

OB EC AOM Planning Meeting
Meeting Minutes
August 7, 2016
9:30am – 11:00am

Participants: Mary Uhl-Bien, Jeff Edwards, Brad Kirkman, Cristina Gibson, Kim Elsbach, Lucy Gilson, Steffanie Wilk, Laura Erskine, Bret Bradley, Adam Stoverink, Shannon Taylor, Ron Piccolo, Jennifer Nahrgang, Sigal Barsade, Paul Bliese, Jelena Zikic, Diedre Snyder, Karen Jansen, Alexandra Gerbasi, Olivia O'Neill

Kim let Mary know about her parting gift

Shannon, Adam – making connections committee

-2 new events

- a. bridging the science-practice gap, 40 attendees; there were two PDWs on this topic at exactly the same time
- b. making connections event, high top tables, very interactive

-new initiatives going forward

- a. OB ambassadors are rocking the cool blue polos; ambassadors are “super greeters”; should have more volunteers next year
- b. Adopt-a-member program; 121 members, 60-ish mentors; going to create a more robust recruitment strategy;

Kim was a mentor, really liked it; what are some mentee things we can do that are not at the meeting?

- c. Shannon recognized Adam Stoverink for his work
- d. Shannon recognized Tony Kong and Travis Grosser as new Adopt-a-member program organizers

Jelena Zikic – International Committee Report

- a. have 50 new members of the international connections, 25 will meet today
- b. three PDWs with international content
 - a. publishing in non-U.S. journals, why and how, 60-70 participants
 - b. take a position outside the U.S., 50 people
 - c. making the most of your international leave; 40 people

- c. new initiatives
 - a. speed mentoring
 - b. social event – something location specific

Kim suggests bringing in people from outside the U.S. as leaders in our division; 40% of our members are non-North American; we need to work on this; in particular, Asian leadership is needed, as we have a lot of members from Asia; we should put info on our name tags about non-North American ambassadors (should not say “international” as this is U.S.-centric)

Ron did the junior faculty consortium yesterday; we need to not speak “North American” in these events, we need to broaden our scope and approach, be more intentional

Lucy – had 10 different countries represented in the faculty panel for the doc consortium; need more racial diversity in these events (PhD Project program)

Jennifer – at doc level, we had questions about how non-N.A.’s get N.A. jobs, how do I break through?; there were very few non-North American scholars with N.A. jobs to speak about it

Jelena/Alex - A lot this depends on what particular school they attend (some schools send folks over to the U.S. for awhile)

Cris – mid year retreat, we should revisit our guidelines for numbers per university; we’re disadvantaging non-N.A. programs by allowing only one per year from each university (they may be in their PhD program only three years)

Kim – strategic issue; international committee has focused on country of origin; what about other types of diversity, like race/ethnicity?; do we need a separate committee?

Mary – this should come under MCC

Steffanie – we now have so many PDWs, how do we simultaneously run these consortia up against the PDWs? How do we fit into the portfolio of options?

Kim – if you see a sea of white faces, it might not be a welcoming environment

Sigal – there is a huge issue in our field about racial diversity (along with the PhD Project); should we be more strategically aggressive about pipeline, as we’re all fighting over the same small pool; can we augment the PhD Project?

Kim – we need to add this to our mid-year meeting; what should we do to proactively address diversity issues?

Mary – we should talk with GDO about partnering; they do a lot of this stuff already; former DH is involved with PhD project

We should identify a slate of candidates by using Dropbox BEFORE mid-year meeting; then we can be more strategic about who we nominate

Board of Governors has a non-N.A. committee, we need to link up with them

Shannon, Brad – make sure to schedule meetings of the committees way in advance so we can get meeting rooms (Alex has spreadsheet, will send to us)

Kim – need to think broadly about different types of non-N.A. diversity

Karen – was in doc consortium, talked about non-N.A. job searches; one thing that came up was post-docs, a growing trend, where do they fit?; 3-year model in countries like Australia makes our model less relevant and applicable

d. recognition of key volunteers

Steve Charlier – Tech Team Report

-we had a lot of volunteer turnover; 5 new social media committee members

-we have a Twitter handle, administrators are tweeting multiple times a day; Twitter@AOM_OB (270 followers as of today); Twitter masters are located on the webpage

Kim – does anyone monitor content?

Steve – yes

Kim – should we talk to them and make sure we are using the right language in the tweets?

Kim will talk to them

-we have a Facebook group page; not much traffic, people are not as aware; these are more self-organizing

-we have a YouTube channel for mostly interviews with scholars; we can expand this; 10 interviews in 2016; doing interviews via Skype rather than waiting until AOM; sent email out and generated interest, we need to make more prominent on website

-Mike Johnson did two podcasts this year

-Todd Weber is webmaster, please thank him

-we changed servers, there was an office move, caused some issues, we've gone down a few times but now works even better than before

-operational perspective, we have DropBox; today we learned that AOM is sponsoring a shared Google Drive (GD) system; it's available now; can we make the move to GD in the next week or two, yes!

-we recruited two new photographers

-2/3 turnover on the committees

-plenary and lifetime achievement award presentations are videotaped

Dierdre Snyder – Communications

-we have a communications calendar to show what emails went out, how many, how many were opened, 60% using computer, 40% now phone

-Steve, Ron, and Dierdre will want time at the mid-year for higher level strategic meeting; how does communications fit into our strategy?

-any of the committees can send information to Dierdre that she can in turn send out; please send stuff; she just needs content, she can handle formatting and "make it look pretty!"; call to action: what do you want people to know that should go out to all members?

-Kim: needs to write "Remembering Anaheim" email; anyone who had an event, make sure before the end of August, please send Dierdre information to highlight

-Lucy: communications just to students; many of them don't understand certain information, particularly for non-N.A.; send out shorter, simpler information, digestible packages;

-Deirdre is relying upon us to send her (a) information and (b) when people need to know it; when thinking about content, don't send two pages!; five sentences, and maybe a picture

Olivia: people get confused about what emails are important; how do we make sure that people know the email is for them, not a more general broadcast email that people ignore

Mary: we need to step up a level on strategy and ask what are we trying to do; do we need to do certain things, why are we doing it, figure that out first, then work on delivery; really, really simple, very targeted

Ron: we need time at October meeting to really think about strategic communication; how we add value to the Division's strategy?; what are we doing for members and non-members? Beyond AOM, advocacy, outreach; once we have a conversation about what we're trying to do, then we can decide on logistics

Deirdre: it's a higher level conversation beyond communication; what are we about? What is our Division trying to do?

Terese Loncar – Associate Exec Director for Programs and Services for AOM

Terese: OB is big; how can AOM help OB become more strategic?; we learned this year about key challenges; how can headquarters unburden those challenges; we can do stuff here, piloting and experimentation, that we can then roll out to other divisions

In HQ, we kind of compartmentalize things, but we need to think more broadly about how all of this applies to AOM as a whole

One thing we did this past year is that we have a new approach to Accounting; CFO will stop by (Marko) to talk about finance and how AOM can work with divisions

We have done a lot of infrastructure development this year, will do more next year to improve our systems, we are learning together!

Kim: send Terese a list of questions beforehand that we need to get to

Brett requested that we get rid of the carry forward rule; Marko is working with divisions on this

AOM disburses funds to divisions; what happens if we don't use all of the money in a particular year?; we need to carry things forward to match our strategy;

Scheduling and pre-registration – rule of three; developers taking away screens; sometimes people have trouble with these systems

Marko is now here; Kim asks if we can get rid of carry over provision; if we can, we can make plans 2-3 years down the road

Marko says yes, we'll spend the next 3-4 months analyzing this situation; having annual budgets create overspending, not strategic spending; 95% of what we spend is on food and awards

We need to (a) revisit the rules; and (b) engage together in the budgeting process

We switched from cash to accrual accounting; we can see what we're spending; AOM makes a rule and then does not revisit it for 20 years; with accrual, you get a balance sheet for long term use

Whole list of things from last year:

- a. an experiment that Jeff did with AOM about checking in papers in symposium (computers vs. people); people won, we used volunteers; there was a lot of overlap

but not enough that so that we didn't have to intervene; we want to try to reduce error using a smart system to model; can we run that system now (in the offseason?); Matt Suppa – CIO of AOM, Terese will follow up to do these tests with less stress and no actual deadlines

- b. Kim: general flexibility in how we spend our funds (the “how” question); we can pay for travel to mid-year meetings for officers only right now; can we just have a more general travel budget for the mid-year meeting? We would love to re-allocate these funds as needed

Jeff: we need flexibility for volunteers and an expanded leadership structure; there is no pre-existing structure, it's more ad-hoc but very essential, so we need this flexibility; we can create a roster and send in advance with justification

Marko says things are done this way and have been very complex, combined with cash accounting; Brett will connect with Marko later today; we need to work together; there are some general policies that limit spending, but you really always want to say “yes”; we will take it a step at a time; next three months is key to our budgeting cycle; we hired finance person to support decisions, and we are going to have more people for more support; we'll look at top down (what we can provide) and bottom up approach (to see if AOM can take away some burdens)

We need to have this conversation ourselves to discuss strategy and how we pursue it using our funding model

Ron: as we have accrual over time, and we have long term strategic investments; some will mirror and extend AOM investments and plan, we need to see how our investments align with AOM or are more unique

- c. Proofreading by HQ for first round of edits; we will continue to do this, but we want to learn more;

Kim: beyond mistakes that users find, do the program chairs find significant errors? Counting on session chairs and authors to find mistakes; Terese asked Gabe if they can quantify number of errors (it's about five percent); put the onus on the organizers and authors; program chairs should not have to do with this

- d. Development of email templates for program chairs; Terese said this has already been done; deadline was not apparent in the guidebook; first author of every session was mistakenly sent an email thanking them for volunteering to be a chair of a session (oops!); knowing the deadline will help a lot; Alex has to log in using's Jeff's login credentials so emails will not be sent out automatically in her name (as Chair); need tech help with this

- e. TIM did an algorithm to do identify similarity across papers for sessions with keywords; she did a test with TIM and it had a high degree of error; will work on lowering degree of error; titles can be better than keywords; Terese asked Gabe to expand the keywords but he resisted (system is already slow); however, expanded list of keywords is being explored; 95% of submissions are done the day before the deadline (puts tremendous pressure on the system)

Mary: we have more on the program, pre-conference has gotten bigger, it's overwhelming; email bombardment before the conference with session reminders and ads; how do we think about changing this? How can we collapse things that are very similar? Four paper session is not the way to go; people really struggle with what to attend; Terese says to increase rejection rate to get fewer sessions of higher quality; Kim says people will resist that due to funding problems associated with travel

Terese: we've been talking about cross-pollination for 20 years and we've done nothing about it; Mary says the system works against it; we're all spread out, we don't see colleagues, can't get from one session to another; we need to think about not tweaking it, change it!; we need to fund people not based on presentations, think differently about funding models

- f. Innovations to the way the program is put together (e.g., 3-hour tracks); Mary and Cris will work on 3-hour tracks soon;

Terese: it's time for OB to think long-term strategy; we have to revisit because it ain't working

Brad and Alex: institutional memory

Mary: this takes time, don't give up

Sigal: very troubled by limitations of technology; this can be solved with money; is AOM allowed to take money from universities? She doesn't even look at the program anymore

Terese says the computing system moved from Pace U. to the cloud; if divisions need a different type of computer to match a strategy, we can explore that

AOM has three revenue streams:

Membership dues (break even)

Annual meeting (break even)

Publishing (most money comes from this)

Can we benchmark against other large conferences?

Jeff: rather than ask the authors to put in extra keywords, Jeff has template of 15 keywords we can use; Terese would like to talk about it; if we can automate the search and the word appears, then we can use that