



TO: Sean M. Handley, University of South Carolina, Chair, OSCM Division

FROM: Ingrid Fulmer, Rutgers University  
Chair, Division and Interest Group Relations (DIGR) Committee  
BOG Representative at Large

CC: DIGR Committee Members:  
Amy Hillman, Arizona State University (BOG President-Elect)  
Sabine Hoidn, University of St. Gallen (Past Division Chair, Management, Education  
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Keld Laursen, Copenhagen Business School (BOG Representative at Large)  
Isabel Metz, Melbourne Business School, University of Melbourne (BOG Representative  
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Amy E. Smith, University of Massachusetts, Boston (Past Division Chair, Public &  
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DATE: 1 June 2022

RE: Feedback on Operations and Supply Chain Management (OSCM) Division's 5 Year Report

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Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Operations and Supply Chain Management (OSCM) Division has been renewed for another five years. The committee found your report to be thorough and well-developed; the committee also appreciated the division's specific goals and initiatives. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the division's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the division's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or email.

In addition, if you are interested, we would welcome the opportunity to meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

AOM's HQ team would be available to coordinate the logistics of setting up such a meeting (Michael McShane is cc'd on this email).

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services the OSCM Division provides for the Academy of Management and its members. We look forward to the division's continued development.

## **2022 Review of Operations and Supply Chain Management (OSCM) Division**

### **STRENGTHS**

**The overall sentiment of the Division and Interest Group Relations (DIGR) Committee is that the OSCM Division is a healthy division. Their report was well organized and written effectively and to the point. They were clear in reporting progress toward 2017 goals. Other specific strengths include:**

#### **Strength #1 Membership**

- Able to attract new members (although retention problematic).
- Their strategic activities to focus on doctoral and early career members and on diversifying their membership (particularly women) seems sound.
- Good awareness of how OSCM fits into the larger suite of conferences that members may also attend and efforts to identify how OSCM can be attractive to members in this context.
- Continued efforts to improve membership services (e.g., brochures, member committee, scholarships, Virtual New Member Cafe, podcast).

#### **Strength #2 Financial**

- Strong financial position and successful fundraising efforts.

#### **Strength #3 Scholarly Relevance**

- OSCM strategically leverages two journals to enhance scholarly relevance and recognition within the Division.
- JOM and JSCM relationships have created a unique identity.

### **CHALLENGES**

**A few challenges and concerns were noted by the DIGR Committee, most of which were also identified in the Division report. They are:**

#### **Challenge #1 Membership and Participation**

- Reduction in membership numbers, and corresponding reduction in submissions of papers and symposia. Membership numbers did not rebound much in 2021. Submissions as % of membership is about half that of AOM overall and has been so consistently over 5 years. Decline in scholarly submissions and registrations most noticeable among non-US members, possibly due to virtual meetings during global pandemic.
- Election participation has been uneven, declining in 2020 and 2021, suggesting less engagement with division.



- Low member engagement with OSCM reflected in lower number of reviewers than AOM.

#### **Challenge #2 Competition from other societies**

- Competition from other societies forces them to have to consciously consider how to attract members and conference participation at AOM.

#### **OBSERVATIONS**

***Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:***

##### **Observation #1 Membership**

- Attraction and retention of non-US members via new Ambassador program and regional virtual events.

##### **Observation #2 Strategic Planning**

- 3-Year Strategic Plan with specific goals, alongside timeline, assessment criteria and responsible lead. Strategic plan is well thought out with open volunteer calls, regional virtual events and filling vacancies

#### **RECOMMENDATIONS**

**The DIGR Committee supports the strategic goals suggested by the Division leadership in their report. In an effort to help the OSCM Division, we also offer these additional thoughts and recommendations for consideration:**

##### **Recommendation #1 Membership, engagement, and member participation**

- Consider ways to increase membership engagement in the division (e.g., reviewing, submitting papers, participating in elections, etc.), in addition to increasing membership numbers. For example, utilize volunteers more to get more people involved in division, encourage engagement as part of their communications strategy, etc.
- Work on engagement of non-U.S. members through scholarships, tailored services, nominations, registrations, reviewer participation, ambassadors. Target international members for participation in volunteer opportunities, panels, PDWs, etc.
- Increase networking and mentoring opportunities, especially for international PhD students and junior faculty and new members. Progress has been made during the last five year; however, more work can be done in this area.
- Connect with ENT which had strong international membership growth.
- Connect with HR, OB, and/or MC Divisions regarding their international and national ambassadors programs as a cross-DIG learning opportunity to be informed from colleagues' best practices.
- Put emphasis into shaping an inclusive, diverse and friendly community with (social and year-round) events which bring together members from around the globe to grow your membership and facilitate social relatedness and identification of (new and diverse) members with your growing Division.



- To fast-track diversifying the OSCM membership and meeting their diverse needs, we recommend OSCM develops ties with the GDO Division and connect with [Diversity & Inclusion Activity Committee community](#) at AOM () with the view of drawing on their practices, services and knowledge. This recommendation will simultaneously contribute to the improvement of OSCM's Health & Governance Checklist item #19.
- Seek representation of women and members from traditionally under-represented groups on Executive and other committees to help raise the visibility of diverse segments of the membership. This recommendation will simultaneously contribute to the improvement of OSCM's Health & Governance Checklist item #12.

### **Recommendation #2 Goal setting**

- All goals will benefit from being measurable (e.g., 'Increase diversity of membership...' could include a percentage as a measure of the increase sought by OSCM). Measurable goals help the division track progress.

### **Recommendation #3 Operations/Leadership transitions**

- Consider appointing a division historian who can facilitate organizing and maintaining the documentation that the division is currently preparing (e.g. roles and responsibilities documents).
- Develop tools to smoothen leadership transition (e.g., a transition form to be filled out by outgoing officers to be handed over to new officers, archive for documentation). A transition form could include information about: role description, goals/tasks, current activities, challenges etc.
  - Connect with ONE, which has successional used a team transition form.

