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I was really honoured to be asked to be part of this group, it's been a very long time since I was a division chair. I came in around the time that Janet had [completed her service as chair]. After Janet and Cynthia it was me.



When you sign up to be a chair, you spend five years of your life caring for this institution. And on the day you hand it off its like seeing your adult children off to college - I've had two of them go - and you are relieved to have time for yourself, but sad to see them go and excited and worried about what the future will bring. I clearly didn't have to worry because the initiators, all of

you, have done an amazingly well job: the inclusiveness, the interdisciplinary nature which is part of the division that is so important, the critical role of technology you maintained, the practical nature of the research that continued to be defined. OCIS is so healthy, in my view as I look at the program each year, that it's bursting at the seams. I continue to call OCIS my academic family much more so than I do my department at USC.

I found a safe place to surface crazy ideas, and in that spirit, I thought I would share a crazy idea for how I envision the future of OCIS five years from now. This is what I would like to see, if possible, what OCIS would be like five years from now.

Five years from now, for me, OCIS would have taken a turn towards even more practical pursuits. Rather than, let's say, just worrying about privacy, they [OCIS scholars] would have worried so much that they would have looked at APA, the American Psychological Association, as an exemplar, and OCIS would start producing scientific policy statements to help policy makers make regulatory decisions about complex issues that they are now facing and they are clearly incapable of making correctly. They clearly need our help, and when I mean policy makers I do not just mean people we vote for, but I mean decision makers in large companies and small companies, and people who are designing technologies, [and those] designing the environment in which workers are being exposed to all sorts of different control mechanisms and different ways of operating.

OCIS, five years from now, will continue its inclusiveness as it always has, and I have always been so impressed [with this]. I remember when I joined OCIS, I would go to the welcoming sessions and people would be so excited to see me even though no body knew who I was, and I really appreciated that inclusiveness.

In 2025, in five years from now, my vision is that the inclusiveness will extend beyond the inclusiveness of different disciplines and perspectives but will include different stakeholders' needs in the research we do. For example, inter-ethnic online communication researchers will help to ensure that our research on online communities is having participating bias. We embrace the ethnic biases that we see throughout all work life and non-work life, and we embrace it so much that we study it and we develop policy statements about it and design principles to overcome it.

Organizational and platform innovation research in five years will examine how organizations can help a populous to capture value for themselves [and] not for the corporations, so that income inequality can be reduced by having the population by itself get some value.

Research on AI, in five years, will examine how to keep AI technologies from oppressing users as it is doing today by keeping them uninformed, to be able to offer new ways of working and new ways of thinking about new technologies.

Research on virtual work will examine how technology can help increase the voices of those typically unheard or ignored. For example, even with these moves to remote workers I am afraid that nothing really changed and that people who do not have a voice continue not to have a voice online or remotely, because they do not yet have a way of enforcing their social norms for how to communicate virtually.

Since OCIS has already done research in this area before 2020, and continues to do research in this area since 2020, in my vision, will now be able to produce these policy statements telling not only what research is needed, but as a social institution, what should we do about it.