

MEETING MINUTES - Kirkman
Organizational Behavior Division Executive Committee Meeting
Sunday, August 6, 2017, 2:30PM - 4:00PM
Atlanta Hilton, Room 403

Agenda

- 2:30-2:35 Welcome and Introductions
- 2:35-2:40 Recap of OB Division Mission and Strategy
- 2:40-3:00 Committee Updates
 - Making Connections
 - Global
 - Communications
 - Technology
- 3:00-3:20 Program
 - Papers and Symposia
 - Doctoral Consortium
 - Professional Development Workshops
 - Award
- 3:20-3:30 Finances
- 3:30-3:45 Strategic Initiatives
- 3:45-4:00 Dialogue with AOM Leadership on Strategic Integration

Welcome and Introductions

New Officers: Congratulations to all!

- Program Chair-Elect: Daan van Knippenberg, Drexel University
- Representative-at-Large: Andrew Knight, Washington University in St. Louis
- Representative-at-Large: Laura Little, University of Georgia
- Representative-at-Large: Ashleigh Rosette, Duke University

Departing Officers: Thank you for your dedication and service!

- Past Division Chair, Mary Uhl-Bien, TCU
- Representative-at-Large: Ron Piccolo, UCF
- Representative-at-Large: Lucy Gilson, University of Connecticut

Jeff – discusses new format for meetings; more reports in advance

Jeff – mid-year meeting will be November 10-12

Laura – make your own reservations, there will be no block rooms pre-paid

Jeff – arrival and departure dates are flexible (come early, stay late)

Motown music will be played! (ok, that was just Brad's suggestion)

OB Division Mission and Strategy

Mission Statement

- The Organizational Behavior Division of the Academy of Management exists to advance the development of scholars and scholarship within the content domain of organizational behavior. Scholarship occurs in the practice of both research and teaching. Through scholarship, we strive to positively influence management thought and practice.

Strategic Leadership Goals

- Professionals: How do we advance the development of our members? How do we prepare our members for the present and future?
- Profession: How do we lead, shape and advocate for our profession? How do we prepare our profession/division for the present and future?

Strategic Initiatives

- Starting in 2017, the OB Division will use its Plenary Session to kick off a year-long effort to spotlight one OB topic of interest to scholars, teachers, and practitioners. This year we will focus on the issue of “inequity” in all its forms (e.g., pay inequity, inequity in employment policies, inequity in leadership). The Plenary Session will follow a workshop format designed to develop projects to be carried out in the coming year that push forward our understanding of inequity. A panel of experts on the topic of inequity will lead the workshop.
- Other initiatives are embedded in the work conducted by the standing committees of the OB Division. Additional information will follow.

Snapshot of Division Membership

Statistics For Organizational Behavior Division

Total number of members: 6481

By Member Type

Academic: 4252

Emeritus: 132

Executive: 307

Student: 1790

All numbers are current as of: 7/31/2017

Making Connections Committee Report
Prepared by Shannon Taylor and Adam Stoverink

I. New Initiatives

A. OB Ambassadors. In its second year, the OB Ambassador program consists of Division volunteers who assist in a variety of ways throughout the conference. They represent the Division at the Quad to answer questions and provide information about the division and conference, and host special events that help division members make connections with others.

B. Adopt-a-Member Program. Since taking this program over from the AOM as a whole in 2016, we have organized volunteers to serve in the Adopt-a-Member program as mentors to new division members.

C. “Publishing at the Research-Practice Interface” PDW. This PDW evolved from the “Bridging the Science-Practice Gap” PDW, which was first presented in 2016.

D. Creation of committee bylaws (in progress). Prompted by Kim Elsbach’s inquiry about a succession plan, the MCC has begun to establish a set of bylaws to govern its membership, procedures, leadership, succession, etc.

III. New Leadership

A. incoming MCC Chair. Adam Stoverink

B. Incoming AOM Membership Liaison (and MCC Chair-elect). TBD

C. Departing MCC members. Nine members are leaving the MCC because they have exhausted their 5-year term.

- a) Bart de Jong
- b) Crystal Farh
- c) Jaron Harvey
- d) Maribeth Kuenzi
- e) Samir Nurmohamed
- f) Kristie Rogers
- g) John Sumanth
- h) Shannon Taylor
- i) Steve Whiting

TO DO:

Shannon – formalize our processes moving forward; need institutionalization of what we do

Adam – need uniform feedback on Making Connections PDWs (there are about 12) and by-laws; Steve has set up a Google Drive folder, MCC will centralize all documents in a single location

Jeff – let's move ahead and follow the RM Division's process of gathering and analyzing feedback

Paul – can we gather feedback for ALL PDWs?

Signal – No, we should only get feedback on the MCC ones

Kim – Andrew and Paul are doing PDWs next year; AOM is developing software that we might be able to use to assess them

We can use PhD students to run this process

Global Committee
Jelena Zikic, Incoming Chair
David Patient, Outgoing Chair

The Global Committee (GC) of the Organizational Behavior division was formed in May 2014. The mission of this newly formed group includes welcoming and supporting international members to the OB division, leveraging the international character of division, and ensuring that the offerings and services reflect the increasingly international membership.

The GC originally had 15 members, including: Australia, Brazil, Canada, China, France, Germany, Kenya, Norway, Peru, Portugal, Singapore, Turkey, UK, USA. The committee meets annually at the annual AOM meeting, and stays in touch by email and Skype during the year, especially in the fall when planning AOM events for the following year. In June 2016, Jelena Zikic was invited by the OB executive to become Chair, after David Patient stepped down to focus on other AOM service roles.

In the past three years since its inception, and with advice from the OB executive committee, the Global committee has focused its efforts on introducing internationally-themed PDW's. Each PDW has attracted 35-60 participants, including many students and members with different nationalities of origin and current locations.

Three PDWs since 2015

- "Publishing in Top Non-US Journals - Why and How" (2015, 2016, 2017)
- "Thinking of a Position Outside the US? Dos and Don'ts" of International Business Schools" (2015, 2016, 2017)
- "Planning and Making the Most of your International Sabbatical" (2016) and continuation this year on a similar topic:
- "Making the Most of Your Time Away: Practical Advice for Planning an International Experience" (2017)

New PDW added this year (2017)!

- "Playing in the Major Leagues: Strategies for Non-US Scholars to Succeed in the US Jobs Market"

GC continues to promote our PDWs and to recruit new members. In addition, we have personally invited colleagues to join the GC. We hope that as a result, 5-10 new members will be present at the GC meeting on Sunday, August 6.

Several ideas for the coming year, which we would appreciate feedback on:

- Proposing one Social Event (e.g., Architecture boat tour of Chicago) perhaps jointly with MC. One option is a private boat that holds 120 people at \$40-45 per person, with a total cost of around \$5,200, which could be covered by the Division, the participants, or both.

- Deciding whether to pilot another PDW
- Collaboration with MCC
- Enlarging our membership to around 30 from the current 15, as some of the current members are inactive and/or do not attend AOM each year. We propose paying less attention to the nationality or current location of potential members when doing so, so long as the overall international character of the GC is maintained

The current Chair, Jelena Zikic, at jelenaz@yorku.ca, is interested in exploring additional ways in which the GC can help the OB division better serve the needs of its increasingly international membership.

TO DO:

Kim/Jeff – we might be able to get sponsorship for this?

Kim – might have contacts with the Wrigley companies; we should try to get sponsors, be more proactive about getting external funding

Jelena – the boat ride; she will find out more information about this

Jelena – wants to work with communications team to find better ways to reach international participants

Jelena – had a PDW that was designed for round tables but the room didn't have any

Laura – can check on this in the future; none of the hotels can change any of this on the fly

We do need to find a way to decide on how many can attend

Students should pay at least something to have “skin in the game”

Update on Strategic Initiative: Communications
By: Ron Piccolo & Deirdre Snyder
August, 2017

In August 2016, the OB Executive Committee initiated an effort to plan communication efforts in support of the Division’s overall strategy (provide value to professionals, and to the profession). The ad hoc strategic communications team (Ron Piccolo, Deirdre Snyder, Steven Charlier, & Todd Weber) shared ideas and developed a plan to curate academic content into various forms to address the needs and preferences of various stakeholders (professions and professionals), and utilize the Division’s existing system for communications to highlight the unique value and collective insight of the OB Division and its broad membership. A summary of our committee’s ideas, plans, and meeting minutes can be found [here](#).

We imagined a complete redesign of OBWeb to include content of value to both members and non-members (See, for example, the [American Psychological Association’s website](#)). However, in February 2017, we learned that AOM is updating its web presence to include online communities that would eventually replace individual division webpages. We therefore tabled major changes to OBWeb to coordinate with AOM.

In sum, we implemented several ideas this year, consistent with the Division’s strategy:

1. We updated the design of [OBWeb](#) for a more modern look, added a section [just for students](#) (e.g., job market tips, OB student guide to AOM), and [recognized members](#) who volunteered at the AOM meeting).
2. In support of the Division’s yearlong focus on a special topic (Inequity), we created a [dedicated page](#) (linked to OBWeb) that highlights our plenary session in Atlanta, identifies leading scholars on the topic, and curates teaching resources, popular press books and articles.
3. We transitioned our email distribution to Informz, which is paid for by AOM and offers seamless integration with membership lists. Below is a high-level summary of our email effectiveness from November 2016 to August 2017. The benchmark is computed using aggregated data from other non-profit, business & industry associations – education. Data on individual emails can be provided upon request.

	#	Average	Benchmark
Total emails sent	113,141		
# Delivered	111,910	98.90%	98.54%
# Opened	47,400	42.40%	37.48%
# Clicked	2,897	6.10%	15.37%
# Unsubscribed	36	0.03%	0.06%

4. We created a more active presence for the OB Division on social media and launched a new OB Division twitter feed (532 followers) and LinkedIn group (746 members).

TO DO:

Deirdre – will work on the look of our emails to make them less boring; she is thinking about a newsletter/magazine format; homework will be to come up with a template that makes sense for making it more human-centered

Deirdre – Ron is leaving, Steve might be retiring; Deirdre needs help!

Kim – a Rep-at-Large person who has interest in communications, this person could help

Jeff – we can use our volunteer database; Brad has the database, can share

Deirdre – I need a team

Technology Team Update – Steve Charlier

Brief Highlights:

- Redesign of OBWeb.org completed (<http://obweb.org/>).
- Introduction of several new areas of content, including student-focused section and special topic forum.
- Transitioned OB Division file storage from Dropbox to an AOM-supported Google Drive account.
- Volunteer team has been running at full capacity (14 members) since last annual meeting → working to recruit a content coordinator (new position) for the 2017-18 term.
- Held meeting with AOM HQ team on upcoming website changes on aom.org that will directly impact OBWeb (see below).

Upcoming Plans:

- Based on current information (a session at the annual meeting on Saturday will provide more details), OBWeb will transition to the aom.org platform in the next 12 months. When completed, the individual websites and listservs for all DIGs will cease to exist. *[I'll report more on this during the board meeting, after attending the Saturday session.]*
- I plan to leave this role once the transition of OBWeb to the aom.org community is complete, and have begun the process of looking for my replacement. I have enjoyed supporting this board and working with everyone over the past four years!
- One more item: In an email exchange with Steve, Kim noted that we need to find someone to take over the Special Topic website.

TO DO:

Steve – many will get emails, they need to click on them to get access

Steve – OB Web will go away next year; it will transition to an AOM.org micro site; listserv is also going away, replaced by threaded discussion; everything should be searchable and available from the past (current date is March 2018 for all transitions to take place)

Deirdre – do we need unique pages for various aspects of what we do (e.g., MCC, global committee, etc.)?

Program
Cristina Gibson, Sigal Barsade, and Alex Gerbasi

Papers and Symposia

Highlights

- We accepted 472 out of 858 papers (55%), which were organized into 118 sessions.
- We accepted 168 out of 191 symposia (88%), 33 of which were designated as Showcase Symposia.
- Taking into account paper sessions and symposia, the OB division was involved in 309 sessions on the program.
- We had 1,394 reviewers volunteer from across 61 countries. These reviewers were distributed across 1,049 submissions (papers and symposia combined). Thus, the number of reviewers was well above the 1:1 ratio of reviewers to submissions that serves as a minimum benchmark.
- We created streams of sessions on the same topic and placed them in adjacent rooms. The topics include the dark side of OB, voice, creativity, affect/emotion, engagement/meaning, and power/status.

Issues to Discuss

- Incorporating next year's spotlight topic into reviewer key words and call for submissions
- How to reduce paper withdraws (we actually ended up with far more than had been in the table that Carol sent out...so it is an increasing trend)
- How best to assign Chairs to sessions (the process I used this year, which Alex said was the same you had too, sort of fell apart and was a mess – don't want Sigal to have to deal with that!)
- How to work with AoM program office to maintain coherence in physical layout of our program
- Exploring alternative session scheduling – commitment as to who will work on it (if anyone) and when

Some of this lower in the list might be better placed for the mid-year meeting, so feel free to table any of these issues if needed based on time; however the spotlight and withdraw issues might necessitate changes to the call for submissions, which will likely go out before the mid-year meeting.

Doctoral Consortium

Here's the information provided by Jennifer and Karen:

- 95 participants representing 14 different countries, majority US schools (~70%)
- 36 faculty speakers / round table hosts, 10 schools outside US
- New afternoon PDW: Acing the Job Talk – over 120 participants and 15 round table hosts

Potential items for discussion at mid-year meeting:

- Priority list for participants. In the past, limited to one student per school per program, but still had 95 people. Should we prioritize dissertation, on job market, business schools first?
- Whether or not registration is needed for AOM to keep count
- Generating list of international faculty round table hosts – hardest part because if contact too early, don't know if they are coming to AOM, but need a commitment for scheduling. Also need to get “extra” round table hosts for last minute emergencies....had 4 faculty hosts pull out at last minute this year.

Junior Faculty Workshop

Highlights

- The OB Division Junior Faculty Workshop was held Friday evening and Saturday morning. The first segment was conducted offsite at the Center for Civil and Human Rights, and the second segment was held onsite at the Hilton. This year, we had 12 senior faculty participants.

Professional Development Workshops

Highlights

- The OB Division was the lead division on 34 Professional Development Workshops and cosponsor on an addition 52 for a total of 86. Sessions were well attended and most of the rooms were right size for the number of attendees. There was a surprising amount of interest in the PDW entitled “Getting Your Writing Done: Crafting a Generative Writing Practice,” such that room capacity was exceeded (over 100), and individuals had to be turned away suggesting that this topic really resonated with OB members.

TO DO:

Cristina – a special thank you to Alex for being the heart and soul of the program

Cristina – needs to have certain OB sessions in the same room (and in the OB hotel!); for example, the plenary session is in the Marriott; balloons, banners!

Cristina – we decided on our spotlight topic too late to include keywords, so we didn't get as many papers as we could have

Cristina – we had an extraordinary number of people withdraw from the program after papers were accepted (3-4%); big spike this year

Jeff – this is an Academy issue, not a Division issue

Mandy – we will have more information/feedback about Junior Faculty consortium later since it just ended

Jennifer – we should think about having more international participants in the Doctoral Consortium; Jelena can help with this

Jennifer – we also had five bow out at the last minute, so we also need backup plans

Karen – we need to leverage the PDWs with the consortia

Mandy – we have too much overlap in these offerings; we need to scaffold responsibilities to make sure we don't have this issue in the future

Kim – we can do this on Google docs to minimize people being stretched too thinly in terms of volunteering

Ron – Mandy went out and recruited a very diverse set of junior faculty for the consortium

Lucy – we need to have a list in Google docs so we don't end up using the same people over and over; we don't need to overstretch them

Awards

- Outstanding Publication in OB: Jason Greenberg (NYU) and Ethan Mollick (University of Pennsylvania) for their paper: Greenberg, J., & Mollick, E. (2016). Activist Choice Homophily and the Crowdfunding of Female Founders. *Administrative Science Quarterly*.
- Outstanding Practitioner-Oriented Publication in OB: Frank Dobbin (Harvard) and Alexandra Kalev (Tel Aviv University) for their paper: Dobbin, F. & Kalev, A. (2016). Why Diversity Programs Fail. *Harvard Business Review*, July-August 2016, 52-60.
- Best Paper: Merideth Thompson (Utah State University), Dawn Carlson (Baylor University), Marcus Butts (Southern Methodist University) and Sally Weaver (McLennan County Medical Education and Research Foundation; Heart of Texas Family Health Center) for their paper: “The Cost Of Work’s Tense Triad On Employee Healthcare Utilization”
- Best Symposium: Zhiya (Alice) Guo (Michigan State University) and Nicholas A. Hays (Michigan State University) for their symposium: “Interfacing Hierarchies: Investigating the Confluence of Multiple Hierarchies”
- Best Paper with International Implications: An-Chih Wang (National Sun Yat-sen University (Taiwan)) for his paper: “Developmental leadership: How Chinese leaders integrate control and care to cultivate subordinates”
- Outstanding Practical Implications for Management Paper: Elijah Wee (University of Washington) and Vijaya Venkataramani (University of Maryland) for their paper: “How Ideas Come to Life: Effect of Role and Context On Supervisory Sponsorship”
- Best Dissertation-Based Paper: Margaret M. Luciano (Arizona State University) for her paper: “Coordination at the Interface: Understanding and Improving Cross-Unit Patient Handoffs”
- Most Innovative Student Paper: Vontrese Deeds Pamphile (Kellogg School of Management, Northwestern University) and Rachel Lise Ruttan (Olin Business School, Washington University in St. Louis) for their paper: “Stated-Lived Value Congruence and Expressive Authenticity”

Finances
Bret Bradley, Treasurer

Financial Summary							
OB Division, Academy of Management							
Year	Endowment (yr. end)	Balance Forward	Allocation	Total Operating Amount	Revenues	Expenses	Year End
2017		41,380	71,494	117,480			
2016	24,666	63,568	69,305	132,873	17,650	(104,537.00)	45,986
2015	24,182	79,627	69,305	148,932	14,466	(99,831.00)	63,568
2014	23,708	74,130	69,217	143,347	19,860	(83,579.00)	79,627
2013	28,571	60,582	68,810	129,392	24,123	(79,385.00)	74,130
2012	32,469	49,480	69,206	118,686	15,650	(73,754.00)	60,582
2011	33,189	46,069	55,985	102,054	18,760	(71,333.00)	49,480
2010	33,459	49,179	53,969	103,148	12,750	(70,828.00)	45,069
2009	33,459	49,239	52,415	101,705	20,950	(74,475.00)	49,179
2008	34,127	32,377	49,730	82,107	24,300	(58,114.00)	49,293
2007	34,458	16,449	47,327	63,776	19,490	(51,389.00)	31,877
2006	33,553	11,062	45,068	56,130	7,831	(48,013.00)	15,949
2005	32,763	10,961	41,324	52,285	3,572	(44,795.00)	11,062
2004	31,655	12,674	38,075	50,749	4,170	(43,958.00)	10,961
2003	30,733	16,145	35,231	51,376	0	(38,702.00)	12,674
2002	11,004	21,634	34,385	56,019	1,575	(21,450.00)	36,145
2001	10,842	30,48	33,080	36,128	5,040	(19,533.00)	21,634
2000	10,526	-7,015	32,036	25,020	3,640	(25,612.00)	3,048
1999	11,025	-2,196	27,645	25,448	2,050	(34,513.00)	-7,015

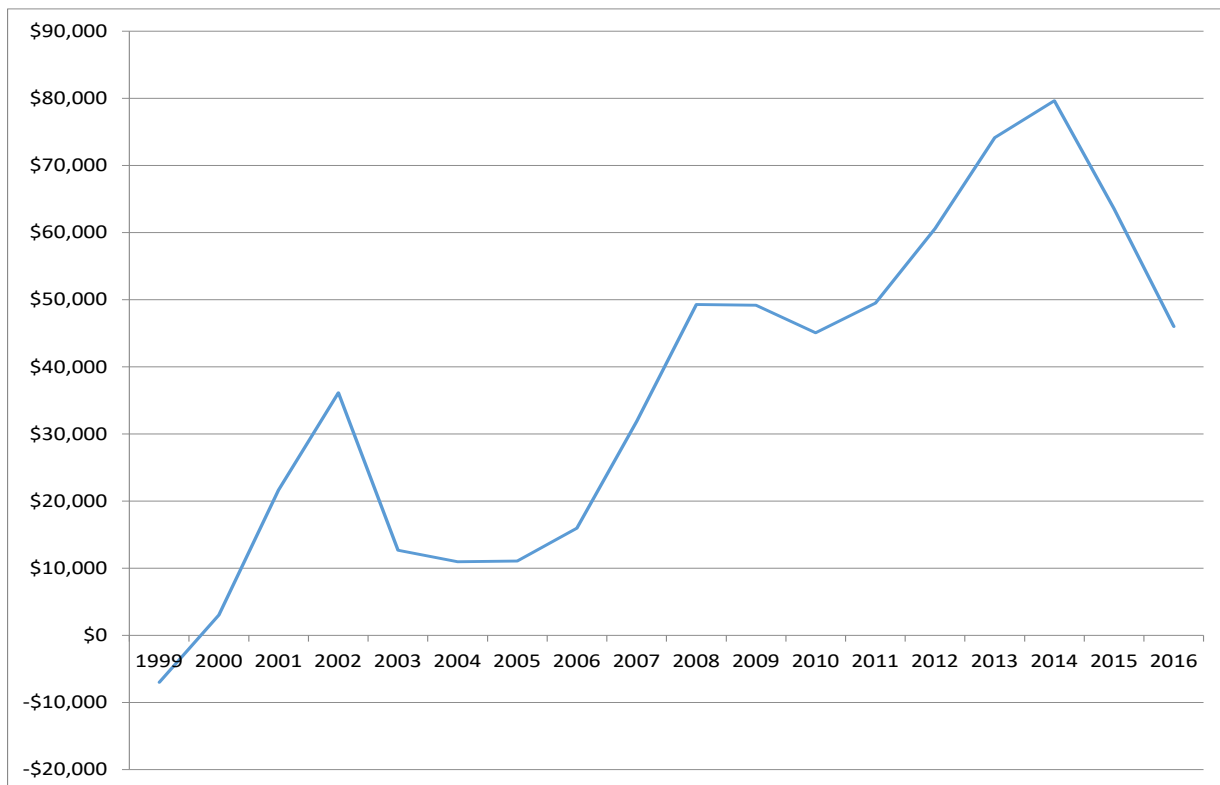
Expense Summary										
OB Division, Academy of Management										
EXPENSES	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
ADVERTISING	3,824	0	0	0	0	0	0	0	0	0
AUDIO VISUAL	4,133	1,955	4,066	2,798	2,566	1,380	1,240	582	0	332
AWARDS	10,684	8,255	6,568	6,863	8,574	7,295	7,961	7,251	3,388	3,798
BANK FEES/RET CKS/CHGBACKS/CC Fees	49	0	45	20	0	0	0	0	25	0
CONTRIBUTIONS EXPENSE	500	500	1,000	1,300	1,300	1,250	1,000	1,750	1,000	0
DECORATOR	978	0	0	0	0	0	0	0	0	0
ENDOWMENTS	0	0	0	0	0	0	0	0	0	0
ENTERTAINMENT	0	0	0	0	0	0	0	0	0	0
EXPENSE OTHER	0	0	934	0	109	702	200	195	352	2,750
EXPENSES REIMBURSED	0	13,646	238	0	0	0	0	0	960	557
EVENTS CATERING	61,670	50,411	58,376	53,093	50,544	51,807	45,923	51,854	37,545	27,128
GIFTS, GIVE-AWAYS, ETC.	0	429	2,133	0	101	101	348	249	224	0
PERSONNEL/PROF FEES/COMPUTER SUPPLIES	918	0	1,309	765	1,565	931	883	765	0	0
POSTAGE & DELIVERY	591	0	0	0	80	40	0	0	33	0
PRINTING/PRODUCTION/COPYING	51	265	0	95	0	379	0	0	2,132	4,669
PROFESSIONAL DEVELOPMENT	446	2,136	0	0	0	0	0	0	813	0
SPACE RENTAL	400	405	0	0	0	448	0	499	557	0
SUPPLIES/OFFICE/COMPUTER	0	462	0	1,519	366	0	131	285	0	0
TRANSPORTATION	0	0	0	0	0	0	0	0	0	1,815
TRAVEL	20,294	21,366	8,911	12,933	8,550	7,002	13,144	11,045	11,086	10,341
TOTAL EXPENSE	104,537	99,831	83,580	79,386	73,754	71,334	70,829	74,476	58,114	51,389

Mid Year Meeting Expenses

OB Division, Academy of Management							
Year	Month	Location	Attendees	Travel	Events Catering	Other	TOTAL
2016	Oct	San Fran	15	15,022	9,884		24,906
2015 (2)	Oct	La Jolla	13	10,788		13,646	24,434
2015 (1)	Jan	La Jolla	11	10,578	3,606		14,184
2014		Bethesda		8,910	8,875		17,785
2013		Miami	12	12,932	1,792		14,724
2012		DC	13				
2011		NY					
2010		Pittsburg					
2009		Vancouver					
2008		Phoenix					
2007							

Notes:

- On average, we spend about two-thirds of our budget on events catering.
- The “clawback” of unspent funds from the divisions to the AOM ends on 1/1/2018.
- Our recent carryover is high by historic standards (average since 1999 is \$36,292).
- AOM recommends a carryover of 75% to 150% of annual expenses.



Bret – AOM will need W-9 for ANYTHING, even reimbursements; Bret will reach out and make sure we complete it

Bret – previous rule was that Division could not carryover too much money from year to year; there rule has gone away

Bret – starting Jan 1 endowment and operating account will be combined

Bret – we need to set up and submit a budget to AOM about what we're going to spend

Dialogue with AOM Leadership on Strategic Integration

We will be joined by Terese Loncar, Chief Operating Officer of the AOM, and potentially by Matthew Suppa, Chief Information Officer, and Marko Vukosavovic, Chief Financial Officer. The focus of their visit is to discuss how the AOM can support the strategic direction of the OB Division and the various initiatives and activities that support our strategy.

The AOM itself has recently engaged in a strategy development process, the results of which have clear parallels with the dual strategic goals of the OB Division. Because the AOM is the parent organization of the Divisions and Interest Groups, including OB, it makes sense to consider how we can align the strategies of these various constituents. As a starting point, I have asked the AOM to provide us a copy of the presentation delivered on Thursday, August 3, which outlined their strategy as it currently stands. This information will allow us to find synergies and opportunities for integration. In turn, we can share our strategy with the AOM so they know what we are trying to accomplish, thereby enabling them to help support our efforts.

Matt (CIO), Terese (COO), and Marko(CFO) (AOM Senior Leadership)

-how can AOM help OB become more strategic?

-simple things like administrative burdens that you carry

-heighten the conversation about strategy

-we have changed some of our financial policies to give more freedom; we can do deep dive analyses of trends, membership, etc.

Kim – every five years we do a review; a lot of this is data collection that could be done on a continuous basis; like AACSB, we should be continuously collecting these data

-IMUS is AOM's CRM system; we spent the last three years rebuilding entire infrastructure system; we are now in a position to link all of these data into a single database

-data collection is just one step, we need ongoing looking into the data

-how do we create proper KPIs for our divisions as a whole

-we need to look more like a Fortune 500 company

-our goal is to provide you dashboards where you can go in and create your own reports, the data will be in a data warehouse

Jeff – please let us know about any capabilities you think might help us in the future; also, it's important to share best practices across divisions so that we can learn from one another

Kim – it's been a little frustrating working with headquarters on communication (message has been "we communicate AOM business, not division business")

-headquarters and divisions have been operating in silos; we need a long-term strategy in how we can get AOM research out to the public

-we haven't had a way to "roll up" division activities before, but without our new systems we can do that in the future