

## **OB Exec Committee Mid-Year Meeting**

October 22-23, 2015

1. The bylaw change was approved.
2. Treasurer's report:
  - a. AOM is suspending the carry forward rule this year so we need to make sure we spend the money.
  - b. Discussion ensued about how we could direct spending toward initiatives that benefit the membership. Possibilities include: Direct more money toward PDWs and consortia, web page initiatives, scholarships, supporting micro communities
  - c. The Division Chair will work with the Treasurer to provide more funding to Making Connections (MCC) and International Committees.
3. Two strategic thinking questions were asked to start the meeting: 1) What does it mean to be an OB Division Member, and 2) What do I get for being an OB member?

*What does it mean to be an OB Division member?*

- Is it good to be as large as our division is?
- How do we help folks manage the many sessions at AOM? How do we help more members find their intellectual home?
- People who feel low engagement would benefit a lot by a social gathering with topic tables.
- OB Membership as an identity.
- Networking within the division
- List member keywords to identify communities within the division

*What do I get for being an OB Division member?*

- Does OB offer an intellectual home and place to engage intellectually, and little else?
- What do other divisions offer members?
- How is the prestige of our division viewed by junior members, recent members, and Ph.D. students?
- Students often underwhelmed by benefits of membership: "Is that it?" Could survey new members to find out what they are looking for.
- Where are teaching resources? Potentially could partner with those known for research who are also great teachers. Should do more to advertise the listserv.
- Professional development focus could be a guide, rather than networking.
- Discussion of sending emails specially tailored to interests of the recipient.
- Offer book discounts/other concrete things to members
- OB as a big marketplace to link community resources

4. Rep at large tracks. New track being added based on bylaw change, so how do we change the assignments associated with the track? Two proposals were presented that aligned with the strategic initiatives identified in the 5-year review.

**Proposal: Involvement Track**

- Mission of this track is how to get people involved (in and doing thing) and engaged (retaining members, i.e., professional development)
- Engagement around micro communities (PDWs on how to build them, micro community fair). Examples of micro communities are: Network of Leadership Scholars (NLS), INGroup, Time, Positive Organizational Scholarship (POS), Commitment, Conflict Management, Workplace Diversity, Trust
- Ingroup's whole premise is interdisciplinary – a lot that aren't OB
- Should be careful to not support groups that are exclusive.
- Are we creating divisions to break up OB?
- Challenges PDW organizers face: lack of financial resources, managing identity, independent resources to use to build.
- Idea: maybe change “hot coffee cool people” to a micro community social.
- How can we leverage the program?
- Keep costs of AOM meetings in mind. Maybe provide seed money to an open group and get sponsorship money after seed money.

**Proposal: Engagement Track**

- Professional development. Program does research. We could do an academic-practitioner initiative for this next year.
- Identify who customers and constituents are (Constituents: Ph.D., Jr. faculty, mid-career faculty, senior faculty, practitioners, society)
- Recommendation to do a needs assessment.
- People leave us in the first five years. Is there a problem to be solved?
- Composition of membership is more and more international.

5. General discussion/brainstorm of how to restructure rep at large tracks and opportunities:

- AOM and OB have been bureaucratic/administrative structures, which suffer because they don't meet member needs of linking up and making connections. What else can AOM/OB do for members?
- Executive Committee (EC) needs to be an oversight committee that leads and coordinates the volunteers; EC members don't have to do all the work.
  - We have a lack of institutional memory due to rotating membership. Our change is slow. Partner with AOM to innovate
- AOM could be doing many interesting/innovative things, getting press coverage. Putting on conference, assisting professional development. PDW, TED Talk or

workshop on translating academic research to practitioner audience to show the value of our research? Should discuss solutions to this problem. AACSB as a body that could have an impact.

- Website ideas: Video clips, LinkedIn, invite practitioners and allow to pay less to join, require a 'so who cares' component. Reenergize podcasts. Partner with Org Dynamics?
- Maybe organize around a chronology from the Doctoral Consortium (DC), to the Junior Faculty Workshop (JFW), and also offerings at the senior level such as the 'associate to full' PDW or things on doing executive education/a session on administrative advice. A chronology would help build involvement with others at the same stage of the career.
- A DC on teaching institutions? DC Day 1 could be on research, and day 2 on teaching or you get to pick some sessions.
- JFW could ask participants to send their 'teaching dilemma' to broaden it (be careful not to split groups out).
- 3 tracks: how we serve doc students, junior faculty, and senior faculty? Or student, early career, mid-career? What about senior career? Or a forum (the program), then professional development, then advocacy beyond membership? Involvement (identifying PDWs) is its own track.

6. General discussion/brainstorm of mission and opportunities around strategic initiatives for the division:

- Mission of EC to focus on **Professionals** (micro/individual level) and **Profession** (macro/org level). The focus on *Professionals* addresses the issue of: How do we advance the development of our members? How do we prepare our members for present and future? The focus on the *Profession* addresses the question of: How do we lead, shape, and advocate for our profession? How do we prepare our organization for the present and future?
- MUST DO's for EC: DC, JFW, PDWs, Awards, Program (academic, social, business meetings). Communications (newsletter, website, listservs). Technology. Volunteers. Committees \*\*\*Can any of these tasks be outsourced?
- Brainstorm of "Strategic Opportunities" for the OB Division:
  - Micro communities
  - Academic/Practitioner - Advocacy, translating, promoting. Maybe an outward and an inward element here.
  - Leading change in Academy
  - Scholarships
  - Competitive grant program for member generated initiatives

- Small group meetings/small group grants
- Teaching
- Promoting our value to members.
- Video content
- A TED talk on paper submitting.
- Ask award-winning papers to do a TED talk or a quick summary of a specific literature.
- Social media.
- Incubator

Brainstorm of opportunities around changing the program:

- Having people at AOM creating things. Book proposal, research agenda, special interest proposal, syllabi, grant proposal, how to get on the program next year. PDWs are kind of like this. Bring an academic article, and leave with a practitioner outline.
- Can we get things changed to make it so people don't just have to have a paper on the program to get supported to go? Maybe we could have a letter that explains importance of a person's role. "This carries the same responsibility as a paper on the program." Presenting a PDW vs. attending a PDW.
  - We need to show that people are in a paper session, how can we regroup things? Some feedback we've received is that the innovative new formats worked really well. We can keep promoting that. Makes the paper sessions more like PDWs.
  - People are not coming to paper sessions, which are intended to give students a chance to present, get feedback
- Maybe we organize the rep at large tracks around professional development (including for doc students), Advocacy, Knowledge generation
- Mission statement – two components: developing *scholars* and developing *scholarship*. An important distinction to help us organize ourselves. First focuses on what we have always done in providing services to our members. Second is focused on helping lead our profession. Right now that is missing—we do not have strong leadership of our field as a *profession*.

### **Brainstorm on: PROFESSIONALS AND THE PROFESSION**

- The split between professionals and the profession could be our overarching framework
  - How do we help our members achieve their career goals?
  - How do we lead, shape, advocate for our profession?

- Feedback from the 5 year strategic report indicated the issue of inclusion.
- Vision: identify areas where energy is, focus it, share with the members. Members are satisfied with PDWs and consortiums, but not with academic program.

7. Discussion/review of current program/activities:

**Doctoral Consortium –**

- Very successful right now
- Are we doing too much in it?
- Need to help international students get more out of it
- Should we be doing more to help doc students?
- Are we wedded to the format the way it is?
- Don't invite new people
- What else can we put on for the other Ph.D. students who didn't get into the DC?
- Idea: PDW on how to get your first job
- Maybe a new speaker who can 'translate' the US academic terminology for positions and career search issues to appropriate international terminology.

**Academic Program –**

- Large portion of disengaged senior scholars who come to meet their colleagues, maybe speak at PDWs. They don't show up to these sessions.
- Why do we have so many paper sessions that nobody go to?
- Can we use the webpage to get people together to set up symposium? The EGOS model.
- Use senior scholars to give high level view of what's going on in their particular area
- This year how about we schedule a block of time and try to run a couple themes
- Discussion of room scheduling

**Innovative program ideas --**

- Jeff will try our idea to go to 'posters' not paper session. Still do plenary session.
- Replacing papers with 'posters' to increase attendance, engagement, better networking.
- Jeff will ask if we can mix PDWs and poster sessions
- ACTION: Jeff should use free form sessions title in framing.

**PDWs –**

- We have limited hours.
- Symposium and PDWs are bleeding into each other. PDWs are symposia. So what should a PDW be? People coming together and working together - a caucus:

less formal, provide members chance to network and get together, organizers serve as discussion leaders.

- PDW – a workshop. Does it provide a good high level learning, clear takeaway, clear theme? Encourage bringing many elements in. We'll have to do more rejecting going forward. Topic specific ones could go to caucuses.
- Could we take PDW-like sessions and put them on regular program as panel sessions?
- We need to get out of the rigid timeframes for AOM.
- The hotels and the city will dictate how many rooms we'll have available. We had about 200 sessions across the two-day academic program last year. Could we add a third category of symposia? Shorter PDWs that could fit into 1.5 hours, do it on Mon or Tue.

### PDWs

What we currently have:

- DC – Fri & Sat. KEEP
- JFW – Fri & Sat. KEEP
- Half way there (a half day). KEEP
- Essentials of OB, new. – put it into the “Micro communities” one
- OB research
- Build micro communities – title it “Intro to micro communities and OB”
- Productivity process – focused on Jr. Faculty. KEEP – We think we should link it with the DC
- OB research incubator – very popular.
- Mentoring students – Jr. faculty learning how to mentor doc students (new title “Productively working with doc students”)
- International – Jobs outside US (1.5 hours)
- International – publications in international journals
- Associate to full (not well attended, runs every other year with micro communities) DROP (within admin and translate)

What do we need to add, drop, or change?

Possibilities to add:

- Teaching OB
- Writing
- Translate - How to take an academic paper and make it into a practitioner paper. Come with an academic paper, leave with an outline. Building a national reputation. Owning your story. Broader audience.
- International – Plan int'l sabbatical (1.5 hours)
- International – Rookie int'l students (title this “Essentials of OB and Int'l” )
- For administrators (the dark side) – bring ‘associate to full’ into this one

- Methods something?
- Building your academic career Here there and everywhere – linked to the DC (1.5 hours) (Sat eve)
- Building your academic life (balance things) – linked to the DC (1.5 hours) (Sat eve)
- How to choose service roles

ACTION: Coffee at all 8am sessions.

ACTION: Steffanie will communicate with David Patient.

- Discussion of the Submission System. Identifying a dissertation-based paper isn't so easy. Feels overly restrictive now, they'd like to change the system. Jeff has asked AOM to get basic info easier. We'll keep asking for improvements.

Brainstorm ways to best spend money on the members of the division:

- Scholarship fund
- Ramp up business meeting
- Promo items
- Fund committees
- Get more administrative help (a person, or software)
- Fund doc students
- OB stationary
- More food and more drink tickets
- Tech support
- Get a document system, e.g., to help with DC submissions
- More OB banners
- Small group meetings

## PLENARY SESSION

- Bring in a **futurist** who is outside the field, focused on our profession – that is higher ed as a whole, not OB. We want them to leave inspired and motivated.
  - Maybe the future is people in front of computers who need help to connect. There is a website called The Mighty. Site with stories of people who have overcome great obstacles, then a link for a lot of links to resources for those issues.
- There is a lot of energy around '**Grand Challenges.**'
  - Impact feels like a grand challenge.
  - UK has the REF. Helps paper writers focus more on the practical impact of their work.
  - If you can't demonstrate that you do something useful, you will go away.
  - We could have a practitioner represent a grand challenge.

- Might help if the plenary focuses on the profession, because so much of the other stuff we do focuses on the professionals.
- **Methods**, and how our methods constrain us. RM division would be interested to work with us on something like this.
- Bring in high quality **innovative research** people.
- We could role model the **academic practitioner relationship** – have a dialogue on stage. How can we help you? Find thoughtful practitioners to prepare good content.

8. Discussed nominees for 2016 slate.