Management and Organizational Cognition Division
Academy of Management
Three-Year Strategic Review

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[With comments from and approval by the 2023-2024 MOC Executive Committee]
Executive Summary: State of the DIG

The world of management has changed drastically since MOC’s last strategic report, and the state of the MOC division is strong. MOC’s 2019 strategic report, led by Brianna Caza, Abhijeet Vadera, Naomi Rothman, Elizabeth Rouse, and Dick Blackburn, identified a number of goals for the division. While this document is an opportunity to look forward and not backward, we use this moment to re-engage with our division goals from five years ago. MOC has made progress on improving our financial position and increasing rep-at-large and appointee engagement on our executive leadership team. We have refocused MOC’s branding around “we make you think” and promoted topics that emphasize our inclusiveness. Some of the 2019 goals remain, however, and this strategic plan will help us get closer to achieving three key goals: international membership outreach, opportunities for networking for members outside of the annual meeting, and better utilization of membership communication and marketing. These goals and activities are highlighted in our strategic plan.

Financial State. MOC is in a solid financial position moving into the future. MOC’s budget is mostly directed toward annual meeting events. Due to the virtual offerings during the pandemic, MOC reported a large carryover of funds. Today, MOC’s carryover + the annual allocation leaves $90,968 moving into the 2024 AOM season. This financial position allows MOC to focus on providing new opportunities to meet our strategic goals of mentoring, programming, and connection.

Membership Feedback. Engaging with data about our membership has highlighted a number of opportunities for growth. Our five-year paper submission change has decreased 7.6%, which is lower than the AOM average. And while our membership decline is better than the average DIG (-.89% vs. -1.13%), we have added fewer international members comparatively (0% vs. 7.95% across AOM) over the past five years. These are opportunities for MOC to continue our membership outreach efforts, particularly internationally, and our engagement with our academic members. MOC members (58%) tend to attend the annual meeting more than the AOM average (51%), and we hope to continue to engage them while they are there.

In October-November 2023, we surveyed the MOC membership, the results of which also highlighted a number of strategic opportunities for the division. For instance, over 75% of our respondents identified MOC as their primary division, for an average of 9 years. Over 70% reported that they attend AOM annually. Of those who do not, 50% identified lack of funding as a barrier. The greatest satisfaction of our membership was with our PDW offerings and access to participation in our program. Paper sessions had the lowest level of satisfaction. This coincides with our decreased paper submissions as well, highlighting an opportunity to continue to serve our members in different ways. Indeed, the fact that our members felt the least satisfied with opportunities to network and collaborate and access mentoring outside of the annual meeting aligns with our continued goals to increase outreach. Open-ended responses revealed suggestions around enhanced collaboration and multidisciplinary community building. We plan to address this potential weakness in our division, which is that
our division tends to be smaller and more insular, which may make new members feel like it is
difficult to break into.

**Strategic Goals and Activities**

The MOC division regularly discusses the strategic goals and direction of the division among its
executive committee, holding tri-annual meetings to discuss concerns and creative direction.
Below, we detail three overarching strategic goals to guide the division’s activities for the
subsequent three year period. The MOC Executive Committee will check in with the measurable
goals and activities in this section at our tri-annual meetings and redirect as needed. [*health
and governance checklist discussion item*]

1. **Improve mentoring and outreach.** The MOC division will enact specific endeavors to
add mentoring options and outreach to members on issues of particular importance to
the members based on survey data and focused feedback.
   a. **Activity:** Extend existing MOC-UP (one-on-one-mentoring program) and MOC-
DOCS (webinars for doctoral students focused on AOM conference preparation)
programs.
      i. Hold quarterly webinars for doctoral students/early career faculty on
         profession-relevant topics (e.g., presenting, reviewing, job market,
         service, etc.)
      ii. Organize doctoral student/early career faculty mentees into cohort
         groups of 5-6 to have follow up Zoom discussions on the same, or
         related, topic with their designated faculty mentor. The cohort groups
         would be encouraged to meet informally throughout the year.
   b. **Activity:** Recruit mentors and mentees through the following: (a) Mentors: posts
      on social media and listservs asking mentors to sign up through a Qualtrics
      survey that would allow them to designate topics they are most interested in
      mentoring on; (b) Mentees: announcements at AOM MOC PDWs and
      accompanying flyers with QR codes so mentees can go directly to a sign-up form
      which will ask them to designate their topics of most interest.
      i. Form a committee tasked with this work.
   c. **Responsible party:** current MOC-DOCS committee and MOC-UP. Report to the
      division chair.
   d. **Timeline:** Report bi-annually. Our goal is to have the first cohort launched by
      AOM 2025.
   e. **Measurable goals:**
      i. Create overarching committee structure for MOC in order to help guide
         these endeavors, with a committee report structure. [*health and
governance checklist discussion item*]
      ii. First cohort of mentees launched by 2025.
      iii. Have at least one mentor per mentee.
      iv. Continue current webinar schedule.
2. **Expand new programming.** The MOC division will expand our programming to provide more services to our membership.
   a. **Activity:** Introduce new programming at AOM. MOC has its own PDWs that we present each year and have standalone committees in charge of running them. Our most recent addition is a practice-oriented PDW to respond to membership interests on impactful research.
      i. A PDW or social event to emphasize “caring for the whole scholar”. MOC is a place for conversations around mental health/well-being in scholarship. The group discussed starting a new PDW or social event (e.g., “Thriving in the Rough,” “Humanity in the Rough”, “Flourishing in the Rough”, etc.) focused on mental health and well-being topics related to the whole life of the scholar. Topics to discuss at this PDW could include mental health, supporting others, collegiality, parenting, grief, women’s issues, divorce, post-tenure life, burnout, etc.
      ii. Workshops for early career, mid-career, late-career and emeritus faculty. The MOC committee can look into what the strategy division offers and determine if this is something worth offering for our members.
      iii. Connect with other divisions and interest groups to try and create impactful cross-disciplinary programming. *[health and governance checklist discussion item]*
   b. **Activity:** Incentivize attendance at current offerings. MOC offers many in-depth offerings and PDWs at AOM each year and is offering other opportunities for development during the year. MOC should continue to encourage and advertise attendance.
      i. Advertise In the Rough and sponsored PDWs to the membership. *[health and governance checklist discussion item]*
      ii. Post on social media; consider developing a newsletter.
      iii. Offer food and tangible incentives where possible.
      iv. More MOC swag, advertising about events.
   c. **Responsible party:** Current executive committee.
   d. **Timeline:** Report bi-annually. Our goal is to immediately engage in incentivization and to discuss new offerings for AOM 2025.
   e. **Measurable goals:**
      i. Put “new PDW offerings” on the executive committee meeting agenda.
      ii. Post on social media weekly leading up to AOM, starting in June.
      iii. Create and staff a newsletter committee.
      iv. Increase attendance at events by 5-10%.

3. **Expand connections among members.** The MOC division will provide additional opportunities for our members to connect with one another and with division leadership.
   a. **Activity:** Create avenues for PDW and MOC-DOCS attendees to stay connected after sessions.
      i. Google forms to collect information and create listservs.
ii. Use technology (like Discord, Whatsapp, Slack, facebook) to create groups to stay connected.

iii. Create programming that “builds” so people have multiple opportunities to connect (see how “Nevertheless She Persisted” has a core group of people that expands each year, and events throughout the year).

b. Activity. Create pre-conference activities that are followed up by in-person connections at AOM.

i. Hold MOC-sponsored pre-conference activities in conjunction with AOM 2025 in Copenhagen. Kristian (Sund) and Sophie (Leroy) offered to help coordinate/brainstorm about this idea.

ii. Restart the International Mini-Conferences that Abhijeet Vadera started (but had to cut due to Covid). It was suggested that we choose two locations (Singapore? Wellington?) and rotate the conference between these two locations.

iii. Start an online speaker panel series which leverages PDWs and panel symposia presented at AOM in that year to share issues related to “where we are going as a field” with a broader audience. It was suggested that the PDW Chair could take the lead on this. Kristian (Sund), Burak (Oc) and Ninja (Janardhanan) offered to get this going.

c. Responsible party: Current executive committee members.

d. Timeline: Report bi-annually. Our goal is to assign these activities to committee members by AOM 2024 to have a plan constructed by AOM 2025, to enact by 2025 or 2026 AOM.

e. Measurable goals:

i. Create at least one pre-conference option by 2025 AOM.

ii. Require PDW organizers to include a “post-conference connection plan” in their conference reports.

Innovations and Best Practices

The MOC division prides itself on its innovations centered on being a bridging division—bringing people together on topics of importance. Below are recent DIG innovations.

In the Rough PDWs. MOC is known for its DIG-sponsored PDW offerings. MOC does not offer traditional consortia, for instance, instead focusing on providing services to our members that are topical and collaborative via annual PDWs. We offer six in the rough PDWs annually: Teaching in the Rough, Reviewing in the Rough, Presenting in the Rough, Cognition in the Rough, Diamonds in the Rough, and our newest offering, Impact in the Rough.

Each of these is run by executive committee members and volunteer appointees, with continuing leadership over each year to ensure the transmission of information and learning. Our In the Rough PDWs are innovative in their structure (being designed, submitted, and run by executive committee members) and in their substance. For instance, Teaching in the Rough has facilitated a new working partnership with the MED division and has attracted new members to
MOC who have contributed to the goal of fostering a more diverse, less insular, and more multidisciplinary membership base. **Diamonds in the Rough** has offered career guidance for junior scholars (doctoral candidates, postdocs, assistant professors) across a wide variety of theoretical perspectives and methodologies in a warm, welcoming, and inclusive environment. Our newest addition, **Impact in the Rough**, was piloted in AOM 2023 and was widely attended. It focused on how to create impactful research and how to communicate about research while considering its impact on science and practice. This PDW-by-DIG-leadership approach allows MOC to be agile in terms of the program offerings we provide while also building a strong vision and image for the division.

**MOC-DOCS and MOC-UP.** During the pandemic, MOC launched MOC-DOCS and MOC-UP. The **MOC Development and Outreach for Conference Success (MOC DOCS)** is a series of web seminars and an in-person event that provides a space for doctoral students, early career scholars and other people interested in better preparing for their first AOM conference or making the most out of their experience and be connected to MOC throughout the year. MOC-DOCS offers three virtual seminars focused around: creating a submission for Academy (i.e., symposia), reviewing, and navigating the actual conference (i.e., attending sessions, social events, etc.). On top of these sessions, MOC-DOCS organizes a welcoming session on the first day of AOM to help newcomers or people interested in being connected to the division find a conference buddy and create new relationships within our broad academic community. This initiative is innovative in that it provides a service across divisions (anyone is welcome to join) and has the potential to become central to any newcomers’ experience to enhance their knowledge, engagement and familiarity with AOM events.

**MOC-UP** is the MOC Division’s peer mentoring programme for PhD students, called such in recognition of: a) students helping each other grow and build towards their goals, and b) the fact that all students are works-in-progress who are constantly evolving. MOC-UP is intended to be a way for junior scholars to meet, talk, and jointly navigate the (sometimes rough) seas of the PhD process. It’s peer mentoring, and the goal is to create positive, empowering, and welcoming spaces to ask questions, share what’s working, and collaborate on problem-solving. It is also not intended to be a huge demand on students’ valuable time: aside from the occasional “formal” event or meet-up, we leave it up to mentors and mentees to decide how they want things to function. The pairing of virtual and in-person meetups allowed for participation from 10 countries around the world. Feedback from the first-year cohort demonstrates that MOC-UP aligned with MOC mission and values and promoted connection, empathy, and kinship. This provision is innovative in that it provides a collaborative opportunity to connect with scholars who are close in career-stage to participants in formulations that matched participant preferences (e.g., small groups and/or traditional pairings). It also focuses on empathy and connection while requiring a manageable time commitment for participants whose schedules are often unpredictable and busy.