

Strategic Management (STR) Division

Strategic Plan 2026-2029

Submitted to Division & Interest Group Review Committee

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EXECUTIVE SUMMARY

This report presents the results of the Strategic Management (STR) Division's review and three-year strategic plan, marking the transition from a five- to a three-year review cycle. Thus, much of the data covers the period since the last review. Overall, STR remains a highly respected and vibrant scholarly community with strong intellectual cohesion and sustained member satisfaction. Survey evidence also highlights opportunities to enhance year-round engagement, inclusivity across career stages and regions, and the visibility and relevance of strategy scholarship within the Academy of Management (AoM). STR remains in a strong financial position, with steadily increasing reserves, enabling continued investment in programming that supports research excellence, professional development, and global engagement.

The State of the STR Division

STR is the second-largest division in AoM, comprising approximately 26.6% of total membership. Since the last review, membership has grown at an average annual rate of 3.5%, reaching 5,996 members in 2025. Growth has been driven primarily by non-U.S. members, consistent with broader AoM trends. As of 2025, 40.3% of STR members are U.S.-based and 59.7% are based outside the U.S.

STR's membership composition closely mirrors that of AoM. Academic members (STR: 66.8%; AoM: 66.4%) and student members (STR: 28.1%; AoM: 27.8%) constitute the largest categories. New membership, defined as individuals not previously affiliated with AoM, has increased substantially, with an average annual growth rate of 18.4% over the past five years.

STR members remain highly engaged in the Annual Conference, accounting for roughly 11% of paper submissions, 8% of symposium submissions, and 7% of PDW submissions. While reviewer participation rates are lower than the AoM average (STR = 25.5% vs. AoM = 43.3% in 2025), reviewer coverage per submission remains strong (STR = 1.27 vs AoM = 0.75). Slightly more than half of STR members attend the Annual Meeting each year. Election participation is slightly below the AoM average (STR = 21.8% vs. AoM = 23.1%), suggesting opportunities to broaden governance participation and visibility.

Progress on Goals and Priorities

1. Off-Conference Programming and STR Digital Plan. In response to the COVID-19 pandemic, STR launched a virtual program of scholarly and membership engagement activities in 2020 (e.g., virtual symposia and PDWs). The division developed durable capabilities for organizing, promoting, recording, and disseminating virtual content. The activities proved popular with STR members during the pandemic and remained popular after it, enabling year-round engagement and improving accessibility for members facing travel constraints. Recorded sessions are archived on YouTube and adapted into podcasts, creating a growing repository of educational resources for members and PhD training.

Between 2023 and 2025, STR organized 41 recorded virtual sessions posted to YouTube, along with additional unrecorded events. Virtual activity organizers were drawn primarily from the Executive Committee (EC) (with four EC members allocated to organizing sessions) and the Membership Engagement Committee (MEC), while the Communications Committee helped publicize each event and post recordings to STR's digital channels. In 2024-25, the Division conducted an internal review of its virtual "Non-conference" activities and developed

a Digital Plan. We determined that the virtual activities are a valuable complement to the annual meeting and concluded that these activities should be continued, albeit at a lower frequency than during Covid. The STR Digital Plan also recommended a structured approach to organizing, recording and disseminating these sessions, and resulted in a significant reorganization and new aesthetic design for the Division's YouTube channel.

To further advance these efforts, the MEC launched the Redefining STR Membership initiative, which prioritizes virtual pre-conference initiatives to embrace and educate underserved members. Workshops such as "Navigating AOM" and "Academic Careers" and "Industry Careers" provide professional development and community connection to members facing geographic or resource barriers.

2. **The STR Global Impact Plan.** The STR Division has long sought to foster scholarship and support scholars from emerging regions within our field. In past years, this effort was focused on our Global Reps program, which mainly provided scholars from underrepresented regions with professional development opportunities at the AoM Conference. Recently, STR has increasingly partnered with local organizations to co-sponsor events outside North America, extending STR's reach beyond North America and to scholars that traditionally do not attend the annual conference. In addition, the virtual events and digital resources offered by STR (see above) have further enhanced global access.

In the 2024-25 year, STR conducted an internal review of its global activities and developed a Global Impact Plan. This plan included a reorganization of the Division's Global Rep program, a policy for supporting more conferences and workshops around the world, and a commitment to providing STR Global Scholarships that would enable junior scholars from these less represented regions to attend the AoM Annual Conference. The STR Global Impact plan is already having an impact: we have more than doubled the number of scholarships to junior scholars from around the world (using both AoM and STR funds) and increased the number of annual workshops and conferences that the Division co-sponsors from 1-2 to nearly six. These include the STR Europe and the Near East online workshop series (since 2025), South America, Latin America and Caribbean (SALAC) professional development workshops (since 2024), Chile Strategy Conference (2025), Lakeside Management Conference in China (Shenzhen, 2026), India Strategy Conference (2024, 2025), and wISE Conference in Sydney (2023, 2025). With the exception of Africa, STR now co-sponsors conferences and workshops that serve local scholars in nearly all major global regions. These efforts are mutually reinforcing, strengthening STR's engagement with emerging and fast-growing strategy communities worldwide.

3. **Advocate for Strategic Management Scholarship in AoM Journals.** Division leadership has engaged in discussions within AoM regarding editorial representation and the visibility of strategy research, given members concerns that it is underrepresented in AoM journals relative to the size of the STR division.
4. **Diversity and Inclusion.** STR has added explicit emphasis on diversity in multiple dimensions (gender, affiliation, geography, expertise) within consortia guidelines and introduced formal policies governing voting procedures and nomination slates as well as established clearer guidelines for off-conference panels, workshops, and initiatives.
5. **Improve Professional Development Initiatives Around Teaching.** The division has expanded virtual teaching resources and teaching-oriented workshops and PDWs.

6. **Practical Relevance.** STR has introduced scholar–practitioner seminars, practitioner-focused PDWs, and policymaking and community outreach events.
7. **Access to Alternative Career Paths.** The last review identified member concerns regarding changes in the academic labor market during Covid causing the increased importance of non-traditional career pathways for strategy PhDs. In response, STR incorporated discussions of alternative pathways in doctoral and dissertation consortiums and through practitioner and policy-oriented participation.
8. **Allocation of Division Finances and Transparency for Members.** The division has allocated more financial resources toward off-conference programming and provided regular updates to members on financial status and resource allocation.
9. **Endowed the STR Emerging Scholar award in Michael Porter's honor.** STR has endowed the emerging scholar award for a promising scholar who has established a research record of exceptional quality in Michael Porter's honor.

Finances

STR's balance increased \$163,566.92 over the five-year period, from \$245,366.73 to \$408,933.66. Despite rising catering and other annual conference costs, the STR division maintains strong financial reserves, enabling sustained investment in initiatives that support research excellence, professional development, and global inclusion.

Strategic Goals and Activities (2026-2029)

Building on the member survey and prior priorities, STR has identified the following goals.

1. Building a Global, Engaged, and Inclusive STR Community

A central priority identified in the member survey is to align STR's historically North American-centric structures, practices, and incentives with its increasingly global membership and desire to be relevant globally. This priority's importance has intensified recently due to contextual events outside of STR and AoM's control, such as geopolitical tensions, visa constraints, and rising travel costs, which have reduced non-U.S. scholars' willingness to attend U.S.-based Annual Meetings. Members—especially doctoral students, early-career scholars, and those in emerging economies—seek stronger regional presence, sustained engagement outside North America, and a greater sense of belonging. These scholars represent STR's future, making targeted action essential. In many ways, STR has already anticipated these needs and begun addressing them through the Global Impact Plan.

To operationalize inclusivity, the MEC has pursued two complementary initiatives: virtual *Redefining STR Membership* efforts and a *Revitalizing STR Membership* initiative centered on high-engagement, in-person events. These move beyond generic networking toward curated, activity-based experiences (e.g., company visits, walking tours, board game socials) that facilitate deeper organic connections. The STR Ambassador Program is also central, recruiting doctoral students and new members to strengthen engagement and build a diverse leadership pipeline.

Importantly, members are not necessarily asking for more activity, but better-designed, more accessible engagement that supports meaningful scholarly and social connections across geographies and career stages. Effective global engagement should be continuous, predictable, affordable, and inclusive. Priorities to advance this goal include:

- Establish annual recurring regional activities across formats and career stages.

- Strengthen partnerships with institutions and associations outside North America to reduce costs, co-host PDWs/workshops, and reach non-AoM members.
- Create transparent pathways for doctoral students and junior faculty to integrate, find collaborators, and access mentoring.
- Provide more short, interactive virtual formats that help build a sense of community and belonging rather than one-way webinars.
- Provide scholarships and participation support for scholars from underrepresented regions.
- Translate or create material in multiple languages.
- Explicitly incorporate geopolitical, visa, and travel risks into planning and governance.
- Formalize and expand the STR Ambassador Program with structured service roles and opportunities to interact with senior and mid-career leadership.
- Maintain diverse in-person networking formats, including wellness and cultural activities that lower social barriers, accommodate diverse interaction, and energize the membership.

Metrics for Assessing Progress

- Participation growth in regional and year-round events, by region and career stage.
- Geographic diversity of PDW organizers, speakers, mentors, and leaders.
- Survey measures of belonging, accessibility, and satisfaction.
- Attendance and repeat participation rates for virtual and regional events.
- Number and scope of external partnerships and jointly sponsored activities.
- Participation of new members from underrepresented regions.
- Usage of materials in the STR website and channels outside North America.
- Number of STR Ambassadors recruited and subsequently transitioned into leadership roles.
- Engagement in small-group, activity-based events (e.g., company visits, board game socials).

2. Presence of Strategic Management Scholarship in AoM Journals.

The 2025 member survey indicates continued concern about underrepresentation of strategic management research in AoM journals. Over one third of respondents perceive STR as under-represented, citing that AMJ and AMR remain heavily oriented toward OB, HR, and OT, with relatively few macro-strategy editors. This underscores the need for continued advocacy and dialogue with AoM leadership to increase macro-strategy scholars on editorial boards. Actions the division can take to address this goal include:

- Discussions with AoM for increased representation of macro-strategy editors and editorial review board members.

Metrics for Assessing Progress

- Changes in the number of macro-strategy editors and ERB members.
- Changes in the number of accepted strategic management articles in AoM journals.

3. Re-establishing the Relevance and Legitimacy of Strategic Management Research

Members express the concern that strategy research is losing relevance, visibility, and legitimacy within business schools and broader practice, policy, and public discourse. Several describe the field as increasingly inward-looking, fragmented, pointing to a growing disconnect between strategy research and the strategic challenges facing organizations and societies.

Members identify several interrelated causes. The perceived value of strategy scholarship has declined relative to consulting, analytics, and functionally oriented disciplines. Strategy research is

also viewed as having limited influence on practitioners, policymakers, and public debate, diminishing its external impact. Structural publication constraints—such as a narrow set of top-tier outlets, editorial concentration, and lengthy review cycles—are seen as discouraging innovation and reinforcing incrementalism. Finally, respondents highlight fragmentation within the field itself, including unclear boundaries, the absence of a shared intellectual core, and limited collective agenda-setting, which together weaken STR’s identity as a “big-tent” intellectual home. Actions that STR may take include:

- Articulate a clear, outward-facing value proposition for strategic management across STR media and organized events (i.e., why strategy matters today).
- Strengthen the STR’s voice in journals, editorial boards, and publication reform discussions.
- Bring the latest research into teaching resources available for members.
- Convene field-level conversations on the boundaries, core questions, and societal relevance of strategy, using symposia, debates, and curated tracks.

Metrics for Assessing Progress

- Completion of the activities listed above.
- Satisfaction ratings based on member survey results.

4. Responding to AI, Technological Change, and Methodological Disruption

Generative AI emerged as a frequently cited priority in the member survey, cutting across theory development, research methods, teaching, publishing, and professional identity. Members view AI as both a transformative research phenomenon and disruptive force in knowledge production, raising issues of data, methods, authorship, peer review, and ethics. STR should position itself as the intellectual leader on AI and strategy while safeguarding rigor, integrity, and theory development. Actions that the division can take include:

- Curate high-visibility AI-focused PDWs, symposia, plenaries, and conference tracks.
- Develop and disseminate guidance on responsible AI use in research and teaching.
- Promote methodological renewal anchored in theory.
- Support integration of AI into education through teaching PDWs and curricular resources.

Metrics for Assessing Progress

- Number and attendance of AI-focused events.
- Participation by career stage and region.
- Survey assessments of STR’s leadership in AI and strategy.
- Adoption of STR guidance on responsible AI use.

5. Improve Communication

Members report limited awareness of STR initiatives, fragmented communication, and unclear pathways to participation and leadership, especially among junior scholars and those outside North America. Improving communication is essential to fostering an open and welcoming community. Several ways to improve communication with members include:

- Reduce the number of communication channels and ensure the website is regularly updated with readily accessible information on events.
- Provide an easily accessible consolidated global calendar of events.
- Advertise opportunities earlier and repeatedly across coordinated channels.
- Clarify and make visible pathways to participation and leadership.
- Explicit inclusion of junior scholars and under-represented regions and institutions.

Metrics for Assessing Progress

- Survey measures of awareness, clarity, and satisfaction with communications.
- Website analytics (traffic, repeat visits, and engagement with event and opportunity pages).
- Participation rates in leadership roles, PDWs, mentoring programs, and reviewer pools, disaggregated by career stage and region.
- Consistency of communications and maintenance of a public global calendar.

Innovations and Best Practices

Global Impact Plan

STR developed a Global Impact Plan that expanded support for regional conferences and workshops and strengthened commitments to scholarships for junior scholars. As part of the plan, STR has partnered with local organizations to co-sponsor events outside North America. These partnerships have extended STR's reach beyond North America and to scholars that traditionally do not attend the annual conference and also helped with the financial costs by co-sponsoring events. STR has organized events such as the STR Europe and the Near East online workshop series (since 2025), South America, Latin America and Caribbean (SALAC) professional development workshops (since 2024), Chile Strategy Conference (2025), Lakeside Management Conference in China (Shenzhen, 2026), India Strategy Conference (2024, 2025), and wISE Conference in Sydney (2023, 2025). The partnerships lay the foundation for ongoing (annual), regional STR activities to service our global community of scholars. These efforts have more than doubled the number of scholarships awarded and expanded STR's co-sponsorship of workshops and conferences across nearly all major global regions. Together, these initiatives have significantly deepened STR's engagement with emerging and fast-growing strategy communities worldwide.

Redefining, Revitalizing STR Membership, and Cultivating Leadership

To enhance STR inclusivity and engagement, STR also launched the *Redefining STR Membership* initiative, emphasizing virtual, pre-conference programming to engage underserved and early-career members. The division has organized events where new members can interact with and learn from STR leadership and leading scholars in the strategy field. Professional development workshops such as Navigating AOM, Academic Careers, and Industry Careers provide guidance, mentorship, and community connection to members who may otherwise face barriers to participation. The complementary *Revitalizing STR Membership* initiative centers on curating high-engagement, activity-based in-person events, such as company visits, walking tours, board game socials that facilitate organic personal connections. In parallel, STR uses its *Ambassador Program* of doctoral students and new members to cultivate future leaders in the division. The STR Ambassadors help by fostering community, increasing engagement, and representing the division at events. The program provides a pathway to become involved, network with peers, and help advance STR's mission of promoting research, strengthening engagement and building a diverse leadership pipeline.