

IM Division News

INTERNATIONAL MANAGEMENT DIVISION NEWSLETTER

IM Division Executive Committee 2014-2015

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August 7-11, 2015

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Message from Division Chair



I am delighted to serve as your Division Chair, and privileged to work with a team of leaders that has demonstrated such commitment to furthering the Division's mission. It was terrific to see so many IM Division members at our annual meeting in Philadelphia. Many thanks to 2014 Program Chair, Alvaro Cuervo-Cazurra and 2014 PDW Chair, Jay Anand, who put together a fantastic program that offered many thought provoking sessions. Thanks also to our 2014 Division Paper Award sponsors: Atkinson Graduate School of Management (Willamette University), Centre for Governance, Institutions and Organizations (National University of Singapore), Fundação Dom Cabral, George Washington University CIBER, Gustavson School of Business (University of Victoria), and CEIBS. We are also grateful to Strategy& for its continued sponsorship of the Strategy& Eminent Scholar Award.

The IM Division currently serves about 2,800 members, and more than half of you hail from institutions outside the United States. To learn more about the IM Division, visit our website at <http://divisions.aomonline.org/im/>.

Last year, the IM Division Membership Drive Committee administered a survey aimed at helping us understand the needs of our members. The Executive Committee is working hard to implement changes to the division's operations, especially addressing needs of international participants. Stay tuned for more on that!

We are excited about the 2015 meeting, which will be held from August 7 to 11 in Vancouver, BC, Canada. We expect that our PDWs and competitive sessions will, as always, be among the most insightful and provocative at the conference. 2015 PDW Chair, Aya Chacar is eager to work with you to help you formulate innovative and interactive PDW proposals. I encourage you to contact her to discuss ideas to create a truly collaborative PDW program.

Thank you for your continued support, insights, and innovative submissions. Organizing division activities requires an integrated, global effort and we look forward to working together for another successful year. Let's stay connected through the IMD-L List, our division's groups on Facebook and LinkedIn, and AOM Connect.

Sea-Jin Chang, IM Division Chair



IM Division Committees 2014-2015

Research Committee

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Jennifer Spencer, George Washington University, jspencer@gwu.edu

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Membership Drive Committee

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Call for Paper Submissions by Program Chair

As the IM Division Program Chair, I invite you to submit your best symposia and papers to the 2015 AOM Annual Meeting that will be held in Vancouver, BC, Canada during August 7-11, 2015. I am looking forward to receiving innovative and provocative submissions that will enhance our community's understanding of business, management, research, and teaching in international contexts.

The IM Division is dedicated to the analysis of the theory, research, and practice of management with a cross-border or cross-cultural dimension. Major topics we analyze include: international competitiveness of firms, industries, and nations; cross-border management of operations, including multi-country, multi-unit, strategy formulation and implementation; evolving forms and management practices in cross-border business; cross-border differential impact of cultural, social, economic, technological, political, legal and other institutional forces on strategies, organizational forms, and management practices; and comparative management studies involving several countries.

The theme of this year's meeting is "*Opening Governance*", which is particularly relevant for the IM division. 'Governance' should be interpreted broadly including leadership systems, managerial control protocols, property rights, decision rights, and other practices that give organizations their authority and mandates for action. So, the theme of 'opening governance' allows us to reflect on the optimality of different governance arrangements under different institutional, regulatory, strategic, geographical, organizational and cultural contexts. We should also take this opportunity to think beyond the conventional business firms, and also consider non-profit and governmental sectors, for example. Recent changes in the use of big data, information technologies and use of analytics are driving some very interesting trends in relationships among organizations and individuals internationally. Major salient issues such as poverty, climate change and international financial systems also deserve our attention.

Submissions: I encourage you to submit papers that not only are innovative in concepts and arguments, but also explain clearly how the mechanisms driving the relationships work. The President of Columbia University and later US President Dwight D. Eisenhower indicated, "*An intellectual is a man who takes more words than necessary to tell more than he knows*". Unfortunately, much of our research is long on words and short on ideas. This year, I would like to push us to work harder on ideas and how we express them in concise and clear ways. Rather than rely on long lists of citations to previous work to justify arguments, I would encourage you to provide more independent thinking and clear explanations of the mechanisms at work.

Additionally, I encourage you to submit well-organized symposia that open new areas of research. Symposia are not three or four papers grouped in a session, but a set of speakers who provide their sophisticated and nuanced views on diverse aspects of one topic. Symposia provide you with the opportunity to explore new topics and ideas that are likely to shape future thinking. Symposia will have senior and junior thought-leaders engage in a debate and analysis of a topic, presenting different points of view to provide the audience with new concepts and relationships.

Submission Deadline: Submissions should be made through the Academy's website, <http://submissions.aomonline.org/2015>. The deadline for submission is **Jan 13, 2015 (5:00 p.m. EST)**.

Thank you very much for your help with the program as authors. I look forward to creating a great program, one that will be remembered for the quality of the content, as well as clarity of the argumentation.

If you have any questions or suggestions, please let me know at imdiv.program@gmail.com

Jaideep (Jay) Anand, IM Division Program Chair



IM Division Awards 2015

IM Division CEIBS Best Paper Award (\$1,500)

Sponsored by China European International Business School (CEIBS), China.

IM Division Fundação Dom Cabral Best Paper in Strategy / IB Theory Award (\$500)

Sponsored by Fundação Dom Cabral, Brazil.

IM Division Best Paper in OB / HRM / OT (\$500)

IM Division GWU-CIBER Best Paper on Emerging Markets (\$500)
Sponsored by The George Washington University Center for International Business Education and Research (GW-CIBER).

IM Division Willamette University, Atkinson Graduate School of Management Best Paper in International Ethics, Social Responsibility, &/or Sustainability (\$500)

Sponsored by Willamette University, Atkinson Graduate School of Management.

IM Division Gustavson School of Business Award for the Best Qualitative Paper in International Business (\$1500)

Sponsored by Gustavson School of Business, University of Victoria.

Douglas Nigh Award (\$500)

The best paper adopting an interdisciplinary perspective and is authored by junior scholars.

IM Division CGIO Best Paper in International Corporate Governance (\$500)

Sponsored by the National U. of Singapore's Center for Governance, Institutions & Organizations.

IM Division D'Amore-McKim School of Business, Northeastern University Award for the Best Dissertation in International Management (\$1,000)

Sponsored by D'Amore-McKim School of Business, Northeastern University.

Strategy & Eminent Scholar Award

In recognition of lifetime achievement in international management scholarship. Sponsored by Strategy &

IM Division Outstanding Educator Award (\$500)

In recognition of excellence in teaching international management at all levels and in a global context.

IM Division Outstanding Service to the Global Community Award (\$500)

In recognition of continuous excellence in serving the international community.

See detailed award descriptions and eligibility criteria here:

<http://tinyurl.com/awardsim>

IM Division Sponsors

The IM Division gratefully acknowledges the generous sponsorships of the following universities and organizations for 2015:



School of Business
D'Amore-McKim
Northeastern University

strategy&
Formerly Booz & Company

THE GEORGE WASHINGTON UNIVERSITY
GW•CIBER
Center for International Business Education and Research

FUNDAÇÃO DOM CABRAL
FDC
DESENVOLVIMENTO DE EXECUTIVOS E EMPRESAS

The logo for the University of Victoria features a crest with three lions and a book.

University
of Victoria
Peter B. Gustavson
School of Business

The logo for the National University of Singapore (NUS) features a crest with a lion and a book.

National University
of Singapore

Center for Governance, Institutions
& Organizations
NUS Business School



As we prepare for the 2015 annual meeting, our division would be delighted to have more sponsors for its various events and activities. Interested parties, please contact **Sea-Jin Chang, Division Chair** at: schang@nus.edu.sg



Call for Professional Development Workshop (PDW) Proposals by PDW Chair

The IM Division invites submissions for Professional Development Workshops (PDWs) at the 2015 AOM Annual Meeting in Vancouver, BC, Canada. Special consideration will be given to PDW proposals that integrate the theme of this year's meeting—"Opening Governance" and not using a traditional paper presentation format. The **submission deadline is January 13, 2015, at 5pm** and submission details are available at <http://aom.org/annualmeeting/submission/call/im/pdw/>. PDW sessions will be held between 8:00am Friday, August 7th and 8:00pm, Saturday, August 8th. Submission guidelines can be found on <http://aom.org/annualmeeting/submission/guidelines/#pdwguidelines>



The IM Division focuses on content pertaining to the theory, research, and practice of management with a cross-border, cross-cultural or comparative dimension. Major topics include: cross-border management of operations, including multi-country, multi-unit, strategy formulation and implementation; evolving forms and management practices in cross-border business; cross-border differential impact of cultural, social, economic, technological, political, and other institutional forces on strategies, organizational forms, and management practices; international competitiveness of firms, industries, and nations; and comparative management studies involving two or more countries. Our goal in the PDWs is to enhance professional and personal skills associated with IM scholarship and teaching. With this in mind, we seek innovative, provocative, and exciting proposals that bring together an international community of scholars interested in enhancing research and teaching in International Management.

PDW formats are highly flexible and can take the shape of workshops, panels, round-table discussions, training sessions, etc. As such, PDWs provide an opportunity to experiment with what is typically beyond the scope of regular paper sessions. Thus, we seek creative and interactive proposals that promote scholarship or teaching and involve not only other academy divisions, but also firms, not-for-profit organizations, consultancies, NGOs, and public sector organizations.

Submissions: If you are interested in organizing or being involved in a PDW in any way, please contact **Aya Chacar, PDW Chair** at: chacara@fiu.edu. I look forward to hearing from you regarding exciting workshops for the 2015 conference in Vancouver!

Aya Chacar, IM Division PDW Chair

2014 IM Division Award Winners

IM Division CEIBS Best Paper Award

Oliver Bertrand, SKEMA
Marie-Ann Betschinger, NRU
Alexander Settles, Rutgers U.



Fundaçao Dom Cabral Best Paper in Strategy / IB Theory

Tianyou Hu, National U. of Singapore
Jane Lu, U. of Melbourne
When Diplomacy Matters: How Foreign Subsidiaries Survive Bilateral Relation Fluctuations



Sea-Jin Chang
Division Chair

Best Paper in OB / HRM / OT Award

Stephanie Lu Wang, Indiana U., Bloomington
Yadong Luo, U. of Miami
Nikhil Celly, U. of HongKong
Jinyun Sun, Fudan U.
A Temporal Ambidexterity View towards Emerging Market Firms



GWU-CIBER Emerging Markets Award

Santiago Mingo, U. Adolfo Ibanez
Francisco Morales, U. of Colorado, Boulder
Culture, Geography, and Networks: Private Equity Investments in Three Emerging Market Regions



Willamette University, Atkinson Graduate School of Management Best Paper in International Ethics, Social Responsibility, and/or Sustainability

Larissa Rabiosi, Copenhagen Business School
Grazia D. Santangelo, U. of Catania
When in Rome, do as the Romans do: Subsidiary Autonomy as a Response to Corruption Distance



Gustavson School of Business Award for the Best Qualitative Paper in IB

Angelika Zimmermann, Loughborough U
M.N. Ravishankar, Loughborough U.
Task Allocation Strategies and Motivational Processes in Advanced Task Offshoring

IM Division Douglas Nigh Award

Yong Yang, U. of Sussex
Deeksha A. Singh, Rutgers U.
Foreign Subsidiary Location Strategy and Financial Performance: A Global Value Chain Perspective



Call for Submissions

IM Division D'Amore-McKim School of Business, Northeastern University Award for the Best Dissertation in International Management

The IM Division D'Amore-McKim School of Business, Northeastern University Award for the Best Dissertation in International Management is presented to the best dissertation submitted to the International Management Division. A plaque and cash prize of \$1000 is awarded to the author of the winning dissertation.

Eligibility Criteria

- The award competition is open to all Ph.D. and D.B.A. students who have successfully defended their dissertations during the past academic year.
- Dissertations submitted to other competitions are eligible.
- All applicants must be members of the IM Division.
- The dissertations must contribute to basic or applied knowledge on topics within the domain statement of the IM Division.

Domain Statement: The International Management Division focuses on research in management and organization theory, research, and practice with a cross-border or cross-cultural dimension. Major topics include: international competitiveness of firms, industries, and nations; the cross-border management of operations, including multi-country, multi-unit strategy formulation and implementation; evolving organizational forms and management practices in cross-border business; cross-border differential impact of cultural, social, economic, technological, political, and institutional forces on strategies, organizational forms, and management practices; and comparative management studies involving two or more countries.

Submission Guidelines

- Submit electronically a 10-page, double-spaced abstract, set up with margins of one inch (2.54 cm) on every side and no smaller than 12-point font. This abstract should include a description of the dissertation's objective, theoretical foundations, relation to prior research, methodology, findings, limitations, and contributions to the field of international management. Listings of references are not included within the 10-page limit, but all other text, figures, tables or illustrations are included.
- Submit the abstract in PDF format so that there is no author identification information.
- Submit via **E-mail** to **IM Division Chair** at imd.dissertation.award@gmail.com.
- **Submission deadline for abstracts is January 26, 2015.**

Evaluation Process

- The IM Division Research Committee will conduct the first round of reviews of the abstract submissions and select three to five finalists based on the quality of their abstracts.
- The finalists will then submit their full dissertations for further review and selection.

Obligations for Finalists

Being selected as a finalist is an honor. Finalists are required to present their dissertations at a specially designed session during the 2015 AOM Annual Meeting in Vancouver, British Columbia, Canada. Please submit your abstracts ONLY if you agree to this requirement, and agree to be present at the division's Business Meeting where the winner is announced.

2014 IM Division Award Winners

(cont'd from p. 5)

IM Division CGIO Best Paper in International Corporate Governance
Giovanni Batista Dagnino, U. of Catania
Claudio Giachetti, U. Ca' Foscari of Venice



Maurizio La Rocca,
U. of Calabria
Pasqualo Massimo Picone, U. of Catania
Unveiling the Antecedents of International Diversification: An Agency Theory Approach

IM Division Barry M. Richman Best Dissertation Award

Marcus M. Larsen, Copenhagen Business School
The Organizational Design of Offshoring



IM Division Strategy & Eminent Scholar Award

Pankaj Ghemawat, IESE Business School, & Stern School of Business, NYU
For lifetime achievement in international management scholarship



IM Division Outstanding Educator Award

Martin Gannon,
California State U. San Marcos
For his outstanding contribution to international management teaching and education.



IM 2014 Best Reviewers

Matthias Baum; Cordula Barzanty; Mirko Benischke; Allan Bird; Anthony Cannizzaro; Dwarkaprasad Chakravarty; Raveendra Chittoor; Ilya Cuypers; Deepak Datta; Birgit Daxböck; Henrik Dellestrand*; Laura Fernandez-Mendez; Brigitte Gay; Ramesh Gudur; Katharina Hoehne; Alfredo Jimenez*; Aude Le Cottier*; Andrea Martinez-Noya; Luiz Mesquita; Santiago Mingo; Jakob Muellner; James Nebus; Michael Nippa; Daniela Noethen*; Carlos Rodriguez; Elizabeth Rose; Giovanni Satta; Riki Takeuchi; Brian Tjemkes; Paul Vaaler; Davina Vora; Harun Yildiz*

*Denotes also IM Division 2013 Best Reviewer

Multiple Year Outstanding Reviewers

Henrik Dellestrand, Uppsala U.
Alfredo Jimenez, U. of Burgos
Harun Emre Yildiz, Stockholm School of Economics

Open Nominations for Professional Achievement Awards

IM Division Outstanding Educator Award

The IM Division Outstanding Educator Award recognizes continuous excellence and innovation in teaching international management at all levels and in a global context. The winner is awarded a plaque and cash prize of \$500.



Jennifer Spencer
Professional
Achievement Awards
Committee Chair

Eligibility Criteria

- Candidates have to be nominated by others; no self-nominations are considered.
- Nominees must have at least 15 years of teaching experience in the area of international management.
- Nominees must be members of the IM Division.

Selection Criteria

Candidates are evaluated based on the following criteria:

- Outstanding performance in teaching international management over a long period of time.
- Important impact on international management pedagogy as shown, for example, by innovations in teaching methods and materials that were subsequently widely adopted by others.
- Significant involvement in the training of other outstanding teachers
- Advancing the development of outstanding scholars and the scholarship of others in the area of international management.
- Major contributions to the global dissemination of international management knowledge

Nomination and Evaluation Process

- Nomination letters should be e-mailed to the **Professional Achievement Awards Committee Chair, Jennifer Spencer** (improfessionalachievement@gmail.com) with a subject heading, "**IM Division Outstanding Educator Award**" by **April 1, 2015**.
- Nomination letters (max. 3 pages) should provide a persuasive explanation of how the nominee meets the eligibility and selection criteria above.
- The Professional Achievement Awards Committee will review all nominations and may select a winner. In keeping with the highest standards, a winner may not be selected every year.
- The award will be announced and presented to the winner at the IM Division business meeting at the 2015 AOM annual meeting.

IM Division Outstanding Service to the Global Community Award

The IM Division Outstanding Service to the Global Community Award recognizes continuous excellence in serving the international community. While the IM Division provides opportunities to serve the global community, this is not an award for service to our division. Rather, the award scope is sufficiently broad to recognize service made via many organizations including international institutions, governments, and/or Non-Governmental Organizations. The award favors longstanding service, but impactful service in a concentrated period of time will also be considered. The winner is awarded a plaque and cash prize of \$500.

Eligibility Criteria

- Candidates must be nominated by others; no self-nominations are considered.
- Nominees must have at least 5 years in the service of the international community.
- Nominees must be members of the IM Division.

Selection Criteria

Candidates are evaluated based on the following criteria:

- Demonstrated outstanding service to the international community over a long period of time. May also have more intensive and impactful service over a shorter period of time.
- Had an important impact on service of others by developing an organization or platform for global service.

Nomination and Evaluation Process

- Nomination letters should be e-mailed to the **Professional Achievement Awards Committee Chair, Jennifer Spencer** (improfessionalachievement@gmail.com) with a subject heading, "**IM Division Service to the Global Community Award**" by **April 1, 2015**.
- Nomination letters (max. 3 pages) should provide a rationale of how the nominee meets the eligibility and selection criteria above.
- The IM Division Professional Achievement Awards committee will review all nominations and may select a winner. In keeping with the highest standards, a winner may not be selected every year.
- The award will be announced and presented to the winner at the IM Division business meeting at the 2015 AOM annual meeting.

Please help shape the IM Division competitive program for the 2015 AOM Annual Meeting!



The IM Division invites you to sign up as a reviewer for the 2015 AOM Annual Meeting. To have a successful meeting, I not only need your best symposia and papers, but also your help with the review process.

Please sign up as a reviewer at <http://aom.org/annualmeeting/review/>. I will assign one, two or three papers for you to review between January 2015 and the end of February 2015. Please provide constructive suggestions for improvement to help the authors revise their papers and present more sophisticated ideas at the conference. (Please note that if you sign up for 3 divisions, you will potentially receive 9 papers to review, i.e. 3 from each of division, so take this into account when you make your commitment.)

If you have questions, please let me know at imdiv.program@gmail.com

Jaideep (Jay) Anand, IM Division Program Chair

Let's Get Connected!

IMD-L List

The IM Division has a listserv (IMD-L List) that allows members to be connected with one another easily via email. You only need to send an email to IMD-L@AOMLISTS.PACE.EDU, and you will be able to reach out to many IM Division members who have already joined this listserv group. You are free to join or leave the group at any time.

Sign up here today to subscribe to the IMD-L List:
[http://aomlists.pace.edu/scripts/wa.exe?
SUBED1=imd-l&A=1](http://aomlists.pace.edu/scripts/wa.exe?SUBED1=imd-l&A=1)

If you have any questions or need help with using our listserv, please contact Charles Wankel, IMD L-list Director at, wankelc@verizon.net.

IM Division Groups on Facebook

Academy of Management - International Management Division
<http://tinyurl.com/IMDivisionFaceBook>

AOM - IM Division Doctoral Student Committee
<http://tinyurl.com/FacebookIMDStudents>

IM Division on LinkedIn

If you are a doctoral student, join the IM Division Doctoral Student Community on LinkedIn:
<http://tinyurl.com/LinkedInIMDStudents>
(or search for the "Academy of Management - IM Division Doctoral Students" group in LinkedIn)

AOM Connect

AOM Connect is an online professional networking tool for AOM members to connect, collaborate and contribute with colleagues and friends around the world. Highlight your professional achievements in your profile, share what you are working on in Member Status Updates, join collaborative groups around scholarly topics or shared interests or start your own group on **AOM Connect**.

Join here: <http://connect.aomonline.org/>



Mary Teagarden, Thunderbird School of Global Management (mary.teagarden@thunderbird.edu) will chair the 2015 IM Division Doctoral Student Consortium. The consortium is for advanced doctoral students interested in international management research and who have already made substantial advances in their dissertation. It will provide opportunities for structured discussion and informal interaction between doctoral students and faculty panelists on research, publishing, and career development.



Alain Verbeke, University of Calgary (alain.verbeke@haskayne.ucalgary.ca) will chair the 2015 IM Division Junior Faculty Consortium. Special attention will be devoted to developing appropriate strategies for a successful academic career, including mixing 'first best' and 'back-up' strategies, and selecting an appropriate level of 'academic networking' activities. The consortium panel will consist of senior faculty who span a variety of geographic areas and types of schools.



Grazia D. Santangelo, University of Catania (graziasantangelo@gmail.com) will chair the 2015 IM Division Mid-Career Faculty Consortium. The purpose of this consortium is to assist mid-career faculty who are interested in refreshing their research focus on international management as well as those considering a change in their research direction towards more international research. A panel of distinguished faculty will provide their perspectives on how to manage this stage of career complexity, and discuss professional challenges, problems, and opportunities facing faculty advancing into their Associate and early Full Professor years.

Senior doctoral students, junior faculty and mid-career members are invited to participate in these highly developmental initiatives. If interested, please contact the respective chairs for more details.

Highlights from 2014 AOM IM Division Program

We had a wonderful time and enjoyed an insightful and innovative program in the IM Division at the 2014 AOM Annual Meeting in Philadelphia. I want to thank everybody for contributing to the success of the program as presenters, chairs, reviewers and participants.



We received 407 papers and 30 symposia. With the help of reviewers, we selected 204 papers and 20 symposia for inclusion in the academic program. Of the 204 papers, 28 were nominated for best papers awards and 21 appeared in the Best Paper Proceedings of the Academy of Management Of the 20 symposia, 2 were showcase symposia and 1 was an All Academy Theme symposium.

This year, we grouped symposia and paper sessions with a common theme into ten thematic tracks. Within the constraints on the rooms allocated, we placed all the sessions in one track sequentially in the same room. This was done to facilitate attendance for those interested in a particular topic and reduce the time spent moving from session to session. Papers nominated for awards were grouped into award sessions. The ten tracks of the academic program were the following: (1) Global Strategy, which had the FDC Award session, 6 paper sessions and 2 symposia; (2) Emerging Markets, which had the GWU Award session and 4 paper sessions; (3) Internationalization, which had 9 paper sessions; (4) Global Governance, which had the CGIO Award, 3 paper sessions and 2 symposia; (5) Global Leadership, which had the OB/HRM/OT Award session, 5 paper sessions and 4 symposia; (6) Global Social Responsibility, which had the Willamette Award session and 2 paper sessions; (7) Frontiers of International Management, which had the Nigh Award session, the Gustavson Award session, 2 paper sessions and 2 symposia; (8) Global Innovation, which had 4 paper sessions and 1 symposium; (9) Institutions, which had 5 paper sessions; and (10) Culture, which had 3 paper sessions and 2 symposia.

In an amazing "Thought Leadership Café", we celebrated the life of two intellectual giants who died before their time: Sumantra Ghoshal (1948-2004) and Alan Rugman (1945-2014). We miss them. Friends, colleagues and students shared their experiences and anecdotes. We heard from Jyoti Bachani of Saint Mary's College, Julian Birkinshaw of London Business School, Jonathan Doh of Villanova U., Susan Feinberg of Temple U., Ram Mudambi of Temple U., Eleanor Westney of York U. and Sri Zaheer of U. of Minnesota. On Monday afternoon we had the business meeting. We discussed the state of the division and reviewed the PDW and academic programs. Additionally, we congratulated the finalists and winners of awards. We had a fantastic party at the National Constitution Center on Monday Night. We enjoyed local delicacies, learned about the history of the constitution, met old and new friends, and danced until midnight.

Once again, thank you to all for helping me create a great program and thank you to Hye-Sun Kang, Ph.D. student at the U. of South Carolina, for her help in managing the process. I hope that you enjoyed the conference in Philadelphia and look forward to a great conference in Vancouver.

Alvaro Cuervo-Cazurra
2014 Program Chair

2014 AOM IM Division Photos!



I am happy to share the following link to the photos taken at the 2014 AOM meeting in Philadelphia: <https://aomimdivision.shutterfly.com/pictures>

If you have additional pictures that you would like to share with us, please email at zakariar@uww.edu, and I will add them to this webpage.

Thanks to all of you for making AOM 2014 a vibrant conference! I look forward to seeing you in Vancouver, Canada in August 2015.

Rimi Zakaria, Photographer, Communications Committee



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