



to be division treasurer (more on Bob later). Marcia Simmering already has been hard at work as division secretary. For the first time, we are going to have notes of all committee meetings that, hopefully, will facilitate institutional memory for my successors. Speaking of successors, Pat Wright will step into this role next year. This year, Diana Deadrick is program chair and Micki Kacmar is pre-conference chair. Already they have been great to work with.

The other committee members are: Workshops-Chris Riordan (with help from Mary Watson); Awards-Dan Turban; Doctoral Consortium-Adrienne Colella, John Delery, and Ed Salas; Jr. Faculty Consortium-Pam Perrewé, Mark Roehling, and Scott Snell; HR Div Net-Mark Huselid; Information Technology-Howard Klein and Jim Dulebohn; International-Randall Schuler, Rob Konopaske, and Mary Watson; Member Relations-Dianna Stone; Sponsorship-Steve Werner and Susan Jackson; Teaching-Judy Tansky; and Council Representative-Rich Klimoski. I especially appreciate the continuing efforts of David Allen as newsletter editor, Tim DeGroot as Webmaster, Dan Turban as Awards chair, and Mark Huselid with HR Div Net. I have been mightily impressed with the dedication and helpfulness of all of the committee chairs. They are working hard for the division, and they make my job so much easier. The division couldn't function without them. Thanks so much to each of you! Finally, I want thank the past division chairs—Lois Tetrick and Lynn Shore—for their leadership in general, and for leaving the fiscal house in order in particular.

### Strategic Directions of the HR Division

As important as the first role is (overseeing and performing the yearly activities), there is a second responsibility of a division chair that is equally important. That involves strategizing about opportunities and threats to the division, and exploring future strategic directions for the division that can help it to become even more healthy and effective in the future. As with all roles, it is easy to get absorbed in the urgent details (like getting this column to David on time!), to the neglect of the equally important strategic role. After all, what if the trains are running on time, but they're headed to the wrong destination? In short, a division chair must balance the urgent short-term needs with a broader view of where the division is heading and what strategies might be undertaken to positively influence its direction over time.

It is with that second goal in mind I would like to discuss with you some issues and strategic directions that I think we should consider.

## 1. Membership

By many measures, our division is healthy. We are one of the larger divisions, but, relatively speaking, we were once much larger. As of 9/20/02, our membership is as follows:

### HR Division Membership (Sept. 2002)

<b>Academic:</b>	<b>1,850</b>
<b>Emeritus:</b>	<b>43</b>
<b>Executive:</b>	<b>211</b>
<b>Student:</b>	<b>596</b>
<b>Total:</b>	<b>2,700</b>

We are the fourth largest division, behind Organizational Behavior (OB; N=3,908), Business Policy & Strategy (BPS; N=3,609), and Organization & Management Theory (OMT; N=2,898). This year, we ranked sixth in number of paper submissions to the conference (behind BPS, OB, OMT, Technology & Innovation Management [TIM], and International Management [IM]) and, indeed, these latter two divisions are close on our heels in terms of members.

Is the glass half full or half empty? Should we be concerned with division growth? Should we be undertaking strategies to recruit more members? Although each of us might have an opinion, I don't know the answers to these questions. In order to answer them, though, I'd like to collect more data—to get a better handle on our membership trends, to analyze our trends relative to other divisions, and to compare member satisfaction in our division with that of others. As one “factoid” that may or may not be relevant, I would note that more than half (50.9%) of our members are also members of the OB division, which means that only 35.1% of members of the OB division are members of our division.

In short, I want us to look at HR division membership and determine what, if any, strategies should be undertaken to grow our membership, both in numbers of new members and satisfaction of existing members.

## 2. Budgetary Planning

With the help of Lynn and Lois, our division has come a long way in a few years in managing our budget responsibly. We now have a little “jingle in our pocket” and with that comes the responsibility to plan how to best utilize our resources. Should we invest our money in endowments for “rainy days” or other initiatives,

should we be spending more of it on social hours (which continue to escalate in price each year and consume the lion's share of our annual budget), or are there other uses? Before we can answer this question, we need to continue to improve our fiscal planning.

This year, with Bob Dipboye's help, I'd like us to put in place a more transparent budgeting process so that we can more strategically spend (plan and spend rather than spend and scramble!).

### 3. Practitioners

The AOM Board of Governors is considering launching an initiative to better connect with individuals in business. As part of the exploration process, each division has been asked to identify individuals in business organizations who might have an academic connection or relationship to the division. This seems like a natural area where our division can shine. In fact, we have nearly as many "executive" members as the OB division, even though they are nearly twice as large. Imagine the challenges the Research Methods Division, would face, for example, in identifying practitioners. Now that Debra Cohen, who has been active in the division, is working at SHRM (170,000+ members), hopefully we can strengthen the bond between the HR division and SHRM, and thereby play an important role in this emerging AOM initiative.

### 4. A Few Other Issues

There are a few other "Big Picture" issues that we need to consider this year.

First, we need to continue to improve our processes for sponsorship. Our division relies heavily on sponsors and, many times, the link between the division and the sponsorship has been at a dyadic level. Though our personal relationships with sponsors are valuable and a key reason why we have been successful at obtaining sponsorship, we also need some centralization so that the division is aware of who is sponsoring what. Centralizing sponsorship a bit also will help our budgeting process (described above). I look forward to working with Steve Werner, Susan Jackson, and Pat Wright on this issue.

Second, as you probably know, the AOM pre-conference program has expanded rapidly in recent years. In fact, the pre-conference program is now nearly as large as the regular conference program! The HR division has been relatively conservative in our use of the pre-conference program, preferring to deliver quality rather than quantity. In doing so, though, are we losing out to other divisions? Could we provide more

value to our members by expanding our pre-conference offerings? Would doing so hurt our junior faculty consortium? Micki Kacmar, in putting together the 2003 pre-conference program (Seattle), is going to consider whether we should expand the pre-conference program and, if so, in what direction.

### In Closing

In closing, I look forward to representing you over the next year. So much depends on the volunteer efforts of our members. We appreciate the time and effort of so many of you. Also, if you have ideas for how to make our division better, let us know. In particular, the committee members and I welcome your input on any of the strategic issues I have discussed above.

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## Call for HR Division Officer Nominations

**Lois Tetrick**  
**University of Houston**

As Past Division Chair, my responsibilities include seeking nominations for HR Division Officers and then conducting the election. We have four Executive Committee Members whose terms end each year. At the end of 2003, Robert Cardy, Adrienne Colella, Susan Jackson, and Dianna Stone will complete their terms. In addition, each year we elect someone to become PDW Chair. The PDW Chair will then become Program Chair, Division Chair Elect, Division Chair, and eventually will be the Past Division Chair. The HR Division has a lot of terrific members. We need to put together a terrific slate of nominees. Please submit your nominations for these positions to me via email or mail.

### We need nominations for:

#### Program Chair Elect

(send up to 3 names with introductions)

#### Executive Committee Members

(send up to 4 names with introductions)

**By January 3, 2003, send your mail or email nominations to:**

**Lois E. Tetrick**  
**University of Houston**  
**Department of Psychology MC 5022**  
**Houston, TX 77204-5022**  
**Email: [ltetrick@uh.edu](mailto:ltetrick@uh.edu)**

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## PROGRAM CHAIR REPORT

**Diana L. Deadrick**  
**Old Dominion University**

Before I share with you some information about the upcoming conference in Seattle, I'd like to thank some of the people who worked so hard on the PDW program last August. The Denver PDW program was our largest program yet; in addition to a Doctoral Student Consortium and a Junior Faculty Consortium, your HR Division colleagues developed six faculty development workshops and co-sponsored a workshop developed by MED. That's a lot of work, and many, many thanks go to the consortia and workshop coordinators and facilitators who developed an innovative and highly successful program. **Hats Off** to: Bob Cardy, Janice Miller, and Elissa Perry, who organized the Doctoral Student Consortium; Cynthia Stevens, Adrienne Colella, and Alan Saks, who organized the Junior Faculty Consortium; and Mary Watson, Vida Scarpello, Randall Schuler, and Rebecca Thacker, who so ably organized the faculty development workshops. I would also like to convey my thanks to all of you that attended the consortia and/or workshops! Your participation and input are invaluable to the on-going success of the PDW program!!

Now, about the upcoming conference program next August in Seattle: Are you ready? Have you been thinking about what to submit? If not, it's time to start thinking now! Here are a couple of tips:

**Be Creative!** The HR Division encourages submissions that are innovative in terms of format and/or content. Specifically, the Division is interested in submissions that pertain to HR-related research, teaching, and service activities and utilize non-traditional presentation formats. As always, we encourage submissions that are consistent with the Division's on-going concern with bridging the science/practice gap and/or the All-Academy theme for 2003, Democracy in a Knowledge Economy.

**Remember the HR Division Awards!** An award will be given to the Best Competitive Paper presented at the annual meeting; the paper may be sole-authored or co-authored. A second award will be given for the Best Student Paper. Note: to be considered for the Best Student Paper award, the paper must be clearly identified as a student paper at the time of submission.

Don't wait -- check out the Submission Information now! You'll find complete information about the

submission process and requirements at our website: [www.HRDiv.org](http://www.HRDiv.org). Tim DeGroot, our webmaster, set up a link for the 2003 Conference, which includes everything you need to know about important dates and our all-electronic submission process.

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## AWARDS COMMITTEE REPORT

**Daniel Turban, Awards Committee Chair**  
**University of Missouri - Columbia**

&

**Timothy Judge, HR Division Chair**  
**University of Florida**

### **2002-2003 ALL ACADEMY AWARDS: CALLING FOR HR DIVISION MEMBERS' NOMINATIONS**

Each year the Academy of Management recognizes individuals who have made exemplary contributions to our field in research, teaching, and service (See Academy Newsletter, October Issue). The recipients are recognized at the Annual Meeting, and are expected to receive the award in person. This year the past chairs of divisions and interest groups will compose the nominating committee for the All Academy Awards, each of whom can suggest up to two candidates for each award.

As the Chair of the HR Division and Chair of the Division's Award Committee, we are encouraging members of the HR Division to nominate deserving individuals for each All Academy Award. Nominations can be sent to the address listed below. Although Academy membership is not a requirement for eligibility, we encourage you to think about the many deserving HR division members for each award. There are numerous individuals within the Division who have contributed extensively in education, service, as well as in scholarship and influential books. In the past, few individuals were nominated for these awards, so please nominate an individual and send the appropriate materials to me.

\*\*\*The nominating letter should specifically address the award criteria listed below, and should include a current vita for the nominee. Up to two additional letters of support will also be accepted.\*\*\*

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## Academy of Management Distinguished Educator Award

Criteria for this all-Academy award include noteworthy contributions or excellence in one or more of the following:

1. developing doctoral students;
2. communicating knowledge in the classroom or other forums;
3. initiating pedagogical innovations;
4. developing effective methods, structures, and designs.

## Academy of Management Distinguished Service Award

Criteria for this all-Academy award include excellence in one or more of the following:

1. developing/enhancing a field of study;
2. founding or creatively editing a scholarly journal;
3. building institutions (e.g. through creative/unusually effective service to a major professional institution as a whole or one of its divisions, such as the Academy of Management)

## Richard D. Irwin Award for Scholarly Contributions to Management

This award is granted for significant scholarly contributions that have advanced management knowledge and practice. Significant scholarly contributions may take the form of conceptual, theoretical, or empirical developments having significant impact upon management knowledge and practice.

## George R. Terry Book Award

Nominations from publishers as well as Academy members are welcome. This award is granted annually to that book published in the past two years that is judged to have made the most outstanding contribution to the advancement of management knowledge. Books that contribute to the advancement of management theory, conceptualization, research, or practice are eligible.

Books developed and generally recognized as textbooks are ineligible. Authors' vita need not be included with nomination letter for the Terry Book Award.

Nominations for all of the above awards must be received by **January 15, 2003**.

Nominations should be sent to:

Timothy A. Judge  
Department of Management  
Warrington College of Business  
University of Florida  
211 D Stuzin Hall  
Gainesville, FL 32611  
[tjudge@ufl.edu](mailto:tjudge@ufl.edu)

## 2002-2003 ALL ACADEMY AWARDS: SELF-NOMINATIONS

There are two additional All Academy Awards that we want to notify you about. Both awards involve self-nomination at the time of paper submission in January for the Academy program. The Carolyn Dexter Best International Paper Award is an all academy award given to the paper that best meets the objective of the International Programs Committee to internationalize the Academy. The William H. Newman Award is for a paper based on a recent dissertation. The paper must be (a) single authored, (b) accepted for presentation at the Academy's annual meeting, and (c) based on a doctoral dissertation completed within the past three years.

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## HR DIVISION AWARDS

Each year, the HR Division of the Academy of Management formally recognizes excellence in its members through the bestowal of awards for career achievement, scholarly achievement, best dissertation, best convention paper, and best student convention paper. Subcommittees evaluate nominees for each of these awards. The winners of the awards for the year 2003 will be recognized in Seattle, Washington.

Nominations for all awards must be received by the chair of the relevant subcommittee by **February 1, 2003**. Names and addresses of the chairs are given below. I encourage anyone who has a nominee in mind to take the time to forward the relevant materials to the appropriate subcommittee chair. One of the most important functions of our conference is the recognition

of superior scholarship, and the process of recognition begins with peer nominations. Listed below are the criteria and procedures for each of the awards.

### **The Herbert Heneman Jr. Award for Career Achievement:**

The Herbert Heneman Jr. Award for Career Achievement is given by the Human Resources Division of the Academy of Management to an individual who has distinguished himself/herself in the field of human resource management. The award winner will be announced at the 2003 Academy meeting during the HR Division Ice Cream Social.

The award is based on the following criteria:

1. A clear record of excellence in research.
2. The impact of the nominee's research upon the science, teaching, and practice of human resource management.
3. The stature of the nominee relative to other scholars in the field of human resources management.

Nominations should adhere to the following procedures:

1. Only members of the Human Resources Division of the Academy of Management may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. A current vita of the nominee should accompany a letter of nomination.
4. Nominations should be sent by February 1, 2003 to:

Herbert G. Heneman, III  
Department of Management and  
Human Resources  
University of Wisconsin  
5172 Grainger Hall  
975 University Avenue  
Madison, WI 53706  
[hheneman@bus.wisc.edu](mailto:hheneman@bus.wisc.edu)

### **The Human Resources Division Scholarly Achievement Award:**

The Human Resources Division's Scholarly Achievement Award, sponsored by the Ohio State University, will be presented to the author(s) of the

most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members. Publications may be empirically or non-empirically-based. Nominated papers must have a publication date of 2002. Award recipients need not belong to the Academy or to the Human Resources Division.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory
3. The likelihood that the paper will be widely cited in future published work

Nominations should adhere to the following procedures:

1. Self-nominations will not be accepted.
2. Individuals may nominate one publication for the award
3. Nominations should include a letter justifying the worthiness of the nominated article for the award.
4. A full bibliographical citation for the nominated work should be included.
5. Nominations should be sent by February 1, 2003 to:

Barry Gerhart  
Department of Management and  
Human Resources  
4194 Grainger Hall  
975 University Avenue  
University of Wisconsin  
Madison, WI 53706  
[bgerhart@bus.wisc.edu](mailto:bgerhart@bus.wisc.edu)

### **The Ralph Alexander Dissertation Award:**

The Ralph Alexander Dissertation Award is given to the author of the best doctoral dissertation in the field of human resource management. In order to be eligible for this award, a dissertation must address a phenomenon that is of importance to the human resources field and have been completed with 24 months prior to the submission deadline. The winner of the dissertation award will receive a plaque and a \$500 honorarium.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.
3. Given the length allotment, special attention will be paid to the conceptual development of the paper

Nominations should adhere to the following procedures:

1. An entrant should submit seven copies of a paper that summarizes her/her dissertation research. Papers are limited to a maximum of 50 double-spaced pages (including title page, abstract, text, figures, tables, references, footnotes, appendices, etc.).
2. The name of the submitter, his/her institutional affiliation, current mailing address, and phone number should appear only on the title page.
3. A submitter must provide a letter from his/her dissertation chair specifying (a) that the paper submitted adequately represents the completed dissertation, and (b) the date the dissertation was accepted by the university.
4. A paper may be submitted only once.
5. Nominations should be sent by February 1, 2003 to:

Sandy J. Wayne  
Department of Management  
Terry College of Business  
University of Georgia  
Athens, GA, 30602-6256  
sjwayne@terry.uga.edu

### **The Best Student Convention Paper and Best Convention Paper Awards:**

The Best Student Convention Paper Award is given, not surprisingly, to the student who authors (i.e., is the first author on) the best paper accepted by the Program Committee for the annual conference. To be eligible for this award, an individual must still be a student (i.e., still located at the institution at which he or she did graduate work) at the time the paper is submitted to the award committee, and this status should be made clear in the submission (see Call for Papers for further details). The recipient of the award will receive a \$500

honorarium. Student papers are also eligible for the Best Convention Paper award.

The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference.

For both conference awards, the awards committee will evaluate several of the highest rated qualifying papers (i.e., papers that received the highest average ratings by conference reviewers) to determine the winners.

The convention awards are based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.

Any questions should be directed to:

Rudy J. Sanchez  
Department of Management  
California State University, Fresno  
5245 N. Backer Ave. M/S PB7  
Fresno, CA 93740  
rjsanchez@csufresno.edu

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### **HR DIVISION WORKSHOPS IN DENVER**

**Mary R. Watson**  
**New School University**

The HR Division ran seven exciting workshops in Denver. Kudos to Diana Dadrack (Old Dominion) for her terrific leadership as PDW chair and Melissa Cardon (Case Western) who worked tirelessly on advertising. Generous financial sponsorship came from Taylor and Francis Journals, Bond University, and the *Decision Sciences Journal of Innovative Education*.

**What's new? Call for proposals.** For the first time this year we issued a general call for proposals for innovative workshops. We received such great responses that we've decided to make this a permanent part of the process. Contact incoming workshops committee chair Chris Riordan (Georgia) at [criordan@terry.uga.edu](mailto:criordan@terry.uga.edu) with your ideas for something new for Seattle.

Denver workshop highlights:

- “HR Education: Dead or Just Sleeping?” This showcase pre-conference town hall meeting was organized and led by Vida Scarpello (Georgia State). Twenty-six leading HR Division members facilitated a meeting of more than 60 people on the future of education in our field. This stimulating introspection was followed by a reception.
- “Does Innovative Teaching Work? Publishing Results of Teaching Effectiveness” (co-sponsored by MED) organized by Amy Kenworthy-U’Ren (Bond) and me (New School). Tips from Roy Lewicki, editor of the *Academy of Management Learning and Education*, and Barbara Flynn, editor of the *Decision Sciences Journal of Innovative Education*, were followed by a “feet on” country-dance exercise led by Tim Peterson (Oklahoma State).
- “Facilitating Multinational HR Collaboration, Research, and Networking.” Organized by Randall Schuler (Rutgers), chair of the HR International Committee, and Rob Konapaske (UNC-Wilmington). Jim Siesel (Rutgers) revealed the challenges of coordinating part of the Cranfield-Rutgers Worldwide HRM project, and Mike Morley (University of Limerick) explained the upcoming 2003 Global IHRM conference.
- “Innovative Teaching Practices: An Experiential Approach to Teaching HRM Competencies” was organized by the HR Teaching Committee, chaired by Rebecca Thacker (Ohio). Facilitators Donna Blancero (Arizona State) and Blaine McCormick (Baylor) shared networking exercises and innovative methods for evaluating student performance.

Other half-day workshops: “Building Effective Research Networks” led by Christina Stamper (Western Michigan); “Surviving Workaholism: Yours, Mine, and Theirs” led by Gayle Porter (Rutgers); and “The Authors Speak: Influencing Management Education and Learning through Textbook Publishing and Writing” (co-sponsored by OB and MED).

I have loved being involved in the workshops for the past six years, and I look forward to helping Chris Riordan as she takes on the workshops chair role. Send in your proposals!

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## INFORMATION TECHNOLOGY COMMITTEE

**Howard Klein**  
**Ohio State University**

**James Dulebohn**  
**Michigan State University**

We would like to begin this column by thanking our predecessor Herman Aguinis (U. of CO at Denver) for his excellent job as the Information Technology (IT) Committee Chair during 2001-2002. The results of the outstanding work by Herman and his subcommittee members have provided the foundation for the IT committee to address two main goals for the 2002-2003 academic year. The goals are as follows:

1. Evaluate and improve HR Division members' satisfaction and use of (a) the Division web site, (b) the Division's e-Newsletter, and (c) HRDIV\_NET.
2. Propose and evaluate new ways in which IT can help achieve the goals of the HR Division and evaluate any IT policy issues that emerge during the year.

To accomplish these goals, we have created three subcommittees. The composition of each subcommittee is as follows:

IT Policy and General Use Subcommittee: James Dulebohn (Chair), Michigan State U., ([dulebohn@msu.edu](mailto:dulebohn@msu.edu)); Mike Bedell, Cal State Bakersfield ([mbedell@csuak.edu](mailto:mbedell@csuak.edu)); Albert Elam, International Business Academy, Denmark, ([ae@kkhs.dk](mailto:ae@kkhs.dk)); Janet Marler, U of Albany ([marler@albany.edu](mailto:marler@albany.edu)).

Web Site Enhancement Subcommittee: John Boudreau (Chair), Cornell U., ([jwb6@cornell.edu](mailto:jwb6@cornell.edu)); Kenneth Brown, U. of Iowa, ([kenneth-g-brown@uiowa.edu](mailto:kenneth-g-brown@uiowa.edu)); Timothy DeGroot, Oklahoma State U., ([degrotg@okstate.edu](mailto:degrotg@okstate.edu)); James Dulebohn, Michigan State U., ([dulebohn@msu.edu](mailto:dulebohn@msu.edu)); Howard Klein, Ohio State U., ([klein\\_12@cob.osu.edu](mailto:klein_12@cob.osu.edu)).

Newsletter/HRDIV\_NET Enhancement Subcommittee: Howard Klein (Chair), Ohio State U., ([klein\\_12@cob.osu.edu](mailto:klein_12@cob.osu.edu)); David Allen, U. of Memphis, ([dallen@memphis.edu](mailto:dallen@memphis.edu)); Bradley Alge, Purdue U., ([algeb@mgmt.purdue.edu](mailto:algeb@mgmt.purdue.edu)); David Kravitz, George

Mason U., ([dkravitz@som.gmu.edu](mailto:dkravitz@som.gmu.edu)); Mark Huselid, Rutgers U. ([huselid@rci.rutgers.edu](mailto:huselid@rci.rutgers.edu)).

If you have any questions or suggestions for the IT Committee, please feel free to contact either Howard Klein, Ohio State U. (614-292-0719) or James Dulebohn, Michigan State U. (517-432-3984), or the subcommittee chairs noted above.

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## HR DOCTORAL CONSORTIUM IN DENVER

**Robert L. Cardy**  
Arizona State University

**Janice S. Miller**  
University of Wisconsin at Milwaukee

The HR Division's doctoral consortium in Denver was a great success! Janice and I were pleased to have a great group of faculty presenters and an enthusiastic group of fifty doctoral students. The students heard from thirty-eight faculty presenters, highlighted by the keynote address of Wayne Cascio. The consortium included an editors roundtable, panels on research, teaching, and careers, and table topics on process issues in research. New for this consortium was a table topics session on new directions in HRM, addressing issues such as value-based and customer-based approaches and eHR. Participants were very positive about the consortium experience and enjoyed the variety of topics and this opportunity to meet each other and faculty.

I am indebted to my colleague, Janice Miller, for her unending help with all of the details involved in successfully carrying out the consortium. Janice and I would like to thank the faculty presenters:

Melissa W. Barringer (University of Massachusetts – Amherst), Talya N. Bauer (Portland State University), Donna M. Blancero (Arizona State University), Wayne Cascio (University of Colorado at Denver), Edward J. Conlon (University of Notre Dame), Angelo S. DeNisi (Texas A&M University), Jeffrey R. Edwards (University of North Carolina), Miriam Erez (Technion – Israel Institute of Technology), Sarah J. Freeman (University of Wisconsin – Milwaukee), Mary A. Gowan (University of Maryland), Roger W. Griffith (Georgia State University), Hal. G. Gueutal (The State University of New York at Albany), David A. Harrison

(The Pennsylvania State University), Michael A. Hitt (Arizona State University), John R. Hollenbeck (Michigan State University), Mark A. Huselid (Rutgers, The State of New Jersey), Timothy A. Judge (University of Florida), Michele Kacmar (Florida State University), Howard J. Klein (The Ohio State University), Ellen Ernst Kossek (Michigan State University), Carol T. Kulik (Arizona State University), Blaine McCormick (Baylor University), Mark A. Mone (University of Wisconsin – Milwaukee), Margaret A. Neale (Stanford University), Gregory B. Northcraft (University of Illinois), Greg R. Oldham (University of Illinois at Urbana-Champaign), Cheri Ostroff (Columbia University), Teresa J. Rothausen (University of St. Thomas), Craig J. Russell (University of Oklahoma), Sara L. Rynes (University of Iowa), Eduardo Salas (University of Central Florida), John E. Sawyer (University of Delaware), Lynn M. Shore (Georgia State University), Greg L. Stewart (Brigham Young University), Dianna L. Stone (University of Central Florida), Cynthia L. Sutton (Metropolitan State College of Denver), Rebecca A. Thacker (Ohio University), Charlie O. Trevor (University of Wisconsin – Madison), Marc J. Wallace (Center for Workforce Effectiveness), Larry J. Williams (Virginia Commonwealth University), Richard W. Woodman (Texas A&M University), Dr. Sheldon Zedeck (University of California – Berkeley)

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## 2003 HR DOCTORAL CONSORTIUM August 2 and 3, 2003 Seattle, Washington

**Adrienne Colella,**  
Texas A&M University

Attention Senior Doctoral Students!

We're in the process of putting together a great doctoral consortium for the 2003 Academy meetings. Plan on meeting great HR faculty and scholars, learning what editors really think, sharing ideas, hearing career advice that you may not get elsewhere, and getting a chance to network and socialize with your peers! Keep tuned to future Newsletters and the HR Division Website for more details and deadlines. The deadline for applications will be in May 2003. This year's coordinators, along with myself, are John Delery and Eduardo Salas. If you have any questions, you can contact me at (979) 845-2825 or [Acolella@cgsb.tamu.edu](mailto:Acolella@cgsb.tamu.edu).

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## 2003 JUNIOR FACULTY CONSORTIUM

**Pamela Perrewé**  
**Florida State University**

Plans are under way... The HR Division of the Academy of Management is already preparing for the 2003 Junior Faculty Consortium and we want you to join us in Seattle. Building on last year's excellent program, we are putting together a number of exciting sessions that we hope you find interesting and important for your career progress. Find out some key pointers for getting tenure from those who have traveled that road. Talk to the experts about research design and publication strategies. Spend some time in a roundtable with journal editors to answer your questions (and calm your fears!?). It should be a lot of fun, relaxed, and informative.

We'll meet on Saturday and Sunday . . . The Junior Faculty Consortium will be held during the pre-conference sessions, but you should still be able to enjoy other pre-conference sessions as well as the main conference. We'll kick things off on Saturday, August 2<sup>nd</sup> from 8:00am – 2:30pm (a continental breakfast and special lunch for all participants will be included). ***The theme for Saturday centers on the secrets to success—what you need to know.*** Topics include surviving and succeeding as an Assistant Professor, planning for tenure, and crafting an effective research strategy. Saturday's session after lunch will be a panel discussion with the editors of our top journals.

The Junior Faculty Consortium will wrap up on Sunday morning, August 3<sup>rd</sup> from 8:00am – 11:30am (a continental breakfast will be included). ***Sunday's theme will center upon the secrets to success—doing it right.*** Topics include a practical workshop on tips regarding how to best gain access into organizations and how to obtain research grants. The second session is a hands-on research methods workshop – “ask the experts”.

As you can see, this is an agenda designed for faculty at the starting gate of their careers. It has been one of the hallmarks of Academy meetings in the past, and we anticipate another excellent program this year. So plan on being a part of it with us. Bring a friend—or make one. There is no better way to develop networking opportunities than through the Junior Faculty Workshop.

For more information, please contact one of the committee members: Pamela Perrewé ([pperrew@cob.fsu.edu](mailto:pperrew@cob.fsu.edu)), Mark Roehling, ([roehling@msu.edu](mailto:roehling@msu.edu)), or Scott Snell ([scott.snell@cornell.edu](mailto:scott.snell@cornell.edu)).

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### AT WAR! HRM IN THE MILITARY

**Robert L. Cardy**  
**Arizona State University**

Welcome to another column. This column provides an opportunity to consider the contemporary environment and the effective management of people. An inescapable feature of our environment today is the terrorist attacks last year and the resulting war that the U.S. is now engaged in. As always, if you have comments or suggestions regarding these columns, please contact me ([Robert.Cardy@asu.edu](mailto:Robert.Cardy@asu.edu)).

Terrorist attacks, innocent victims, the collapse of icons of the free market - it's a surrealistic nightmare that has led us to war. Of course, this isn't the first time that our country has been engaged in a war in a remote land. However, the attack in our own country makes a critical difference. Having lived through the Vietnam War era, I would have categorized myself as being anti-war. However, my support of the military and our response after the attack on 9/11 couldn't be stronger. At this point, it certainly seems that we have been able to go into the desolate and forbidding environment of Afghanistan and quickly establish effective command and control. This is something that Russia couldn't accomplish in years in the region. Our military has been highly effective and at least part of the reason has to be in how soldiers are managed.

The purpose of this column is to consider how people are being managed in the military. My thrust here is on the broad picture, not in-depth and detailed consideration of management practices, some of which we may not be privy to due to national security

concerns. We will consider possible implications of practices in the military for the nonmilitary environment.

A key factor in the management of today's soldiers is training. But training doesn't seem to be a term that adequately captures the military approach to preparedness and skill development. Sure, there is classroom coverage of concepts, but it is the use of technology and the creation of virtual war fields that stands out as cutting edge training. Before a single real bullet is fired at a target, tank crews, for example, learn what it takes to be effective in a virtual terrain and against a virtual enemy. Crew members learn how to operate as a team in a realistic but safe environment. They learn how to communicate, how to operate the complex equipment, how to incorporate changing input and requirements, and adapt to quickly changing conditions. They learn what it takes to survive. Transfer of training? Hardly a problem because the display, the tank environment, and situations match what will be faced on the real battlefield. The military's emphasis is on delivering the best training to the troops.

While the high tech training stands out as an important part of how the military manages its people, there are other management characteristics that may be more fundamental even though they are not so apparent. A key reality faced by the military is that its members are volunteers. There is no longer a draft to compel people to join the military. People are part of the military because they choose to be, not because they have to be. The military is certainly aware of the voluntary nature of the force. The military emphasizes the possibility of a career, a long term relationship which could otherwise be a short-term exchange fueled by a sense of duty or a need for a break from the civilian situation. The military has effectively positioned itself as a viable career strategy and a path toward development and opportunity. Certainly a military career can be cut short with injury and death being a real possibility. However, soldiers are recognized and treated as volunteers, not as expendable commodities. The long-term emphasis and how people are treated makes possible a committed and effective military force.

In addition to a career focus, the military offers a clear set of values that help to attract and retain top talent. It is, for example, clear that the U.S. military stands for defense of freedom. Given recent events, our military highly values both strength and precision. Highly effective execution of operations with empowered and well-equipped team members is also part of the value structure of our military today. People considering the military know what the organization's values are, and these values may have attracted the candidates in the

first place. There is no doubt day-to-day drudgery and operational details that can take the edge off of anyone's commitment. However, it is knowledge of the overriding values that can maintain motivation and commitment through the mundane tedium that needs to be done.

Another aspect of military management is that it is focused on protection from possible threats. As the old saying goes, nothing brings people together like a common enemy. During time of war, a common enemy is clearly apparent. However, even during times of peace, the possibility of threat is real and that reality can be reinforced for any soldier by simply considering military history. The possibility of threat or a current enemy can energize and bring into focus commonality of purpose. A current enemy or the possibility of threat underscores for members of the military the importance and meaningfulness of what they are doing.

Another characteristic I've noticed about management of the U.S. military is that charlatans and fads simply don't seem to be allowed. The military brings in talent, if needed, but they go for the best. Faculty with Ph.D.s may be engaged to develop leadership training, but popular workshop presenters presenting pithy and feel-good observations aren't part of the mix. The military organization doesn't chase after fads and grasp at undocumented interventions because benchmarking indicates it is the bandwagon others are jumping on. They focus on solid concepts backed by theory and research.

My purpose here isn't just to laud the U.S. military. There are lessons that many civilian organizations can learn from management in the military. The U.S. military has been successfully adapting to changes in its members and in the environment. The organization has become more flexible and innovative than many civilian organizations. The following are some implications for practice and possible directions for research based on the cursory overview of management in the military.

\* Relevant training is critical, if the workforce is to perform effectively.

This is an obvious implication, but what makes for relevance? The military example demonstrates that virtual reality can offer relevance, even though it is an artificial environment. Given the appropriate technology, it is possible for team learning to be included in virtual training. Some organizations are using virtual technology, but there is plenty of room for expansion. The technology could be applied to, for example, customer service in which teams including

salespeople, engineers, and production people work together to satisfy various clients. Whether such training is virtual or takes some other mode isn't really the critical issue. What is important is that the training is relevant and that people who are expected to work together all be part of the team that undergoes training.

\* A long-term and career emphasis is an investment that will pay off in performance, commitment, and reduced turnover.

Many organizations take a short-term transactional view of employees. They indeed can be expendable commodities. However, that treatment will seldom, if ever, result in employees willing to face death as part of the job. However, treat people as an investment and, as the military shows, they can be willing to lay down their lives as part of their jobs. A career approach makes development of employees a priority. Investing in the potential of people, not just short-term profits, is a goal in a career-oriented organization. Paradoxically, a longer-term focus probably also brings with it higher short-term performance.

\* A clear statement and practice of values can yield improvements in employee attraction, retention, and performance.

What are the values that an organization is based on and meant to represent? All too often these values are tucked away and forgotten as part of the mission statement. However, these values can differentiate an organization in the competitive market for labor. The values convey to employees, potential employees, and customers just what the organization is about - what its intent and priorities are meant to be. Further, these values can be solid and unchanging anchors even when changing market forces lay waste to the best laid strategic plans. Organizations can use their actions and statements to make clear their values. Some organizations, such as SAS and Southwest, do this effectively but they are the exceptional cases, not the rule.

\* Employee understanding of the competitive market can lead to increased cohesiveness, motivation, and performance.

Most every organization finds itself operating in a highly competitive environment. An organization doesn't have to be part of the military to be faced with threats and competitive enemies. Sure, business can sometimes be a cooperative alliance, but it is frequently a competitive and zero sum game. Unfortunately, it seems that few organizations sit down with employees and explain to them the competitive market and threats

faced by the organization. An understanding of the competitive environment can engage employees as partners in the organization. Employees faced with a common enemy have the potential to be part of the solution of innovation, cost reduction, and revenue enhancement that it takes to win in the competitive battles, rather than victims of the next unforeseen layoff.

\* Solid and well-supported programs will lead to the best performance.

Too many organizations seem wrapped up in the flurry of activity associated with benchmarking and chasing after implementing the techniques and programs found in the benchmarking efforts. Solid theory and empirical evidence of validity isn't usually exciting and "sexy" stuff. However, it is the drab reality that basing implementation decisions on these characteristics will lead to the best performance. As HRM practitioners and researchers, we need to find ways to inoculate organizations against unsubstantiated claims for management fads. The currently popular techniques and promise of quick payoff seem to present an irresistible allure. Perhaps we need to include skepticism and validity in the training of managers?

In sum, while the military may differ from civilian organizations, there are lessons we can learn from the military about the effective management of people. Perhaps surprisingly, the key lessons, in my opinion, are not about control, chain of command and issuing orders. Management in today's military is much more enlightened than that. We may be able to learn something from our military when it comes to winning competitive battles, particularly if we view employees as people who volunteer their efforts to the organization.

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## **HRDIV\_NET Up and Running!**

**Mark Huselid**  
**Rutgers University**  
[huselid@rci.rutgers.edu](mailto:huselid@rci.rutgers.edu)

The HR Division's new members-only listserv, HRDIV\_NET, is up and running! HRDIV\_NET is dedicated to research, teaching, and the practice of human resource management. You can send and exchange questions, answers, pearls of wisdom, frustrations, and ideas with all HRDIV\_NET members who have access to BITNET, INTERNET, or another

compatible electronic mail system. Topics can include almost anything, including research ideas, statistical methods, research methodology, teaching methods, requests about member activity in particular areas, etc.

If you are interested in participating in HRDIV\_NET, please send an email to:

[hrdivmgr@rci.rutgers.edu](mailto:hrdivmgr@rci.rutgers.edu)

The body of the message should contain only the following one-line command:

ADD HRDIV\_NET email Firstname Lastname

(\*Insert your own email address, first name, and last name in the command, where shown)

Please join us - the success of HRDIV\_NET depends on you!

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## MEMBER RELATIONS COMMITTEE

**Dianna Stone**  
**University of Central Florida**

The Member Relations Committee is charged with fostering better relationships among members in the HR Division. As a result, we have identified four activities for the coming year. First, we have initiated a new newsletter column entitled “*The Whole HR Choclòn*” to highlight special events in members’ lives (please see the column elsewhere in this newsletter). Second, we would like to hold a special “Dutch-Treat Dinner” at the Academy meeting for new members and others who want to become better acquainted with their HR colleagues. We hope to hold the dinner on Saturday or Sunday evening, and will notify you of the time and place in the next newsletter. Third, the Member Relations Committee sponsors the ice cream social at the Academy of Management meeting and offers mementos to members at that event. As most of you know, the ice cream social is typically a highlight of the meeting, and we want members and prospective members to enjoy this opportunity to socialize. Finally, the Member Relations Committee is working with the Division’s Program Chair, Diana Deadrick, to offer more opportunities for members to participate in the Academy’s program. Please e-mail me with ideas or suggestions of how we can be more inclusive and still stay within the Academy guidelines. We do want to encourage all members to develop innovative or jointly

sponsored symposia and submit papers for next year’s conference. The committee also plans to work with Diana on developing the second Town Hall Meeting for the HR Division on “New Directions in HR”.

We are happy to have the following people serve on the Member Relations Committee this year (Jack Feldman, Linda Hoopes, Scott Casino, Linda Isenhour, Diane Sullivan, Ron Johnson, and Richard Johnson). We could always use additional help on this committee so please contact Dianna Stone at [Dianna.Stone@bus.ucf.edu](mailto:Dianna.Stone@bus.ucf.edu) if you would like to serve with us.

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## INTERNATIONAL HUMAN RESOURCE MANAGEMENT COMMITTEE

**Robert Konopaske**  
**University of North Carolina (Wilmington)**

**Randall Schuler**  
**Rutgers University**

**Mary Watson**  
**New School University**

The International HRM Committee is pleased to report that its PDW session in Denver, “Facilitating Multinational HR Collaboration, Research and Networking,” was a resounding success! Presenting to a packed room, leading IHRM researchers from Europe and the U.S. shared several cutting edge ideas about their current large scale international and cross-cultural research projects, data analysis techniques, future conference activities, and international collaboration tips.

Presenters included Wolfgang Mayrhofer, Michael Morley, Jim Sesil, and Paul Sparrow. Michael Morley informed us of his conference in Limerick, Ireland, June 4-6, 2003. This is the 7th Conference on IHRM ([www.ihrm2003.com](http://www.ihrm2003.com)). In addition, Debbie Cohen provided an excellent overview of SHRM and its potential role in funding large research projects. Audience members seemed genuinely interested and asked insightful questions. After the presentations were complete, we shifted into a more informal, breakout session format. Presenters were asked to mingle and make themselves available to the audience members. The session was facilitated by Robert Konopaske and was organized by Mary Watson of the PDW committee.

For the second consecutive year, publishers Taylor & Francis and Routledge sponsored the refreshments. The committee thanks Sherry Dixon and Catriona King for their continued generous support of our IHRM activities and events. Graciously, these individuals (and their organizations) have agreed to sponsor next year's event also!

Before the session ended (and afterwards in the form of email follow-up), audience members were asked to provide feedback regarding next year's IHRMC's PDW event. Here are some of the ideas that are shaping our thinking at this point. However, your suggestions are very much welcome.

- 1) Invite IHRM academic researchers with an interest/experience in Asian countries. This was driven by the need to broaden the scope of the PDW and to take advantage of the location of next year's conference, Seattle.
- 2) Invite editors of journals that publish IHRM type articles. The idea behind this suggestion is to provide researchers with the necessary insight and knowledge to be able to develop and publish outstanding IHRM research.
- 3) Invite a Seattle-based IHRM executive to provide insight into the practitioner side of IHRM issues. It is hoped that this individual will provide insight and perspective into what IHRM issues companies feel are important and which are likely to attract funding for research.

The continued success and growth of the International HRM Committee is tied directly to the caliber of volunteer leaders it attracts. Our special thanks go out to the following individuals: Steve Werner – University of Houston (Webmaster - IHRMC website) and Herman Aguinis - U. of Colorado at Denver (Listserve coordinator - IHRMC).

The website of the IHRMC is now in its third year (<http://www.cba.uh.edu/ihrmc/>) and is graciously maintained by Steve Werner. For faculty resources, IHRM sample syllabi and working papers, please visit the website.

We're looking forward to another successful IHRM PDW in Seattle! See you there!

Randall Schuler                    [Schuler@rci.rutgers.edu](mailto:Schuler@rci.rutgers.edu)  
 Mary Watson                      [WatsonM@newschool.edu](mailto:WatsonM@newschool.edu)  
 Robert Konopaske                [KonopaskeR@uncw.edu](mailto:KonopaskeR@uncw.edu)

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## DIVISION WEBSITE

**Timothy DeGroot**  
**Oklahoma State University**

Whoa is me! I'm feeling inadequate these days and I need your help to change that feeling. I was asked to compile usage numbers for the various pages on our web site.

When examining the hits to each page, I realized that they are low -- really low. Was it something I'd done? Not done? What can I do to encourage higher website usage? Please help me build a site that will help all HR Division members by telling me what you think about the website. Any and all suggestions are always welcome. I want to make the site easy to use and a better way to gain information about the HR Division than old-fashioned paper methods.

Some people have told me they don't know if their question about the website would be considered a good one. They worry "...it will only show my ignorance about technical issues." Balderdash! If there is only one person in the division who won't think negative things about someone who is trying to help, it's me. (There are many others by the way, but I'm making a point here). I expect a mountain of suggestions to begin coming to [webmaster@hrdiv.org](mailto:webmaster@hrdiv.org) the day after this newsletter hits the digital newsstand. My self-esteem is in your hands!

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## *THE WHOLE HR CHOCLÓN*

**Dianna Stone**  
**Member Relations Committee**

This column is designed to highlight special events in members' lives including moves, births, marriages, awards, etc. We hope it will foster relationships among members, and keep everyone informed about their friends and colleagues between conferences.

We have titled the new column "The Whole HR Choclón". Choclón is a Chilean word meaning a

friendly crowd, and we hope our members truly view the HR Division as a friendly and meaningful part of their professional careers.

Our members lead busy lives and have been involved in a host of activities this past year. *Dave Ulrich*, U of Michigan, has taken a three-year sabbatical to do missionary work with his wife, *Wendy*, in Quebec and Ottawa. *Rick Hackett*, McMaster U, has extended his visiting appointment at Hong Kong U of Science and Technology and is pursuing collaborative research with *Larry Farh*. *Robyn Berkley* is now with Rensselaer Polytechnic Institute in Troy, NT, and recently had a baby boy named Samuel. *Sandy Wayne and Bob Liden*, U of Illinois at Chicago, have moved to the U of Georgia, and we hope they will enjoy their new home in Athens. *Stan Gully and Jean Phillips*, Rutgers U, had a baby boy, Tyler, on August 17. *Lynn Shore*, Georgia State U, has accepted a visiting position at the U of California at Irvine this year, and *Ted Shore*, Kennesaw State, is now at the California State-Long Beach. *Eduardo Salas*, U of Central Florida, testified before Congress this past year on how behavioral science knowledge can be used to counteract terrorism. *Diana Deadrick and Scott Casino*, Old Dominion U, were married on November 23, 2001. *John and Patty Hollenbeck's* (Michigan State U) daughter, Jennifer, went off to college at Indiana U this year, but you shouldn't worry about them having empty nest syndrome. They have three other teenagers still at home. *Don Gardner*, U of Colorado-Colorado Springs, has returned from the land down under (Australia), and we are happy to have him back in the U.S.A. *Mary Gowan*, U of Central Florida, has accepted a visiting position at George Washington U this year, and has recently been working with varying foundations in D. C. on pension and labor issues. She is replacing *Debra Cohen* who has moved to the Society for Human Resource Management (SHRM) as Director of Research. *Rodger Griffeth* has accepted a Chaired Position at the University of New Orleans, and *Russell Cropanzano*, Colorado State U, has moved to the U of Arizona.

Apart from the events noted above, two of our HR members, *Herman Aguinis*, U of Colorado-Denver, and *Eugene Stone-Romero*, U of Central Florida, won the five-year best paper award in the Research Methods (RM) Division this past summer. Herman has also been elected Chair of the RM Division and is now serving as Chair-Elect. He would like to increase collaboration between the HR and RM Divisions so if you have ideas or suggestions for collaboration between the divisions, please e-mail Herman at [Herman.Aguinis@cudenver.edu](mailto:Herman.Aguinis@cudenver.edu).

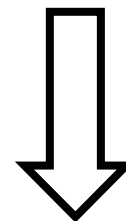
The HR Division held its first HR Town Hall Meeting at the Academy of Management this year. It was Chaired by *Vida Scarpello*, Georgia State U, and was titled "*HR Education: Is it dead or just sleeping*". The event was attended by over 70 members and was followed by a dinner in honor of *Vida's* retirement. Over 40 of *Vida's* friends, colleagues and former students attended the dinner (see some pictures at the end of this newsletter) and *Foard Jones*, U of Central Florida, *Herb Heneman*, U of Wisconsin-Madison, *Tom Mahoney*, Vanderbilt U, and *Lynn Shore*, Georgia State U, made very moving tributes to *Vida*.

Finally, we want to note that several of our HR members have been recovering from illnesses this past summer, *Bob Gatewood*, U of Georgia, *Fraya Wayner-Marsh*, Eastern Michigan U, and *Luis Gomez-Mejia*, Arizona State U. We are happy to report they all doing well.

We want to help members keep up with the whole HR Choclon so if you have items for this column, please e-mail them to Dianna Stone at [Dianna.Stone@bus.ucf.edu](mailto:Dianna.Stone@bus.ucf.edu).

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### **Pictures of HR Division Members From the Reception Following the HR Town Hall Meeting In Denver**





**REP-RAP: ACADEMY OF  
MANAGEMENT HR DIVISION  
COUNCIL REP REPORT**

**Rich Klimoski  
George Mason University**

As many of you know, a few years back the Board of Governors of the Academy of Management, under the leadership of Mike Hitt, created a new entity called the “AOM Council”. As I understand the history, it was a kind of experiment in governance. While the Board traditionally had been the group charged with the responsibility for representing the interests of all Academy members, there was the feeling that another “platform” for discourse or deliberation would be useful to insure the needs and voices of an increasingly diverse membership were being attended to. All interest groups and Divisions were asked to send a representative to the initial meeting of the Council 4 years ago. Most did so. Susan Taylor served the HR Division for a couple of years. Recently, I have been the Rep to Council.

An important stated goal for the Council was to serve as an additional source of policy guidance. However at the Denver meeting of Council, it seemed clear to many, including yours truly, that much about Council was in flux. This stemmed in part from the fact that many of the Reps there had been given the assignment by their constituencies with little guidance. Many were also “first timers” and had a lot of catching up to do. But a fundamental source of turbulence stemmed from the fact that the Council concept as a forum for policy discussion and guidance appears to have been subordinated to the tackling of more operational matters. In fact, based on the brief reports of the work-in-progress being done by sub-groups of Council Reps, the activities undertaken seemed to be more like staff support work than policy engagement. For instance, one topic under investigation was the assembling of Division “best practices”. Another topic was how to make new members of the Academy feel more welcomed while attending their first Conference.

One important exception is the invitation at the meeting by the Academy leadership to conduct a discussion on the issue of Division proliferation. More specifically, the Reps were asked to contribute ideas to the Academy Board revolving around the policy question of the most appropriate Academy structure. This issue is indeed a contentious one. As we were informed, a recent survey of the membership revealed that 40% of the Academy feels that we had too many Divisions and 40% report

that we had not enough. Some supported a “sunset” process for Divisions deemed not viable, while others did not. What to do.

As HR Division Rep, I was asked to solicit the opinions of our own leadership team on these issues and to share the results with the Council task force chair coordinating the effort. Based on the responses from most HR Division Executive Committee members, it seems clear to me that we are clearly on the “reduce the numbers” side of the argument. The proliferation of Divisions was thought to be a problem because it tended to contribute to the blurring of the boundaries of Division domains and to the erosion of the membership base of existing Divisions. It also creates conference logistical problems. But also problematic to many is that a great(er) number of Academy Divisions has the potential of fractionalizing the Academy intellectually and spiritually and thus further detracting from the sense of professional identity and personal community that many members seek.

While there seems to be some consensus about the problems associated with proliferation, there was less on just what to do about it. But there were no shortage of ideas. Thus the ideas offered that I put forward to the Council task force included such things as: establishing a sunset provision based around certain indices of Division vitality; increasing the standards for becoming a Division, requiring that any proposals for a new Division must provide evidence of the meaningfulness of the proposed domain for the field of Management Education, creating incentives for Divisions to have tracks for legitimate sub-specialties or even evolving the Academy into a matrix structure where functional Divisions might be crossed with interest groups to create the locus for the right kinds of experiences that members might want from their organization.

At this point in time, it’s hard to tell just how the ideas generated by this exercise by Council will play out. At a minimum, the Academy Board will certainly have a greater cross section of thoughtful input on this most vex some issue. But in any event, speaking as your Council Rep, chewing on this critical policy topic seems a lot more satisfying than taking part in discussions on more operational issues.

In closing, let me invite you to add your ideas to the inventory of ideas that I am accumulating relative to the issue of Division proliferation. Also, if you have other thoughts on policy issues that you feel need a more thorough airing, and you feel that the Council seems to be the place to do it, also let me know. If this is to be an experiment in more effective governance, we might as well give it a good test.