

DIVISION STRATEGIC PLAN 2025-2028

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STATE OF THE HR DIVISION

Membership: Membership remains steady at 3,347 members, making us the 6th (out of 26) largest division. Membership is increasingly international with 54% of members representing non-US countries, a proportion consistent with international representation within AOM in general. Student membership has steadily increased over the past three years to 828. Both trends affirm a need to continue emphasizing innovative programs and initiatives that support students and international scholars.

Finances: Through efforts to generate and maintain sponsorships and good financial stewardship, our resources are strong with FY24 revenue at \$170,419 (26.5% sponsorships, 51.5% prior year carry over, and an annual DIG allocation of 22%). Maintaining current sponsors and generating new sponsors represents an ongoing need to continue delivering the programming and support that our members expect. Our largest expenditure is the annual conference (38% of our budget). As revenue remains steady, we face escalating costs for annual conference catering, venue and service. Without AOM resolution, this will necessitate reexamining decisions related to the provision of food and beverages at annual conference events.

Communication and Outreach: We maintain multiple platforms for communicating with members (Division website, HR Digest, direct emails, and social media). We regularly send out information on the annual meeting, elections, and participation opportunities, and monitor Informz metrics for direct emails. Website content consists of a Division overview, ways to get involved, descriptions of awards and sponsors, and annual meeting resources. Website updates are ongoing as we work to ensure content is informative, interesting, and easily accessible. To expand our global reach, we support an Ambassadors Program (60 members representing multiple countries) to strengthen connections and facilitate grassroots HR initiatives for teachers and scholars around the world, and we host mini-conferences outside North America.

Annual Conference: We curate a rich program annually, including an awards breakfast to honor member accomplishments, a plenary session that bridges the science-practitioner gap with leading experts in HR, robust scholarly programming, three consortia, multiple PDWs that draw interest from within and across divisions, and socials to facilitate networking. The number of scholarly conference submissions is rebounding to pre-pandemic levels, with acceptance rates holding steady at 50% for papers and 70% for symposia. Post-pandemic, conference registration rates have increased to 49%, and conference reviewing commitments have risen to 27% of members.

Accomplishments: We celebrated 50 years as a division in 2022 and archived our rich history through the production of multiple videos tracking the evolution of the division and the field. We launched a new operating structure that streamlined committees, and improved alignment between committee responsibilities, Division initiatives, and our mission. Bylaw amendments increasing the Executive Committee to 18 members and lengthening the leadership track to six years passed by member vote in October 2022. This expanded our capacity to serve and created more space for leadership and engagement. We launched a new webinar series (which brought content on conference reviewing and teaching to more than 200 participants in 2023 and 2024) and a mentoring program for junior faculty. We also improved our documentation systems to better manage how knowledge about Division initiatives and programming is shared and stored.

Division Guideposts – What we are striving for:

- *To provide support for member development through offerings of resources and events that support the evolving needs of our members over the course of their careers.*
- *To ensure that the Division's committees, events, and programs engage and involve our diverse and global membership.*

Division Objectives – Ways we provide value to our members:

- *Facilitate excellence in research, teaching, & service*
- *Bridge the science-practitioner gap*
- *Create a sense of community*
- *Honor accomplishment*
- *Provide career growth and development*

STRATEGIC GOALS AND ACTIVITIES

In service to our Guideposts and Objectives, we have adopted the following strategic goals to guide our work over the next three years. Accordingly, we have allocated a 3-year completion window for each goal to permit sufficient time to explore, create and refine programs to ensure success. Insights and opportunities will inevitably emerge, and we're committed to adapting with agility and intentionality. We did not specify deadlines for every activity as many are ongoing with no fixed completion point. For those activities that do lend themselves to more discrete completion points, we will prioritize and establish a timeline for completion at our upcoming 2025 strategic leadership retreat. Oversight will primarily be accomplished by leveraging our current committee structure, as EC members are already responsible for completing certain types of Division work (e.g., practice committee, teaching committee). However, revisiting our newly-established operating structure to ensure alignment with our Guideposts and Objectives is also on the retreat agenda since that structure was put in place shortly before this strategic planning process began. The outcome of that discussion may change work allocation and oversight.

Goal 1: Create effective programming that targets Division members who are experiencing the evolving needs of middle or later career stages.

Explanation: A review of all Division activities revealed we have many offerings that support early-career members (e.g., doctoral students, junior faculty), but fewer to support the needs of members as they become more established in the field and move into middle and later career stages. Overall satisfaction was rated lower on the Division survey for associate and full professors, and the lowest rated satisfaction item referred to the availability of mentoring for full professors. This reveals a clear need to develop programming and resources targeted to the evolving needs of these faculty.

Metrics

- Completion of the activities listed below.
- Satisfaction ratings for associate and full professors on the 2030 Division survey.
- Satisfaction ratings obtained from members who attend the PDW or webinar.
- Assess program demand and engagement by recording the number of participants.

Activities

1.1 Continue to develop and refine PDW specifically focused on mid-career members

We piloted a 90-minute version of this PDW at AOM 2024 and will extend the session to two hours at AOM 2025. We will continue to expand this session in length and activities based on feedback from

participants over the next two years. Consistent with our doctoral and new faculty consortia, we will integrate discussion on the various ethical issues that can arise during these later career stages by drawing on the expertise of HR division members.

1.2 Offer a new webinar on navigating one's career

Content will focus on mid-to-later career stage decisions such as taking on an administrative role, writing a textbook, serving as a journal editor, or mentoring PhD students.

1.3 Create programming designed to address needs of members in middle and later career stage

New programming could build on the model developed for our junior-faculty mentoring program (i.e., facilitating extended mentoring relationships intended to support the general professional development needs of mentees at a particular career stage) or emerge around the theme of a clearinghouse-type forum to assist mentees with finding mentors to connect with on more specific topics or roles (e.g., department chair, associate editor, starting a center, formally advising doctorate students).

Goal 2: Broaden access to Division conference and non-conference programming for all members.

Explanation: There is a need to improve member abilities to access programming by reducing various constraints that members may experience. The Division survey showed roughly 50% of members do not regularly attend the conference. In addition, 40% of respondents agreed with the statement that the Division should focus on developing events that occur outside of the annual meeting, with virtual panel sessions, webinars, and video content identified as helpful modalities. Consistent with this sentiment, only 23% of members were satisfied with the opportunities outside of the annual meeting to network/collaborate with peers. We feel an obligation to assist members by providing more accessible content and addressing roadblocks that negatively impact their ability to realize the value of their membership in the Division.

Metrics

- Completion of the activities listed below.
- Satisfaction ratings regarding the availability of opportunities for networking and collaboration outside of the annual meeting on the 2030 Division survey.
- Satisfaction ratings obtained from members who attend the new programming described below.
- Document the variability in scheduling to confirm access across time zones.
- Assess program demand and engagement by recording the number of participants.
- Track the number of views for content posted to the Division's YouTube page.

Activities

2.1 Improve global accessibility of the Division webinar series by delivering webinars at different times throughout the day to accommodate members living in different time zones

Many of our committees (e.g., teaching committee, practice committee) are responsible for delivering one webinar annually. Those webinars have typically been delivered at times most accessible to members living in the US. Going forward we will work to coordinate delivery at more varied times. We will also post recordings of all webinars to our Division YouTube page for asynchronous viewing.

2.2 Deliver an annual webinar that targets the specific needs of members representing different global regions (e.g., Asia-Pacific) when that location shapes their career experiences in unique ways

Access can also be improved by curating content with greater reach. For example, we envision a webinar such as "Navigating Academic Careers in European Countries" to better meet the evolving needs of our members within that geography. Division Ambassadors would be responsible for this.

2.3 Explore a partnership with the OB Division to enhance opportunities for niche networking

As noted on our Annual Health and Governance Checklist, we have not actively collaborated with other Divisions and would like to begin doing so. The OB Division offers "micro-communities" where like-minded scholars gather for casual discussion on a specific topic. We see great potential in these

gatherings. Given the considerable overlap in topical interests, we feel it is more efficient to explore how we could work together to host micro-communities going forward both during and outside of the annual conference. Gatherings could include discussion on a trending topic or a specific role/responsibility.

2.4 Continue to support the Division's Human Resources International Conference (HRIC)

This mini-conference on human resources is hosted outside of North America for the purpose of increasing international members' access to the Division. The conference location and date are distinctly separate from the annual Academy conference for open access to international members who often have greater difficulty traveling to the annual AOM conference.

Goal 3: For active roles in Division programming and leadership, increase involvement of members who identify as an underrepresented group within the HR Division and the Academy.

Explanation: In recent years, the Division has maintained an explicit effort to diversify globally by looking for ways to involve non-US members. To build on this, we will continue to expand our inclusion and engagement of members from underrepresented groups (URGs) by embracing a broader definition of URGs—an initiative driven by our Annual Health and Governance Checklist and member responses to our Division survey. Survey results showed that members who identify this way were less likely to serve as a conference program reviewer, less likely to have a clear understanding of how they can become more involved with the Division, less likely to feel a sense of community within the Division, and less satisfied with their opportunities to influence the Division. Yet, they also reported that leadership positions are accessible, suggesting there is value in acting toward greater inclusion through involvement. The first step toward enhanced involvement is explanation and greater transparency about how the Division works and what roles involve and require.

Metrics

- Completion of the activities listed below.
- Satisfaction ratings regarding the involvement and engagement of URGs on the 2030 Division survey.
- Document the number of briefings conducted on the Division for non-annual conference audiences.
- Track the number of views for videos posted to the Division website and YouTube page.

Activities

3.1 When leadership and/or executive committee members attend a non-Academy annual conference audience, they will locate a forum to share what the Division does and what it means to be involved in programming and leadership

Asking representatives to introduce the Division to audiences less aware of the Division's mission and how we operate (e.g., International Association for Chinese Management Research) is a first step toward amplifying inclusion.

3.2 Ask our member global Ambassadors to engage with that role by starting each webinar or program they deliver with a brief overview of the Division and how it operates.

A pre-packed slide deck with a useful overview can be prepared and appended to reach and inform multiple audiences on how the Division works and the role members play within the Division.

3.3 Enhance transparency by developing a series of brief videos that explain operational aspects of the Division for the Division website

Videos would "pull back the curtain" on the Division with snippets that discuss topics such as committee operating structure, the election process, the responsibilities of EC members and those serving on the leadership track, or ways to get involved in PDWs, panels, and award subcommittees.

INNOVATIONS AND BEST PRACTICES

HR Division International Conference (HRIC)

Every few years, we support a mini-conference on human resources hosted outside of North America for the purpose of increasing international member engagement. In January 2024, the Otago Business School at the University of Otago in New Zealand hosted the 5th HRIC. The conference theme was Common Good HRM. There were 115 participants with 21 countries represented. Looking ahead, the 6th HRIC which will be hosted in 2026 by the India Institute of Management in Bangalore, India and the 7th HRIC in 2028 by Queen's Business School in Belfast, Northern Ireland.

HRICs facilitate visibility, community, and connection for members outside North America and outside the annual conference. HRICs have been hosted by universities in New Zealand, South Africa, Ireland, Australia, and China. We commonly hear that travel to the annual conference for international members is difficult. HRICs help the Division meet the needs of these members by bringing high-quality academic conferences to countries closer to where they reside. The conferences are highly valued, and past HRICs have been quite successful in attracting international members to a major Division event.

The Division EC provides guidance and advice through a designated leadership team liaison but is otherwise not directly involved with organizing the HRIC. A team of other HR Division members affiliated with the hosting universities plan, organize, and deliver the conference. Accordingly, conferences are smaller in scale with the host institution handling all arrangements including conference planning, accommodations, local transportation, and hospitality. Program items typically include internationally-esteemed keynote speakers, scholarly paper presentations, a doctoral student consortium, PDWs and extensive opportunities to network and engage together while enjoying local sites and experiences.

The Division provides a modest amount of financial support (around \$3000). Hosts are expected to secure additional funding as needed through sponsorships or resources provided by their own institution and conference registration fees.

Junior Faculty Mentoring Program

We are in the 3rd year of offering a 1-year New Faculty Mentoring Program, which currently supports 61 mentees from 17 countries. The program supports the development of early career members through i) Access to knowledgeable, mid-career and senior mentors; ii) Networking and building relationships with other pre-tenure members in a safe and constructive environment; and iii) Engagement with the Division outside of annual meetings. Members of the EC New Faculty Committee act as Program Coordinators to assign individuals into groups (each of two mentors and three mentees) and outline expectations in a Program Handbook. Mentoring groups function autonomously thereafter. Once assigned, mentors and mentees meet quarterly to discuss topics such as the tenure process, job search and contract renewal, working with PhD students, reviewing for journals, creating a research stream, and work-life balance.