke organisational and governance practices, which serve to foster research innovation, societal impact, educational excellence, and the reputation of RSM and its faculty, while safeguarding academic integrity and organisational accountability. RSM currently hosts various research centres: the Erasmus Centre for Data Analytics (ECDA)[9], the Erasmus Centre for Leadership (ECL)[10], the Partnership Resource Centre (PrC)[11], the Erasmus Centre for

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9   https://www.rsm.nl/ecda/

10   https://www.rsm.nl/research/centres/erasmus-centre-for-leadership/

11   https://www.rsm.nl/research/centres/prc/

Entrepreneurship (ECE)[12], the Erasmus Centre for Corporate Communication[13], the Erasmus Centre for Future Energy Business (ECFEB)[14] and the Erasmus Centre for Women and Organisations (ECWO)[15].

In addition to the research centres, RSM researchers can also organise or join ERIM Research Initiatives, such as the Erasmus Centre for Neuroeconomics, the Erasmus Centre for Family Business and the cross-programme community on Necessary-Condition Analysis. These are research-fuelled 'communities of engagement' where faculty, students, and practitioners connect around specific topics in order to develop new insights and drive wider impact. Thus, they serve as intellectual hubs providing opportunities for investigation, discussion, collaboration and experimentation around subjects with wide-ranging implications for markets, organisations, and society. The work of ERIM Research Initiatives usually generates published research, community outreach, and partnerships among academics, industry, and government. Initiatives can also serve as a stepping-stone towards a mature research centre.

An additional vehicle towards engaged research is the RSM part-time PhD programme, which is targeted towards academically driven business professionals and results in the development of practical business and industry-specific knowledge, published in both academic and managerial outlets.

RSM also invests substantially in communicating its research to the wider society via RSM Discovery, a dedicated magazine, e-newsletters, RSM social media and (inter)national media coverage. RSM Discovery[16] is an online platform with articles and videos, which serves as a gateway for society and business leaders to access RSM research. In addition to RSM Discovery online, RSM also publishes a quarterly *RSM Discovery* magazine featuring its latest research insights, while the RSM communication department also helps researchers with their media presence. Furthermore, RSM tracks the attention generated by its research outputs, also with the help of the Altmetric tool.

Following on the recommendations made by the International Peer Review Committee during RSM's mid-term assessment in 2020, RSM has appointed a Dean of Engagement and Partnerships per January 2021. The role is tasked with fostering a school-wide culture that supports, promotes and values engagement activities. Moreover, RSM's Advisory Board (comprising of leaders from business and the public sector) constitutes an important resource to ensure the professional, corporate and societal relevance of the School's educational programmes and research.

2.4 Viability

For this criterion, we are focusing on three main topics, namely: *research funding, research priority setting and HR policy & talent management*.

Research Funding

RSM prides itself in being a research-driven business school and it therefore invests a substantial part of its budget (approximately 25 per cent of its gross turnover) in research and research support. In the period 2015-2020, the total RSM research budget has increased by 29 per cent from €10.7 million to €13.8 million (Appendix 3). The biggest portion of the research budget comes from the internal budgetary allocation of received public monies (the so-called first money stream / 1e GS), representing around 75 per cent of the total investments RSM annually makes in research. This part is largely driven by student numbers, as Dutch universities receive a research mark-up per graduated pre-experience student. The remaining 25 per cent of the research budget comes from national research grants (second money stream / 2e GS), European research grants (third money stream / 3 GS) and contract research (third money stream / 3 GS). National research grants are provided by the Netherlands Organisation for Scientific Research (NWO).

Research priority setting

RSM has a long tradition of fostering and protecting academic freedom. Research funds are allocated based on meritocratic criteria; thus, RSM largely refrains from 'picking winners', but rather stimulates research excellence in bottom-up fashion. The research voucher system is at the core of this bottom-up process, as it ensures that more

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12 https://ece.nl/

13 https://www.rsm.nl/research/centres/corporate-communication-centre/

14 https://www.rsm.nl/research/centres/ecfeb/ecfeb/

15 https://www.rsm.nl/ecwo/

16 https://discovery.rsm.nl/home/

research money flows to individuals and groups whose research results in top-quality output. A 'grace period' offered to new hires furthermore adds a forward-looking element to this system, allowing young scholars and new scientific fields to mature before they face evaluation. Overall, the research priorities are set by RSM's Dean of Research, in close dialogue with RSM's Executive Board and ERIM's Programme Advisory Committee (ERIM PAC). The ERIM PAC consists of a delegation of the ERIM fellows (supplementary materials) and serves as a sounding board for the Scientific Director of ERIM / RSM's Dean of Research Priority-setting is thus a joint responsibility of the Dean of Research and the senior leadership of the ERIM Research Programmes.

RSM is convinced that steep investments in academic research have a considerable payoff for the school in terms of enhancing its ability to realise its strategic agenda. These investments are worth their while according to RSM for at least four interrelated reasons:
1. Cultivating an excellent research climate is an essential instrument for attracting and retaining top-quality faculty, thus helping to expand RSM's human capital resources base.
2. Academic research helps to keep the School's educational offerings state-of-the-art and exciting. RSM faculty typically have the opportunity to teach courses that are closely aligned with their research passion, ensuring that students learn from true experts in the field.
3. Through platforms like RSM Discovery, managerial publications and the ambassadorship of RSM faculty members, research is often the starting point for new corporate relations and an important conduit for societal engagement.
4. Research performance is a major driver enabling the School to attract grant monies and contract research.

HR policy & talent management
As a university-based business school with a full-service portfolio of programmes, RSM aims to have core faculty who are strong in terms of research, teaching and engagement. The quality, commitment and passion of the faculty and staff is crucial to achieving the school's mission. The international and multidisciplinary nature of RSM necessitates a focus on diversity and inclusion for both academic and professional staff. The school aims to create a culture of diversity, providing a dynamic working environment in which a diversity of talents is welcomed and where all members are principally valued for their contributions to the internal and external scholarly community. RSM strives to be a great place to work at and is committed to providing equality of opportunity for employees of all genders and nationalities in all functional areas and at all levels of seniority.

The Dean of Faculty (position created in 2014) carries clear responsibilities for the strategies and processes of recruiting, retaining, remunerating, and developing academic personnel in the school. Since the topics of diversity and inclusion are of particular importance, a Diversity Task Force (DTF) was formed in 2015, with the role to recommend improvements in fostering a diverse and inclusive work environment. DTF's most important recommendations include the removal of structural barriers to promotion associated with parenthood for faculty members, and the introduction of adjustments for personal or family circumstances. In particular, the tenure track period is now extended with 12 months for each pregnancy or adoption for women, and eight months for men. A lower teaching load is typically assigned after a faculty member returns from maternity leave. Furthermore, the DTF suggested employee development aimed at creating positive challenges and growth opportunities for a diverse workforce, and as a way to tap into employees' ideas. RSM has also sought to improve its attractiveness as an employer by investing in employee retention policies, such as providing newly hired employees with relocation support, actively assisting in finding positions and employment for spouses using RSM's existing career coaching expertise, and offering tax advice allowing employees to benefit from tax benefits extended to knowledge workers. All the recommendations of the DTF were supported by the Dean and put into effect in 2016. Currently, extra attention is given to the on-boarding programme to help new faculty members find their bearings within RSM, with a mentoring system in place to connect faculty members with a more senior faculty mentor stemming from a different academic department to coach them and give them career advice. In the first two years after the DTF report, an Associate Dean of Diversity was tasked with monitoring the implementation of measures. In 2018, diversity and inclusion responsibilities temporarily shifted to the Dean of Faculty, but as per June 2021, a new Faculty Lead Diversity & Inclusion will be installed. By reinstalling a senior faculty member in this key role, the school signals a strong commitment to realizing its D&I targets by 2025. The mandate given to the Faculty Lead Diversity and Inclusion ensures that diversity and inclusion have their place in all human resources (HR) decisions related to faculty, and that they are taken into consideration during the effectuation of all School policies.

2.5 PhD Policy & Training

RSM offers two PhD programmes: a full-time Doctoral programme in Business and Management and a part-time PhD programme in Management. Both PhD programmes adhere to principles and guidelines set forward by the EUR Doctoral Regulations (2020)[17].

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17 https://www.eur.nl/en/media/2020-12-en-promotiereglement-2020def

Full-time Doctoral programme in Business and Management
ERIM acts as the graduate school of the five-year, full-time Erasmus Doctoral Programme in Business and Management The Director of Doctoral Education (DDE), who is appointed by the Scientific Director, is responsible for the overall management, coordination, and quality control of the ERIM Doctoral Programme.

The ERIM Doctoral Programme consists of a two-year Research Master in Business and Management (NVAO accredited, CROHO 60313; hereafter: ERIM Research Master) and the PhD in Management Programme (hereafter: ERIM PhD programme). The focus of the programme lies on developing and nurturing academic talent in business and management. The programme enables promising students to develop into researchers and faculty members at the world's best universities and business schools. A generous support system for a wide range of academic activities is in place for the programme.

The ERIM Research Master was originally introduced in 2004 as an integral part of the Doctoral Programme, aiming to attract better PhD candidates and prepare them for embarking on their PhDs. In recent years, ERIM has critically evaluated the viability of its Research Master, considering the small number of candidates the programme attracted (e.g. a cohort of three students in 2018/19) and the very few students who then continued into the PhD programme (e.g. one student from the 2017/18 cohort), against the investment the programme required. Since 2015, there have been continuous efforts to revamp the programme. Despite the changes implemented and the fact that the ERIM Research Master graduates secured PhD positions at other world-class programmes, there has been no improvement in the intake or the PhD enrolment numbers. Considering these, ERIM has initiated a process to terminate the Research Master programme and has made the strategic decision to invest further in the development of the renewed, five-year ERIM PhD Programme. As part of this process, ERIM has consulted and obtained advice, strong support and approval from all its key stakeholders and the RSM and University Executive Boards to terminate the programme. The ERIM Research Master will be discontinued from the academic year 2021/2022. Its termination is considered a crucial strategic step towards the transformation of the PhD programme into a five-year fully-funded trajectory, and its modernisation, in terms of its course curriculum and investment in strategic priorities (e.g. academic placements).

The ERIM PhD Programme is a well-established programme. As such, rather than growing the size of the programme, we strive for continuous improvements, with a strong focus on attracting the best candidates, facilitating their development in terms of professionalism and integrity, and enabling them to become autonomous, impactful scholars who have the abilities to contribute to the international academic community and have a realistic chance of being hired at top institutions worldwide.

The founding schools of ERIM fund a cohort of about 16 PhD students on an annual basis. Beyond this critical mass, several additional PhD positions are created through external financing such as research grants and industry relations. Irrespective of the source of their funding, all admitted PhD candidates2 are treated as employees of the University; thus, they are salaried employees entitled to several secondary benefits (health insurance, pension, end-of-year and holiday bonuses, travel allowances, etc.) for the full duration of their PhD projects.

The international peer-review reports from the last SEP (2016) and RSM's mid-term (2020) highlighted that the PhD programme is a key driver of ERIM's research activities and contributes to its research productivity. While achieving top PhD placements is the principal goal of the full-time programme, an important secondary goal is to have PhD students contribute to the research productivity of RSM in top journals as a whole. Considering historical data, the programme has indeed proven to be successful in this regard, as the number of publications involving (former) PhD students average on 78 per annum over the last 10 years (including book chapters). The suggestions for further improvements in the programme were helpful to motivate adjustment in policies. Areas of improvement related to the duration of the programme, a greater emphasis on vocational skills courses in the curriculum, the professionalisation of the programme's placement services, and the available support for housing.

ERIM used to offer four years of funding for PhD projects. In order to improve the position of its PhD candidates in the academic job market, ERIM has recently taken action towards radical changes in this programme structure. As of September 2019, ERIM has switched to a five-year PhD programme. Following the advice received in recent assessment cycles, ERIM has revised courses on Presentation Skills and Academic Writing in the curriculum, which have both been highly evaluated by the students. Further, ERIM has focused on reinforcing the support offered for the Academic Job Market preparation. The PhD promotors (supervisors) have been increasingly acting as career mentors for their PhD students, while ERIM has introduced a series of dedicated workshops, which include pitch training and a session with senior and junior academics for practical advice and tips. Unfortunately, while we are aware of the challenging housing situation in Rotterdam, ERIM cannot take care of the housing needs of the incoming PhD candidates, as housing support for all incoming EUR students and employees are provided by the central University services.

In terms of its **admission, recruitment, and selections procedures,** ERIM strives to increase the visibility of the PhD programme, using a range of portals for advertising the available PhD positions in the annual recruitment round.

For the annual recruitment, the ERIM website, alongside external communication channels (e.g. portals, social media, Google AdWords campaign) are crucial instruments to communicate the content of the PhD programme to a worldwide audience. We have recently also taken measures to actively involve our community of researchers and alumni in the recruitment campaign. The admission process is facilitated by a renewed ICT tool, tailored to the needs of the programme. Aiming to preserve and enhance the quality of the students who enter the programme, several selective criteria are applied during the recruitment of new students. Firstly, we apply strict merit-based eligibility criteria considering academic credentials, test scores for GMAT or GRE (at least 85per cent percentile) and English language proficiency (i.e. TOEFL scores of at least 100, IELTS scores of at least 7.5). The doctoral office forwards eligible applications to the PhD coordinators of the five researcher programmes. The selection process of the most eligible applicants entails a series of interviews with the programme's ERIM fellows and members and the potential PhD supervisors, and, in some cases, the Director of Doctoral Education (DDE). As per EUR Doctoral Regulations, the **supervision** of every student is assigned to at least two supervisors: a promotor (Professor or Associate Professor) and a daily supervisor (Associate or Assistant Professor). Further, all PhD candidates benefit from their programme's PhD coordinator, who acts as an independent mentor, for example for the selection of the PhD courses.

The **monitoring or progress evaluation cycle** has been modified to reflect the new policy on the duration of funding (i.e. five years, Appendix 4A) for the PhD projects offered within ERIM. Within the first three months of appointment, the PhD candidate, supervisor(s), DDE, and the Dean sign a Teaching and Supervision Agreement (TSA) that arranges the supervision and specifies the courses that the PhD candidate will follow. Thus, the TSA is an individual study plan, tailored to the needs of the PhD candidate. Twelve months after having entered the programme, PhD candidates submit a research proposal for the research they expect to be carrying out in the remainder of their PhD. A novel feature inspired by our commitment to responsible research practices and Open Science is the requirement for candidates to add an individual Data Management Plan (DMP) to the proposal. At least two external experts review both the proposal and the DMP. After 12 to 14 months in the programme, the first-year evaluation meeting takes place, attended by the DDE, the PhD candidate, and the supervisors. The DDE evaluates the chances of the PhD trajectory being successfully completed, based on the candidate's performance (i.e. candidate's proposal, DMP, coursework and supervisors' feedback). In a confidential talk with the PhD student, the DDE also makes sure that the PhD student is receiving adequate supervision and has access to the means needed for their research. The results of the first-year evaluation are ratified by the Dean. After 30 months in the programme, PhD candidates submit a progress report, which is reviewed and evaluated by the DDE. This 2.5-year evaluation is tailored to assess the development of the PhD student as an independent scholar. Therefore, the DDE assesses the progress in the writing of scientific articles, conference presentations, and enquires -already at this point- about job market plans, ambitions, and sufficiency of funding and time to realize the student's scholarly ambitions. The emphasis on scientific articles is aimed at enhancing the productivity of ERIM PhD students and their academic placement potential. A positive 2.5-year evaluation unlocks the funding for the fifth year of the PhD trajectory. The details of each student, their project and their progress towards the dissertation and placement are recorded in both a University-wide IT system (Hora Finita) and a tailor-made ERIM research information system, called MIS.

Throughout their PhD trajectory, ERIM provides unparalleled **support** and access to world-class facilities to the PhD candidates. ERIM has two support programmes dedicated only to the support of the PhD candidates, financing (in some cases on a 50/50 matching basis with the academic departments), a range of international research activities (e.g. international research and/or job market visit, conference participation and visits, external specialised courses, working with an international supervisor), research materials, and the printing of the candidates' theses. On average, RSM invests between €25.000 and € 30.000 per PhD candidate for the above activities for the duration of one's PhD trajectory. Further, all ERIM PhD candidates have access to EUR's state-of-the-art behavioural lab, to an extensive range of databases and to excellent computing facilities. They also enjoy access to a team of dedicated professionals, who take care of both research (e.g. Data Steward) and well-being (e.g. Confidential Counsellor) support. Responding to the hardship the Covid-19 crisis has brought on quite a few of the PhD students, ERIM has taken several measures aimed help the students cope with the social and psychological effects of the crisis. These included dedicated PhD townhalls, weekly PhD online 'drop-in' office hours, and allowing students to attend up to three online academic conferences without having to present a paper, to name but a few. Additionally, ERIM has also offered more material hardship relief in 2020, in the form of offering contract extensions to candidates experiencing substantial delays due to, for example, to additional care-giving duties, lab closures, or inability to do fieldwork. In total, ERIM has handed out seven hardship-based extensions in 2020, ranging in length from three months to a full year, on a 50-50 matching basis with RSM's academic departments. ERIM was able to recover some of these costs – a total of €55.000 – through an EUR / VSNU compensation program.

Over the evaluation period 2015-2020, ERIM has taken steps to improve the **guidance for the academic job market** and, subsequently, the **placements** of its graduates in top business schools. For the candidates enrolled in the four-year programme, we have made additional funds available through the 'Talent Placement Programme' (TPP) – a mechanism for contract extension of a year for excellent PhD candidates, who make use of this additional time to build a strong profile for the competitive international academic job market. This TPP extension is granted to students with a promising academic curriculum vitae and a concrete academic job market plan, who are supported by their promotors and recommended by excellent scholars in their respective fields. In addition, ERIM organises a series of workshops for preparing our candidates for the academic job market. These include pitch training, which enables the candidates

to summarise their research and their profiles in a few minutes, and an informative session with ERIM Researchers and Alumni to demystify the process of academic job applications and interviews.

The internal **quality assurance** of the programme has been systematically monitored and evaluated at different levels, which relate to the multiple levels of governance and decision-making. These range from the evaluation of the individual courses (input from students), to the evaluation of the research track (track-coordinators and exam committee), to the improvements suggested by the DDE in consultation with the Doctoral Programme Manager, and, finally, the evaluation from the ERIM Management Team in dialogue with the ERIM PAC. The transition to the five-year programme has been accompanied by a series of quality improvements and monitoring on both the academic and operational aspects of the programme. For example, we have established new assessment processes and protocols for the milestones of the five-year PhD cycle, while we have implemented measures for enhancing the response rate of course evaluations, by developing harmonised, short questionnaires. Further, the programme benefits from the improvements at the University level (e.g. implementation of IT system enabling better data processing of all enrolled PhD candidates).

Part-time PhD programme in Management
RSM's Part-time PhD Programme (hereafter: PT PhD) is aimed at business professionals who are interested in further developing their intellectual profile and academic skills. Many PT PhD candidates take their own industry as their research context, although this choice is by no means universal. The focus of the programme is the production of novel, practical knowledge, which is nonetheless fully evidence-based, with strong application value in the area of business of the PhD candidates—and often beyond. Because of RSM's identity as a research-intensive institution, the programme results in a PhD degree, and deliberately not in a more practice-leaning Doctorate in Business Administration (DBA). The training offered as part of the programme is focused on research methods and on developing broadly applicable academic skills, through course in study design and philosophy of science. The training aims to develop candidates into academic researchers characterised by their rigour and integrity. In terms of the programme's governance, RSM is the graduate school for the PT PhD programme. The Academic Director of the programme is responsible for its strategy and overall management while RSM's Dean of Research is accountable for the overall PT PhD programme.

The PT PhD programme started in September 2015 and is designed to be a five-year programme. Currently, there are more than 50 PhD candidates enrolled in the programme, with several members of the first cohort graduating during the 2019/2020 academic year. As per December 2020, the programme had three graduates, with several more lined up to defend their PhD theses in the 2020/2021 academic year. The programme charges a fee of €12.000 for the first two years of study and €7.000 for each subsequent year. The costs (total fee: €45.000 for a duration of five years) cover the admissions to courses, tuition, coaching and supervision, and access to RSM's research facilities and services. The programme is designed for candidates who already hold an MSc or MBA degree and are willing to combine their PhD research with their work commitments. They are required to provide formal proof of English language proficiency y (i.e. TOEFL scores of at least 100, IELTS scores of at least 7.5). When available, GMAT scores may also be submitted as part of the candidate's application package.

The **admission process** includes the matching of candidates with a clear, demonstrable interest in research with a research-active professor of RSM, who will act as promotor, an interview with one or several faculty members, including the candidate's promotor and daily supervisor, and an interview with the Academic Director. Candidates can also collaborate with external promotors. The recruitment cycle begins in January and ends at the end of April each year. In terms of **PhD training,** the programme consists of eight modules, each of three to four consecutive days in Rotterdam. The modules are taught in English, cover a broad range of theoretical foundations and practical skills, and build on expertise of the faculty members. The RSM PT candidates benefit not only from the thorough training they receive in research methods and skills, but also enjoy the supervision and coaching of RSM's experienced researchers, while they have access to all RSM's research facilities, journal and database subscriptions, and access to academic conferences and research seminars. In terms of **quality assurance**, all students have to obtain passing marks for all components of their coursework and receive written feedback on their writing assignments. During the first year, students are required to write a dissertation proposal, which is reviewed by two senior RSM faculty members. The proposal is defended during an individual defence at the end of year one, which includes the programme's Academic Director, the two referees, and the candidate's supervisory team. The defence serves as a formal go/no-go decision point. Further quality assurances stem from the embeddedness of candidates in their cohorts and academic departments, regular meetings with their supervisory teams, attention paid to research integrity in the programme, and candidates' participation in academic conferences and brown bag seminars.

3. Evidence & Accomplishments during the past six years — research quality and societal relevance

3.1 Research quality

Research quality in the domain of management at EUR is very strong, as indicated by its 8th and 4th place on the 2019 and 2020 ARWU global management subject ranking and 4th and 3rd place on the 2019 and 2020 ARWU global business administration subject ranking.[18] The lion's share of the qualifying publications and citations that count towards rankings such as these is generated by RSM researchers. RSM thus has a very productive and high-quality research faculty in place, across each of its five research programmes. There are several ways to assess the research quality of RSM faculty.

One way is to look at the traditional metric of outputs in high-quality academic journals. The figures of Appendices 1 and 5 give an indication of RSM faculty's productivity, vetted against the academic output categories recognised in ERIM's Membership Charter and included in the ERIM Journal List (Appendix 1-1i). The research productivity of RSM's faculty has remained stable throughout the period 2015-2020, but, more importantly, the publication strategy of RSM faculty is showing multiple, converging signs of increasing selectivity. Productivity in the most selective set of journals, the UTD24 and the FT50 (Appendix 1-1ii), confirms the trend: a total of 164 UTD24 and of 337 FT50 research outputs have been produced for the period 2015-2020, compared to 106 UTD24 and 224 FT50 for the former evaluation period. Moreover, RSM also actively stimulates interdisciplinary research by giving full credits to very selective top publications in adjacent disciplines like psychology, sociology, or neuroscience. These publications are considered 'equivalent P-Star publications' or EP*. Productivity in this very prestigious category has resulted in a total of 84 research outputs for the evaluation period. What is also assuring is that an increasing number of these scholarly outputs is available under an open access license (see Appendix 1-1iii). Since 2016, the number of open access articles published by RSM researchers exceeds the number of closed publications. In 2020, the fraction of open access articles had increased to approximately two-thirds of the total volume. In short, RSM faculty are scholarly productive, and increasingly selective and 'open' in their publication strategy.

A second way of assessing the research quality of RSM faculty is by looking at their citation impact. The average field-weighted citation impact (FWCI) for RSM publications in the 2015-2020 period is 2.38. For the most selective list of journal publications (UTD24 and FT), the average FWCI is 3.01 and 3.15 respectively. In other words, RSM publications in UTD24 and FT50 journals are respectively cited 201per cent and 215per cent more often than the expected world average number of citations. From these figures, it can be concluded that RSM scholars are academically impactful and show excellent citation performance.

A third way of assessing the research performance of RSM faculty is by vetting the number of RSM faculty in critical gatekeeper roles. Specifically, since the start of the evaluation window in 2015, RSM faculty members have held key (associate) editorial positions at highly reputed scholarly journals, including the *Journal of Consumer Research, Journal of Consumer Psychology, Academy of Management Journal* (twice), *Academy of Management Review, Journal of Management* (twice), *Journal of Business Venturing, Organization Theory, Organization Studies, and Transportation Science* (twice). RSM scholars are therefore increasingly trusted with the custody of the field's most prestigious scholarly outlets.

A fourth way of measuring research performance is by looking at RSM's performance in the area of competitive, excellence-driven grants. In the evaluation period, RSM scholars obtained a number of very prestigious grants from the Dutch national science foundation (NWO). For example, in the 2018 VENI round (VENI being the most prestigious national grant for starting researchers), the EUR management and economics cluster obtained a 66 per cent 'market share' of all grants (i.e. five in total) awarded within the domain of management and economics, with two grants for RSM and one for ESE; a remarkable feat.

A fifth and final way of assessing faculty quality is by looking at the fraction of RSM faculty who are truly remarkably productive scholars. Whereas all research-active faculty at RSM are ERIM members, the most productive ones are denoted as 'High Performing ERIM Members', based on stable, objective productivity criteria. The qualifications of ERIM members shows that both the absolute number and fraction of ERIM High Performance Members has increased in the reporting period: absolute numbers went up from 47 in 2015 to 105 in 2020.

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18 ARWU global subject ranking: http://www.shanghairanking.com/rankings/gras/2019/RS0511 and http://www.shanghairanking.com/rankings/gras/2021/RS0509

In sum, on all dimensions of research quality, RSM faculty have either consolidated or improved their performance in the 2015-2020 evaluation period. This is a laudable feat in today's highly competitive 'markets' for academic talent, top journal space, and scholarly impact.

3.2 Societal Relevance

Several research projects, centres and initiatives have been co-sponsored by external partners, as an illustration of RSM's engagement with its stakeholders in pursuit of relevant innovative solutions and societal impact. For example, over the evaluation period, the Partnership Resource Centre (PrC) has received more than €8 million from external funders (e.g. Dutch Ministry of Foreign Affairs, Rabobank Nederland) and funding agencies, which enabled the centre to undertake impactful endeavours, such as the PPPLab[19]. Further, knowledge creation and executive, actionable training have been facilitated by the Erasmus Centre for Entrepreneurship (ECE) and the Erasmus Centre for Data Analytics (ECDA), in their respective fields. Overall, the net yearly income from grants and external collaborations grew from €1.5 million in 2015 to €2.5 million in 2020, corresponding to 25.9per cent of RSM's total research budget over the evaluation period. A detailed overview of all the research projects conducted with external stakeholders during the period 2015-2020 can be retrieved in Appendix 1-5i.

In line with RSM's mission of being 'a force for positive change', the topics of sustainability and corporate social responsibility are increasingly being researched and investigated by numerous RSM researchers across all academic departments. RSM has been supporting and facilitating several research initiatives, projects and centres with an explicit focus on sustainability and responsibility. Some elaborative examples include:
- The Partnership Resource Centre (PrC) envisions a more sustainable and inclusive world in which business, civil society, and government each play an important role to create collaborative and inclusive solutions for complex societal issues. It connects scientifically sound research and practitioner experience of cross-sector partnerships to aid sustainable and inclusive development. The PrC creates, shares and connects knowledge on partnerships for sustainable development.
- The Erasmus Centre for Leadership (ECL) supports RSM's mission by developing leaders who seek to be a force for positive change in the world. Specifically, ECL promotes values-based leadership, centring on RSM's core values of being critical, creative, caring, and collaborative. ECL disseminates these values through a combination of educational initiatives, ambassadorial activities targeting like-minded business schools, and the development of concrete leadership tools, interventions, and apps.
- The research group on Last-Mile Logistics[20] studies all logistic processes in the final and first link of the supply chain: (home) delivery of online purchases, delivery of goods to retailers, pickup of customer returns, or solid waste collection. The aim is to develop decision support tools and generate managerial insight to achieve efficient and sustainable Last-Mile Logistics, both in the economic and environmental sense.
- The Centre for Eco-Transformation[21] believes that business has a critical role in providing future-ready solutions for a world in which nine billion people can live well and within planetary boundaries. Its aim is to develop theoretical and practical knowledge and networks that help scale-up business solutions to achieving global sustainability.
- The Erasmus Platform for Sustainable Value Creation[22] recognises a growing need for new methods to incorporate sustainability into asset pricing and valuation. Moreover, corporate governance is making a transition towards long-term value creation as the ultimate goal for corporates. RSM has established a platform to foster thought-leadership and excellence in this field and is addressing these questions via an interdisciplinary approach. The platform develops new insights through research and education in close collaboration with leading sustainable finance players in industry and academia.
- The Erasmus Centre for Future Energy Business (ECFEB) focuses on the energy market and aims to identify, analyse, and build game-changing strategies in the energy sector. The centre connects business and society and defines future energy business that delivers sustainable impact, empowers knowledge and inspires tomorrow's leaders.

To be able to assess the progress of RSM's mission in research, we have developed a Sustainable Development Goals (SDG) mapping methodology and applied this to our research articles (FT50/UTD list) and PhD dissertations. We use advanced AI technology (Google BERT engine) to index the abstracts and titles of the articles and include the results that have a calculated proxy of at least 50per cent relatedness with an SDG (Appendix 1-4v). The footprint shows that the

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19 https://ppplab.org/about/

20 www.erim.eur.nl/last-mile

21 www.erim.eur.nl/eco-transformation

22 www.rsm.nl/erasmus-platform-for-sustainable-value-creation

topics in RSM publications in top journals have a good relatedness with multiple but not all SDGs. For PhD dissertations we used a full text mapping method based on 500-word chunks of the entire text corpus, which allows for a more precise mapping. The results indicate an SGD footprint mainly relating to SGD8 – work, SDG9- innovation and SDG16 – institutions. These themes are also reflected in the societally impactful research projects undertaken by RSM faculty, as showcased in the selected impact narratives developed by RSM's Case Development Centre (Appendix 1-5ii).

In terms of outreach, during the evaluation window, nearly 177,000 people outside of Erasmus University have visited the RSM Discovery platform, which resulted in around 344,000 page views (Appendix 1-4ii). The RSM Discovery magazine is shared online and via RSM's social media accounts. Next to that, the RSM communication department also helps researchers with their media presence; over the period of five years, RSM research and researchers were featured in national and international media on many occasions (around 9,600 times), be it in a magazine, newsletter, newspaper, radio, online or TV (Appendix 1-4i). According to Altmetric data (Appendix 1-4iii), RSM research outputs received almost 11,000 mentions during the evaluation period; the majority of the attention was generated via Twitter.

In sum, the research conducted by RSM researchers is not only academically rigorous but also societally relevant, as evidenced by the willingness of societal partners to co-finance RSM's research efforts, the numerous mutually beneficial interactions between academics and practitioners facilitated by RSM centres, the strong alignment of RSM's research outputs with the UN SDGs, and the contributions of RSM researchers to societal debates.

3.3 Viability

Research Funding

During the period under evaluation, RSM researchers have been awarded 58 external research grants (Appendix 1-3): 31 national NWO grants, 14 European grants (H2020, Erasmus+) and 13 research grants from governmental and network organisations. Except for 2018, and in relative terms, there has been a very steady growth from the 2nd and 3rd money stream, especially from national grants (Appendix 3). The plateau (or even slight down-ward turn) observed in 2018 can be attributed to the increasing competition for grants and thus an overall lower success rate in both national and European funding schemes. In comparison to other Dutch universities, RSM's applications for grants are still relatively successful (15 per cent success rate on average) and above the national average. RSM has and will continue to provide professional support to its researchers, such that they are best equipped and supported both when writing and submitting research grant proposals, embedding awarded grant initiatives in the organisation, and when entering into co-operative relationships with external stakeholders.

HR policy & Diversity

The relevant analyses (Appendix 2B) indicate that RSM has paid considerable attention to the issues of diversity and inclusiveness and has taken numerous steps to make its faculty (and staff) body more diverse. The proportion of international core faculty has grown to 54 per cent by the end of 2020, while the share of female faculty risen slightly to around 34 per cent. The international character of RSM is not only reflected in the considerable proportion of international staff, but also in its international variety, which represents a total of 27 nationalities. At the end of 2020, RSM's core faculty consisted of 49 full professors (average age 51), 54 associate professors (average age 42) and 72 assistant professors (average age 37). The highest female participation is among PhDs and researchers/Postdocs (43 per cent and 52 per cent) and the lowest among full professors (18 per cent). The participation of international faculty has by and large increased across all categories. The large majority of PhDs and assistant professors (76 per cent and 73 per cent) are now from outside of the Netherlands, while endowed and especially full professors are still mostly Dutch nationals.

Overall, the positive results of RSM's efforts on diversity and inclusion are particularly visible at the more junior levels, where the school is able to attract and hire talented young faculty with strong research credentials and high productivity due to its strong academic and supportive culture. At the senior level, however, room for improvement has been identified and some early optimistic signs of changes can be shown for the figure of 2019 and 2020, with the appointment of senior female staff.[23] Also, RSM made fourteen positive tenure and promotion decisions in 2019

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23 It is important to note that RSM's remuneration system is based on the general system in operation at Erasmus University Rotterdam (EUR), and as a public university, it follows rules set by the Dutch government. Recruitment and retention of distinguished and diverse core faculty is an important challenge for international business schools. In particular, university-based business schools such as RSM have to find ways to stay competitive and attractive to talented faculty in the international labour market. As a business school within a university funded by the Dutch state, faculty salaries are set by the 'Collective Labour Agreement Dutch Universities' or CAO. However, the gap between the highest CAO pay scales and the salaries on offer in comparable schools or even in aspiring business schools, has been widening over the years. For RSM it is critical that we address this issue in order to stay competitive. To remain

and 2020, of which six involved female faculty, and thirteen involved international faculty. Increasing the diversity of an established organisation is clearly a long-term process, but the signs of change are clearly visible. Diversity is currently mostly discussed in terms of internationalisation and gender. These two topics remain relevant, certainly given the low number of women in senior faculty roles. However, there should be a continued push to broaden the diversity focus from gender and internationalisation to other diversity aspects (such as age, socio-economic background, LGBTQ, disabilities) as well as a broadening of academic excellence criteria[24].

3.4 PhD Policy & Training

Admissions & Cohort analyses
The number of **ERIM/full-time PhD** applications has been increasing and in the latest recruitment round we received more than 700 applications. The admission rate is below 5per cent and has been constant around that level over the last few years. The **trend analyses** (Appendix 4B; 4C) show a decrease in the cohort size, especially in recent years. This drop is attributed to a combination of factors, ranging from the strategic decision to reduce the internal research budget for candidates in order to incentivise grant acquisition and prepare the transition to the five-year programme, to the fierce and direct competition with top international business school for top PhD talent due to the increasing reputation of the programme. The analyses indicate that the programme has become gender-balanced and more international over the years. On the other hand, it appears that a declining number of Dutch nationals are appointed in the ERIM PhD programme. The trends observed manifest not only the objectivity of the selection committees during the selection procedures, but also the commitment of ERIM to quality candidates regardless of gender or background.

The **PT PhD programme** has originally been popular mainly among Dutch candidates. However, and as indicated by the enrolment data (Appendix 4E), the programme is progressively gaining a more international appeal. Naturally, there are yet limited data on the post-PhD placements of the RSM PT PhD candidates, while the programme's graduates are expected to return to their pre-PhD positions. As per December 2020, the research output of the RSM PT PhD programme sums four publications in refereed journals and several publications steered towards professional audiences.

Placements analysis
The ERIM PhD programme considers the placements of its graduates, especially within academia, among its top priorities. The **trend analyses** (Appendix 4C) clearly indicate this ambition, as ERIM PhD graduates are primarily (82per cent of total placements) placed in academic institutions. We observe that, while the academic placements become more European-focused or international over the years, a position within a Dutch academic institution is favoured (48per cent) among the graduates. A comparative analysis of the academic placements (Appendix 4D) shows a slow, but steady increase of academic placements in top academic institutions, according to the UTD100 ranking. This can be attributed to the success of placement-cantered policies implemented in the recent years (e.g. Talent Placement Programme, Academic Job Market training, Alumni community engagement) and to the increasing focus of RSM's academic departments and PhD promotors to the coaching and supervision of their candidates. The majority (87 per cent) of ERIM PhD graduates who secure a non-academic placement, choose to apply their research skills in a corporate or applied research environment.

4. The RSM Research Strategy for the period 2021-2027

In line with the 'being a force for positive change' mission of the school, RSM research aims to produce better research for a better world. RSM seeks to reinforce its position as an internationally leading school for research by strengthening its responsible and open research culture and by making RSM a more attractive intellectual hub. A key objective is connecting RSM faculty and PhD students with top researchers worldwide and creating long-standing research partnerships with reputed peer organisations. ERIM plays an important facilitative role in these processes.

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competitive on the international labour market, the RSM compensation structure for faculty allows for payments beyond the scale salaries, as well as for payments for specific activities in the School (off-load teaching). This is an essential element of our recruitment and retention strategy for faculty at all levels.

24 This is particularly important in the light of the new position paper on the Recognition and Rewarding of Academics: www.scienceguide.nl/wp-content/uploads/2019/11/283.002-Erkennen-en-Waarderen-Position-Paper_EN_web.pdf

Going forward, investments made in RSM research will focus on the core processes of strengthening its open and responsible research culture, selective publishing, smart granting, creating evidence-based impact on business and society, and delivering stronger PhD education resulting in high-quality PhD placements. RSM values co-creation with academic and societal partners to ensure the societal validation of its research and to create positive change. In close collaboration with EUR, RSM is committed to developing and utilising new impact methodologies. In more details, RSM's aspirational goals for the period 2021-2027, are the following:

- **Strengthen the responsible and open research culture**
RSM continues its commitment to the research institute ERIM, in partnership with ESE. ERIM will be used as an important vehicle for strengthening RSM's position as an active and attractive intellectual hub for researchers, and as a focal point for the development of research partnerships. To support the responsible research culture, RSM continues to seek the improvement of its professional research support functions by building and extending leading support facilities in the areas of data collection, data management, scientific programming, internal review boards, data- and open access repositories, grant support, research dissemination and research intelligence capacity. All relevant infrastructures are in place and, in crucial areas, surpass the requirements implied by the institutional 'duties of case' laid down in the 2018 VSNU Code of Conduct. From January 2021 onwards, ERIM and RSM are also running a three-year-long *Open Science Initiative*, geared towards making the school's scientific routines more open towards and engaged with our scholarly and societal stakeholders. To ensure that we move beyond tokenism, the initiative focuses on changing concrete researcher behaviours and on stimulating the active use of open science tools and infrastructure. A total of six month-long campaigns, in March and October of each year, focuses on the enhanced use of Open Science tools and frameworks like ORCID and Figshare. In 2020, ERIM has furthermore added the *ERIM Open Science Award* to its lineup of annually bestowed accolades. The vibrancy of the responsible and open research culture is evidenced by RSM's attractiveness as a partner in research collaboration. Expected results are international top faculty visiting RSM, co-publishing with international co-author teams, co-organising high visibility events such as academic conferences and workshops, participation in prestigious granting consortia, and international co-supervision of PhD candidates.

- **Selective publishing**
To stimulate its researchers' making high-quality and intellectually appealing contributions to the body of scientific knowledge, RSM will recognise and reward publications in the best possible academic outlets. As stated, the school is keen to both stimulate publications in top outlets in the various disciplinary areas of management and in equally selective outlets in other scientific disciplines. All research groups are invited to continuously and critically reflect on the level of their own selective publishing ambitions. In this reflective exercise, responsible research principles based on the values of openness, professionalism, and scientific integrity, are deliberately seen as more than just boundary conditions to scientific practice and are thus positioned at the core of RSM's research strategy. The emphasis on selective publishing ought to result in a higher proportion of RSM output in the top 10 per cent decile of core top journals (vs non-core top journals) in 2027. As the selective publishing strategy is geared towards publications of high quality, not towards a higher overall number of publications, researchers are expected to work on a select set of challenging projects. These projects are to evidence high intellectual ambitions, have a profound impact on academic discourse, and, when possible and appropriate, lead the involved researchers to engage more deeply with societal and business actors. Continued investments in selective publishing are also expected to result in a greater representation of RSM faculty amongst core-top editorial networks, especially in senior editor roles.

- **Enhanced granting**
RSM is committed to improve its performance in attracting research grants, especially those rewarding individual excellence and curiosity-driven research. RSM emphasises that engaging in funding activities is a normal and highly desirable facet of scientific behaviour across all academic ranks. RSM seeks to develop smarter grant proposals by using research intelligence to match promising scientists with funding opportunities. RSM is committed to invest in strengthening its capabilities in granting, both in terms of academic grant writing and grant support capabilities. By 2027, the number of promising individual excellence grant applications and the sum of funds awarded (through the European Research Council (ERC) and Dutch Research Council (NWO)) has increased substantially in comparison to the 2020 base year. All RSM departments demonstrate active commitment to the grant-writing culture by regularly submitting high-quality individual and collaborative grant proposals, and by partaking in collective structures and activities to enhance RSM's grant performance, like the Funding Advisory Board.

- **Impact and relevance**
RSM works towards integrating the engagement function in the school and further enhancing the societal relevance and impact of its scholarly research in the next period. The primary conduit for this element of our strategy is the creation of a dedicated engagement unit offering support for the RSM centres and for engaged RSM faculty more broadly. Further, RSM integrates engagement in faculty roles and assessment requirements, adopts and develops responsible metrics for assessing its societal impact, and continues its strategy of creating societal impact narratives to demonstrate positive change results and outcomes. RSM will actively engage and collaborate with EUR and its consortia (e.g. Leiden-Delft-Erasmus, LDE) to advance a joint agenda for societal impact by

developing and validating new impact methodologies and interventions. The societal relevance of our research is to be demonstrated by the increased earning capacity of our research centres, the quality of our partnerships with businesses and societal organisations, and the willingness of external parties to fund endowed chair positions. At the end of the next evaluation period, RSM will have developed stronger ties with external stakeholders like regional and municipal governments as well as with national and international businesses, and with EUR-internal stakeholders like the so-called Erasmus Initiatives, the EUR Convergence Agenda, and with other schools at EUR. The enhanced engagement function is demonstrated by a continuous stream of societal validation initiatives, educational products, and involvement in business ventures, for example through faculty mentoring entrepreneurs associated with ECE or Erasmus Enterprise.

- **Top doctoral placements**

One of the principal objectives of the ERIM Doctoral Programme is to prepare doctoral students for a productive and gratifying professional career in the future. For RSM, the doctoral programme also serves to create ambassadors, bridgeheads, and gatekeepers at reputable academic and societal organisations. RSM is content with its long-term average of 75 to 80 per cent academic placements and aspires to keep this fraction constant in the future. The ambition for the 2021-2027 period, however, is to increase the fraction of doctoral placements in research universities and research groups that are considered world-leading in the research area, proxied by the fraction of PhD placements in UTD100 institutions. The corresponding ambition for the 20 to 25 percent of students aspiring to non-academic careers, is to help them realise their aspirations in societal organisations and institutions of equal repute. By 2027, RSM PhD supervisors have developed a placement-driven mind-set, PhD students experience strong moral and material support from the school and their supervisors during their preparation for their future careers, and PhD placement successes are celebrated throughout the entire research community. Through the PhD placement function, RSM seeks to build a strong international network of ambassadors, collaborators, and PhD alumni. The ERIM Doctoral Programme is fully transitioned to a five-year programme, ensuring five years of funding for all talented full-time PhD students irrespective of their source of funding, and PhD career services and overall PhD operations have been enhanced. Both the fraction of academic PhD placements in international ranked business schools has increased and the fraction of societal PhD placements in organisations of prestige and influence have increased, thus further buttressing the academic and societal impact and relevance of RSM respectively. The top placements are also a result of the re-vamped and revised PhD course curriculum, enriched with tailor-made specialisation courses and enhanced due to the course sharing agreements with other top business schools.

5. SWOT Analysis

The state of research at RSM is generally strong, but like any business school connected to a public university, RSM also faces challenges related to resource constraints, government regulation, and a public mandate that is mostly earned through voluminous pre-experience education. To survey these challenges, and to identify the school's core assets, we conclude with a concise SWOT analysis.

In terms of **strengths**, first, RSM clearly can take great pride in its very productive and quality-focused faculty base. The importance of academic research, both in its own right and as a point of departure for evidence-based education and public engagement, is deeply ingrained in RSM's faculty and student body. It is very encouraging to see that the publication strategies employed within the school are becoming increasingly selective and ambitious. Second, both through its participation in ERIM and through other investments, RSM has access to an excellent research infrastructure, with a world-class behavioural lab, top-notch database coverage, and generous support programs for all kinds of research activities. Third, RSM and ERIM have invested in a scientific integrity architecture, which not only serves to increase the awareness of scientific integrity principles and dilemmas among faculty and students, but which also actively equips and empowers them to make the right choices. Correspondingly, RSM has responded to the call to implement the structural facilities needed to foresee in the institutional duties of care all Dutch universities have committed to by ratifying the 2018 VSNU code of scientific conduct. Fourth, through the research voucher system, RSM has developed a way to proficiently integrate research into the workload of its faculty. The voucher system offers protected research time and offers important time-based incentives for faculty members to continue working on their research. Fifth, to give rise to its engagement ambitions, RSM has developed a strong PT PhD program and a compelling centre portfolio, both of which stimulate long-term productive interactions between academic and practitioners in an appropriately governed environment.

When it comes to **weaknesses**, first, RSM can improve in the area of tracking and documenting its impact on society. As the impact narratives included in this report show, many RSM researchers are already active in the area of engaged research. Moreover, RSM systematically tracks the media coverage received by its faculty and students, and regularly checks the 'pulse' of its Altmetric scores. There is still a lot to gain, however, in terms of obtaining 'user ratings' and other societal evaluations of the impact of its research. Second, whereas RSM has largely 'cracked the code' of incorporating research into the work loads and the tenure and promotion decisions of its faculty, it still has a way to go of similarly incorporating its engagement ambitions into the school's remuneration and incentive systems. Third,

even though RSM's performance in the area of obtaining research grants is good, participation in grant writing is still unbalanced across departments, and across demographic groups. Only a select proportion of RSM's senior faculty is consistently trying to obtain grant monies, and the school would have decidedly more financial possibilities if a greater proportion of them were to submit external grants proposals.

In the area of **opportunities**, first, RSM has seen its PhD placement record improve substantially over the past two decades. Its students increasingly find employment at top research universities upon graduation. Further development opportunities exist, in that RSM seeks to actively increase the fraction of its students whose first placement is as assistant professor (as opposed to postdoctoral researcher), and the fraction of students who get placed at UTD Top 100 business schools. Second, as host of the first global Responsible Research in Business and Management (RRBM) summit in 2019, RSM is one of the proud endorsing schools of the RRBM initiative. A salient opportunity is to integrate the RRBM principles more strongly with its ongoing research practices, and to make these principles an endemic part of how RSM assesses its faculty. Third, after a number of promising first steps, RSM could move further into the area of open science. By leveraging the efforts of some its leading open science faculty and its open science architecture, RSM should make the move to open up more of its research efforts before, during, and after the research process.

In the area of **threats**, first, it is evident that societal expectations of social scientists are changing rapidly, and that the mandate public universities receive from tax payers and the government has to be defended and legitimated with much greater fervour than in the immediate past. RSM must therefore critically reflect on the way it incentivizes research and which types of research it seeks to stimulate, in order to not be caught off-guard by these shifting expectations. It is evident that a greater fraction of its research must become scientifically open and societally engaged. Second, RSM must do a better job of documenting and communicating the societal and economic impact of its activities. Specifically, university budgets are under pressure for the social sciences in the Netherlands, mostly because the sector as a whole has not done enough to consistently demonstrate and argue for its value-added to Dutch society and to the Dutch economy. Third, RSM mostly attracts talented faculty members who are drawn to the quality of its research climate. But this is a fragile proposition in a global landscape in which more and more schools are becoming research-driven, which diminishes the unicity of RSM's labour market proposition, and in which academic salaries elsewhere continue to rise faster than the pay accruals under the Dutch collective labour agreement.

Summary

Rotterdam School of Management, Erasmus University (RSM) is one of the seven schools comprising Erasmus University Rotterdam (EUR), together with two liaised institutes and a university college. EUR is a research-intensive university in the Netherlands with a strong 'societal' profile.

Research is the starting point for nearly all primary processes at RSM. It is of pivotal importance for the school's position in academic labour markets, PhD recruitment, rankings, and its status in the eyes of business and other societal stakeholders. As an interdisciplinary school with a multi-methodical orientation, RSM hosts strong and sizeable research groups and epistemic communities in all functional areas of management and strives for academic excellence and societal impact across all domains.

RSM research is fully anchored in the Erasmus Research Institute of Management (ERIM), a joint venture with the Erasmus School of Economics (ESE), founded in 1998. RSM invests a substantial part of its budget (approximately 25 per cent of its gross turnover) in research and research support. Through ERIM, RSM consistently allocates considerable amounts of financial and human resources to academic research by providing research support for faculty and PhD students, maintaining the research infrastructure allowing the school to foresee in the nationally ordained duties of care' towards faculty and PhD students, and by actively supporting the increasing integration of open science principles into the research process. ERIM stimulates a quality culture, where the preservation of scientific integrity in all its research activities is taken to be of paramount importance and in which ERIM members are expected to uphold the principles of professional academic behaviour as described in the Netherlands Code of Conduct for Research Integrity.

The aim of research conducted by RSM staff is not only to be rigorous and scholarly impactful, but also to be relevant to and provide a platform for engagement with society at large. RSM has deliberately opted to prioritise 'engagement' rather than 'impact' in its societal relevance strategy, enabling societal stakeholders to also participate in selecting and prioritising research questions, and allowing the school itself to more easily identify, stimulate, and govern engagement activities, rather than end-of-pipeline impact. Under the banner of engagement, RSM researchers routinely engage and collaborate with numerous external partners. Collaboration with external partners has been intensified mostly via RSM's research centres and externally funded chairs.

RSM has a long tradition of fostering and protecting academic freedom. Research funds are allocated based on meritocratic criteria; thus, RSM stimulates research excellence in bottom-up fashion, ensuring that more research money flows to individuals and groups whose research results in top-quality output. A 'grace period' offered to new hires furthermore adds a forward-looking element to this system, allowing young scholars and new scientific fields to mature before they face evaluation. The international and multidisciplinary nature of RSM necessitates a focus on diversity and inclusion for both academic and professional staff. The school aims to create a culture of diversity, providing a dynamic working environment in which a diversity of talents is welcomed and where all members are principally valued for their contributions to the internal and external scholarly community.

RSM offers two PhD programmes: a full-time (FT) Doctoral programme in Business and Management, with a strategic focus on developing, nurturing, and placing international academic talent, and a part-time (PT) PhD programme in Management, aimed at business professionals interested in further developing their academic skills. Both PhD programmes adhere to principles and guidelines set forward by their internal quality assurance systems and the EUR Doctoral Regulations.

For the future, and in line with the 'being a force for positive change' mission of the school, RSM research aims to produce better research for a better world. RSM seeks to reinforce its position as an internationally leading school for research by strengthening its responsible and open research culture and by making RSM a more attractive intellectual hub. A key objective is connecting RSM faculty and PhD students with top researchers worldwide and creating long-standing research partnerships with reputed peer organisations. ERIM plays an important facilitative role in these processes. Going forward, investments made in RSM research will focus on the core processes of strengthening its open and responsible research culture, selective publishing, smart granting, engaging in evidence-based ways with business and society, and delivering stronger PhD education resulting in high-quality PhD placements. Aiming to ensure the societal validation of its research, RSM will invest in the co-creation of impactful knowledge with academic and societal partners and is committed to develop and utilise responsible metrics for assessing its societal impact.

RSM *Erasmus*

Rotterdam School of Management, Erasmus University Rotterdam