INSTITUTE FOR MANAGEMENT RESEARCH

Instituutsjaarverslag **2019**

A   Reflection and vision

Looking back on 2019

2019 was the year of our official evaluation. In line with the Standard Evaluation Protocol, a self-evaluation report was written, describing (1) the increase in the quality of our research output, (2) the strong impact of our research into responsible governance for sustainable societies, and (3) our plans to enhance the viability of our research and our institute. The writing of the self-evaluation report was a joint effort, reflecting the open culture of our research institute, where bottom-up initiatives and collaboration between researchers, also from different disciplines, are welcomed. An international committee visited the IMR on 13, 14 and 15 November. Their feedback was generally very positive ('impressive' was the word used most often). The committee announced that they will also give us some recommendations on how to implement our strategies successfully, and avoid related risks. The report is expected to appear in January or February of 2020.

The official evaluation was not the only activity of the IMR in 2019. Two Hot Spots were positively evaluated and will be continued. The Departments finalized their research programs. New guidelines were developed for research data management, as well as the approved implementation plan, leading to an increase in the number of data management plans that have been registered. The consistent investment by IMR in grants advisory and incentives over the past years is paying off: an increasing number of grants has been submitted and prestigious grants and prizes have been awarded; VENI, VIDI and NWA projects and the first Academia Europeae membership. The IMR investment plan was approved by the Faculty Board, which will lead to more and new investments in research, for example through an additional round for internal PhD positions, and to expanding support for researchers, notably in project management and impact. A new doctoral officer was appointed. And finally, the first advice from the committee on research funding appeared and is currently considered for decision-making by the Faculty Board.

All in all, IMR is doing well and with the feedback and recommendations of the evaluation committee, we expect to build on this success further in the coming years.

2a

IMR assessment

The IMR assessment took place in November 2019. We are awaiting the report of the committee. First indications were positive. In the self-evaluation report we have identified how we aim to further increase our quality, relevance and viability. For example, we have improved the existing scheme to support researchers who are writing research applications. Furthermore, we are considering to create one or two new Hot Spots, to study themes that are important for responsible governance for sustainable societies, from a multidisciplinary perspective. During the site visit of the evaluation committee we have shown various examples of the impact of our research. We need to further improve the visibility of that impact (e.g., through more attention for research communication and impact pathways). The two most important objectives that we have set for the next years concern (1) an increase in the number of PhD candidates and (2) an increase in the volume of second and third stream fund projects.

In both instances, some first successes have already been achieved in 2019 as a large number of research applications was granted. This also shows that the main research theme of the IMR – responsible governance for sustainable societies – and our preference for multidisciplinary research are in line with current research agendas of NWO and the EU, and with the needs of societal stakeholders. We actively contribute to the implementation of the campuswide EU Action Plan to improve the visibility and impact of RU research in Europe. For an overview of our research and projects see the website: www.ru.nl/imr

2b/c

Previous evaluations (2013 and 2016 midterm) have led to a number of recommendations that by now have all been implemented. The IMR has a clear organizational structure, which stimulates multidisciplinary research and cooperation. Research support is established and accessible to our researchers, including the Doctoral School as the main platform for PhD candidates. Several regulations and guidelines have been developed, for example on dissertations and grant development; these are all available to all researchers through the intranet.

3   Vision & mission

Society is currently facing a number of complex challenges, some of which are threatening our future existence: climate change, population growth and/or ageing, and increased (inter)-national political and economic tensions, to name but a few. At the IMR, our mission is to study how governments, business, and other organizations can and do choose responsible ways to govern or manage these complex problems in order to find future-proof societal solutions. This is expressed in our research programme's title: Responsible Governance For Sustainable Societies.

## B   Points of discussion with the Executive Board

The report of the International Assessment Committee will contain a number of recommendations to be discussed with the Executive Board.

C   Quality of the research output

The IMR aims for high quality research leading to top-level journal publications. To achieve this ambition, our publication guideline is based on two main principles: quality and multi-disciplinarity. The first principle refers to the fact that we focus on the quality of journals and publishers. The second principle implies that there are no restrictions as to in which disciplines researchers publish. These two ambitions are achieved by using the AIP (Article Influence Percentile) as a source for ranking rather than Impact Factors, and thus correct for disciplinary differences. For individual researchers, the Author Publication Index (API) is calculated based on the AIP score of their best five peer-reviewed publications in a five-year window.

The following figure shows the number of scholarly refereed articles, the number of scholarly refereed articles with an AIP and the number of professional publications per year. Over the period of the last six years, it shows an overall increase in the number of scientific articles and an overall increase in the number of scientific articles with an AIP. The average AIP (not in this figure) shows a slight increase over the past years, from 0.62 in 2014 to 0.67 in 2019.
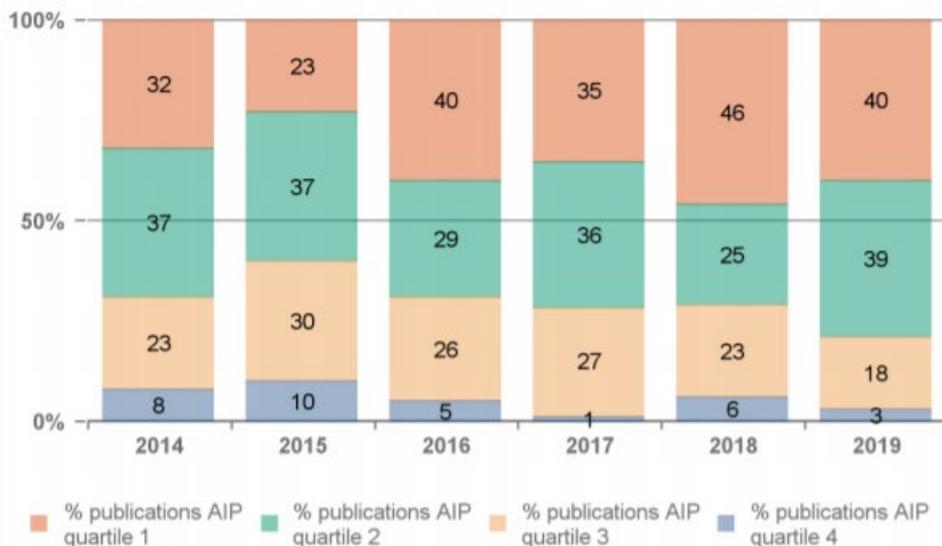
articles per year
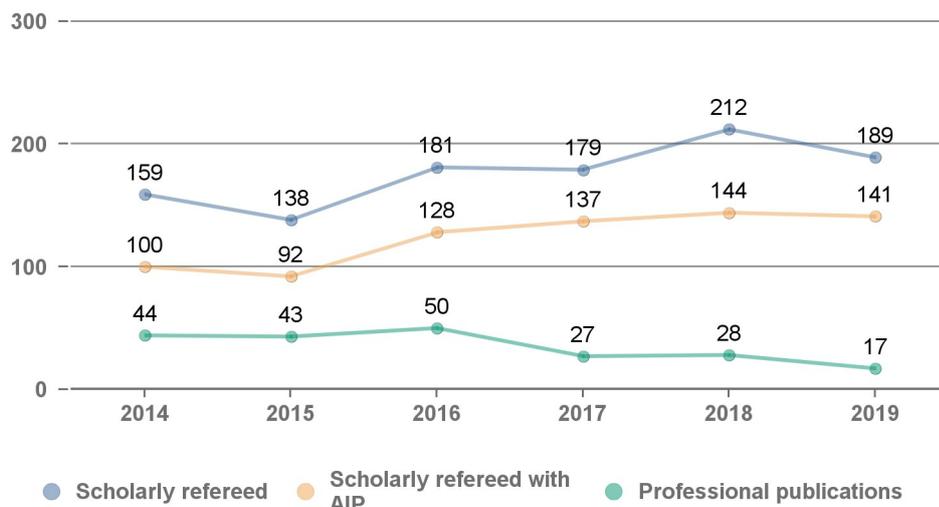
Source: Metis Feb 6, 2020

The following figure shows the percentage of academic refereed journal articles in each quartile, based on the AIP. In 2019 about 80% of the journal articles with an AIP are published in a journal with a ranking in the 1st and 2nd quartile.

% publications AIP per quartile

Source: Metis Feb 6, 2020

The following table shows the number of chapters in books with scholarly publishers and professional publishers. The a-publisher and b-publisher are the categories as listed on the IMR's list of A- and B-qualified international book publishers.

Number of chapters in books

year	scholarly	a-publisher	b-publisher	professional
2014	81	26	23	29
2015	85	19	29	28
2016	41	21	9	26
2017	69	19	20	12
2018	74	33	18	5
2019	79	27	27	15

Source: Metis Feb 6, 2020

Top publications of the IMR 2019

The list below is a selection of all publications in 2019. The selection includes the top publications and demonstrates the variety of topics and disciplines studied at the IMR.

Contreras, M.G., Bos, J.W.B. & Kleimeier, S. (2019). Self-regulation in sustainable finance: The adoption of the Equator Principles. *World Development, 122*, 306-324. doi: 10.1016/j.worlddev.2019.05.030

Desrosiers, M.E. & Swedlund, H.J. (2019). Rwanda's post-genocide foreign aid relations: Revisiting notions of exceptionalism. *African Affairs, 118* (472), 435-462. doi: 10.1093/afraf/ady032

Diaz, S., Settele, J., Brondizio, E.S., Ngo, H.T., Agard, J., Arneth, A., Balvanera, P., Brauman, K.A., Butchart, S.H.M., Chan, K.M.A., Garibaldi, L.A., Ichii, K., Liu, J., Subramanian, S.M., Midgley, G.F., Miloslavich, P., Molnár, Z., Obura, D., Pfaff, A., Polasky, S., Purvis, A., Razzaque, J., Reyers, B., Chowdhury, R.R., Shin, Y., Visseren-Hamakers, I.J., Willis, K.J. & Zayas, C.N. (2019). Pervasive human-driven decline of life on Earth points to the need for transformative change. *Science, 366* (6471):eaax3100. doi: 10.1126/science.aax3100

Dörrenbächer, N. & Mastenbroek, E. (2019). Passing the buck? Analysing the delegation of discretion after EU transposition. *Regulation & Governance, 13* (1), 70-85. doi: 10.1111/rego.12153

Fasbender, U., Heijden, B.I.J.M. van der & Grimshaw, S. (2019). Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness. *Journal of Advanced Nursing, 75* (2), 327-337. doi: 10.1111/jan.13842

Groß, C. & Vriens, D.J. (2019). The Role of the Distributor Network in the Persistence of Legal and Ethical Problems of Multi-level Marketing Companies. *Journal of Business Ethics, 156* (2), 333-355. doi: 10.1007/s10551-017-3556-9

Hoorn, A.A.J. van (2019). Generational Shifts in Managerial Values and the Coming of a Unified Business Culture: A Cross-National Analysis Using European Social Survey Data. *Journal of Business Ethics, 155* (2), 547-566. doi: 10.1007/s10551-017-3488-4

Jansen, M.P.M., Bijlmakers, L.A., Baltussen, R.M., Rouwette, E.A.J.A. & Broekhuizen, H. (2019). A sustainable approach to universal health coverage. *Lancet Global Health, 7* (8), e1013. doi: 10.1016/S2214-109X(19)30252-9

Molendijk, T. (2019). The Role of Political Practices in Moral Injury: A Study of Afghanistan Veterans. *Political Psychology, 40* (2), 261-275. doi: 10.1111/pops.12503

Oever, K.F. van den & Martin, X. (2019). Fishing in troubled waters? Strategic decision-making and value creation and appropriation from partnerships between public organizations. *Strategic Management Journal, 40* (4), 580-603. doi: 10.1002/smj.2975

D   Societal impact

In 2019, IMR research has impact at regional, nationally and international levels as the result of consequent efforts in past decades and everyday efforts. The strength of the IMR in this respect was convincingly illustrated by testimonials from several societal partners during the IMR assessment. During the site visit, several representatives of national local, regional governments, companies and NGO's explained to the assessment committee how their collaboration with the IMR research has an impact on their organizations and on societal agenda's.

The examples are numerous. For the purpose of focus we presented the impact of IMR research in impact narratives. These narratives all reveal that at the IMR we are proficient in various impact pathways like policy evaluation studies, training programs, policy dialogues and media appearance. All impact narratives are grounded in solid scientific work. Every impact narrative is rooted in PhD trajectories, scientific publications and projects.

The five impact narratives for the IMR assessment were:

- Conflict, migration and borders
- Gender and diversity trainings
- Quality of government and democratic processes
- Implementing sustainable innovations in business ecosystems
- Regional economic development

Each of these narratives provide examples how IMR research contributed to changes in organisations and agenda's. The IMR website provides an overview of projects and researchers.

E   Submitted and acquired grants

In the table below, an overview is given of proposals submitted and acquired by IMR researchers in 2019. Given the length of the procedures for competitive grant schemes, many proposals are still in the process of being evaluated. Hence, the columns on submitted and funded proposals in this table do not refer to the same proposals per se.

In 2019, a total of 97 proposals were submitted, of which most were submitted to NWO and the EU. More specifically, several proposals were submitted to NWO, both for individual grants (Veni, Vidi, NWA Idea Generator) and for collaborative ones (Dutch National Research Agenda, Transitions and Behaviour, Human Capital, Crossover). In Horizon 2020, proposals were submitted to Societal Challenges 3, 6 and 8, the Science with and for Society programme, ERC Starting Grants, and Marie Curie ITN.

A total of 22 proposals was funded. Amongst these a project on low carbon industrial production using CCUS (funded by a H2020 SC3 Innovation Action), social innovation processes in multinational companies (funded by a Trans-Atlantic Platform grant), moral injury among military and police personnel (funded by an NWA-ORC grant), the transition towards sustainable mobility (funded by an NWO Transitions and Behaviour grant), democratic innovations and populism (funded by a Vidi grant), sustainable supply chain management in healthcare (funded by an NWO Sustainable Living Labs grant), infrastructure interdependencies in sustainable and inclusive cities (funded by the Ministry of Economic Affairs and Climate), creativity in the public sector (funded by an Open Competition grant) and the impact of strategic party change on voters' trust in political parties (funded by a Veni grant). Among these funded proposals are also 7 interfaculty initiatives, 4 of which coordinated by IMR researchers, namely: Work- and student-life balance (coordinated by Dr Peter Kruyen), Living in Nijmegen (coordinated by Prof. Vincent Marchau), the Radboud Center for Analytic Modelling (coordinated by Dr Frank Bohn), and the RUNOMI programme (coordinated by Dr Pascal Beckers).

Thus, in 2019 the total amount of acquired funds for research was 2.810k€, of which 2nd money flow: 1.223k€ and 3rd money flow: 1.587k€. Compared to 2018, 2nd money flow acquisition increased with 379k€ and 3rd money flow acquisition increased with 137k€.

Submitted and funded grants in 2019, as of 31.12.2019

	Submitted	Funded
Collaborative grants	**79**	**19**
NWO	22	6
Other national grants	30	10
European Union	16	1
Other international grants	11	2
Individual Grants	**18**	**3**
NWO	13	3
Other national grants	1	0
European Union	2	0
Other international grants	2	0

F   PhD policy

The Doctoral School contributes to research quality, viability and impact of the IMR by strengthening the PhD community through selecting high-quality candidates, monitoring progress, and supporting PhDs and supervisors through a set of campus wide and institute specific courses. The overall community is relatively stable at about 200 PhD candidates although it would be desirable to shift

the balance towards more employed candidates whose primary focus is on pursuing a PhD. We have further implemented our procedures for applying risk assessment during selection and admission with the aim that all types of PhD candidates are screened early on and, once admitted, all have access to courses and university resources according to their specific Teaching and Supervision Plan. In this respect our policies already conform with the recent VSNU recommendations to further improve the involvement and institutional support of IPS and self-funded PhD candidates.

Our monitoring system formed the basis for reporting for the Research Evaluation and we adjusted our system to also comply with the new VSNU categories. The Doctoral School continued to offer Induction Days and cohort meetings with an added emphasis on Research Data Management. Our measures to improve competition rates have included a Paper Development Workshop for advanced writing skills and a Finishing your PhD group as well as supporting PhD candidates who experience work stress through personal and institutional measures.

An important element of the implementation process are meetings for supervisors to create awareness of risks and challenges, to update them on new policies, and to share best practices. We have developed an induction programme for new and potential supervisors and will continue to liaise with other Graduate Schools for a campus wide approach.

G   Academic integrity

IMR adheres to RU policies on research ethics, integrity and research data management (RDM). In 2019 the ethics assessment committee assessed 5 projects of the IMR amongst which grant applications and journal contributions. Topics for evaluation were: data management plans, informed consent and privacy.

Reseach Integrity and Research Data Management are regularly subject of training and debate in the IMR. In 2019 the following activities were organized:

- Workshop on research data management for PhD candidates, 19 November 2019
- Induction day for PhD candidates, including ethics and integrity, 26 September 2019 (PhD candidates, IMR)
- Workshop on open science 10, 17, 20, 24 May 2019 (PhD candidates, IMR)
- Research integrity: an interactive dilemma game, IMR Research Day 2019 Jan 7, 2020 (all IMr staff)

A data steward has been appointed, who is in charge of the implementation of the IMR data management policy, and both staff and PhD candidates are trained and informed about RDM and research integrity.

H   Research data management

In 2019, focus was on implementation of the IMR Data Management Plan. Four general principles have been defined: (1) writing a data management plan (DMP) is mandatory for all externally-funded research projects and is advised for other research projects; (2) security and privacy measures for collecting and storing data should be taken; (3) when a research project ends, data should be archived; and (4) if possible data should be made public for the purpose of future reuse (FAIR). As per Janary 2020 implementation starts.