

QUARTERLY NEWSLETTER JUNE 2018

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From Your Newsletter Editor

elcome to the June 2018 issue of the CMS newsletter. In this issue, we focus on all things Chicago! Steve and Ash (Main Scholarly Program Co-chairs) provides an overview of the Division's main program at the upcoming AOM meeting. Patrizia Z and Marcos (CMS Division PDW Co-chairs) provide information on applying for the Division's doctoral student and early career scholar consortium. They also offer a sneak peak of what is offered at the professional development workshops. Mark (Division Chair Elect) introduces us to this year's keynote speaker, Nancy Harding, and provides information on the session itself.

Following our five-year review of the CMS Division, Paul and Banu (Division Cochairs) share with you the good news that our Division's mandate has been renewed for another five years. We would also like to congratulate all of our recently appointed CMS Division Executive Committee members! Nimruji (Past Division Chair) introduces the CMS community to our newly elected "officials" and their respective roles. Congratulations to you all! We also bid farewell to Patrizia Hoyer, who was your Communications Rep-at-large for the past 3 years. Patrizia looks back at her time on the Executive Committee and presents a candid look at the challenges and rewards of the role.

As this is my last issue as Newsletter Editor, I would also like to reflect on the past 3 years. I have been proud to be part of this vibrant community and consider myself fortunate to have worked with and learnt from members within the Executive Committee, past and present. When I took on this role, I was still completing my PhD and just starting my first academic fulltime position. I attribute a lot of my learning during this challenging and precarious period to the mentorship and guidance of these individuals who I now consider dear friends. During my time on the Executive Committee, I have learnt that academic service can be an undervalued, time-consuming, thankless job, but it is also highly rewarding. I hope to continue to "give back" to the academic community and provide support and guidance, especially to our doctoral students and early career researchers, as I know how important this is when navigating the challenging, messy and sometimes ugly landscape of academe.

This takes me to my final point: my most important takeaway from this 3-year experience has been the significance of collaboration and care within the community. Despite the importance our Division affords to issues of power and challenging oppression in our scholarly work, these issues sometimes get forgotten in our day-to-day encounters with one another. These micro-aggressions – some overt in the form of name calling and shaming, some more insidious, tucked away in the underbelly of our community – oftentimes result not only in its victims feeling marginalized, alienated or excluded but also weakens the solidarity of our Division. It is through these experiences that I have learnt of the extreme importance of fostering an ethic of care within our community – one which is based on trusting and respectful collegiate relations and a genuine concern for others' well-being.

When I took on the role of CMS Division Newsletter Editor, I knew that the newsletter was a space for us to not only share community news but also to engage in lively debates and discussions surrounding how we may engage with the world. As I pass the baton onto our next Newsletter Editor, Eda Ulus, please let's continue to use this as a platform that encourages rather than closes off dialogue – an inclusive and safe space where disagreements may be expressed, but where mutual respect is at the forefront of everything we do.

Highlights from the Division's Main Program in Chicago

Stephen Cummings, Main Scholarly Program Co-Chair, Victoria University of Wellington, NZ **Ajnesh Prasad**, Main Scholarly Program Co-Chair, Technologico de Monterrey, Mexico

IMPROVING LIVES CHICAGO 20 18

t's not long now until we gather together again at AOM in the Windy City, with all of our scheduled paper sessions, symposia, the business meeting, and our social gatherings, taking place in the Hyatt Regency.

Last year's (2017) submissions to CMS took a significant dip. Political changes in the US and uncertainty around proposed travel restrictions had a disproportionate impact on the thinking of our highly international membership. Tighter research funding in many parts of the world, and Atlanta not being the easiest hub to fly into from outside of North America, did not help matters either. So we are pleased to report that numbers bounced back strongly this year, with nearly 130 paper submissions, which is slightly above what we were receiving pre-2017.

Our Division's main program encompasses 17 paper sessions (including the discussion paper sessions and the Dark Side Case Competition, thank you to Fernanda Sauer-



bronn for coordinating this), along with the keynote speaker session. Please consult the online programme (https://my.aom.org/ program2018), for the full array and start planning your itinerary!

There are many opportunities here to engage with this year's resonant conference theme of'Improving Lives', and interdisciplinary scholarship is to the fore in a wide-range of symposia co-sponsored with many other divisions. We especially encourage you to attend the'Reflections on the Past, Present and Future of CMS' session on Monday, Aug 13, 11:30AM - 1:00PM at Hyatt Regency Chicago in Columbus IJ. This is a special symposium with a panel comprising many luminaries and friends of the Division reflecting on our 20th anniversary and discussing directions for the future.

In addition to the scholarship, there are two other gatherings that we encourage you to attend. One is the Division's Business Meeting, which will take place on Sunday August 12 at 3pm at the Hyatt Regency Chicago, Michigan 2. This is open to all members and prospective members and we encourage all to come and participate. The Business Meeting is also where we celebrate the recipients of the Division's various awards. The second is CMS's main social gathering on Monday August 13 at 6:30pm in Hyatt Regency Chicago, Regency C. This social provides an opportunity to catch up with old friends, make new ones, reflect on the conference and make plans for future collaborations in a relaxed atmosphere. This is a great chance to prove our claim to be the most diverse and friendly AOM division, so please bring and host others from across the Academy.

Finally, a big thanks to everyone who who submitted a paper, case or symposium this year. We know that writing those submissions and getting to Chicago is not easy for most of you, so we are extremely grateful for your efforts to develop and promote critical research at AOM.

THANKING REVIEWERS

We would like to extend a special thank you to everyone who volunteered to review for the main program. Given the 50% increase in submissions, we had to work you harder than you might have expected, and while some of you may have grumbled, you didn't do so too loudly! The program's strength is due to your hard work. We hope that the upswing in submissions will be consolidated next year, so please volunteer again and encourage others to do so for 2019.

CMS Division Keynote Speaker

Mark Learmonth, Division Chair Elect, Durham University, UK



am pleased to be able to announce that Professor Nancy Harding from the University of Bath, UK, will be the Division's Keynote speaker in Chicago. Professor Harding is well known within the CMS community – and more widely in business studies – particularly for interpreting the work of Judith Butler for the interests of an organization studies audience. However, Nancy is planning to sound a somewhat more personal note in her keynote address. The provisional title, "*My family and I: or how I became an academic, lost my working-class roots, and became progressively more ignorant*" suggests that she will be – as ever – suitably provocative, challenging and entertaining. The event is to be held on Monday, August 13th between 4:45pm and 6:15pm in the Hyatt Regency Chicago: Regency D – immediately prior to the CMS program social event. I look forward to seeing you there.

Calling all Doctoral Students and Early Career Scholars!

Patrizia Zanoni, Program Co-Chair Elect (PDW Chair), Hasselt University, Belgium Marcos Barros, Program Co-Chair Elect (PDW Chair), Grenoble École de Management, France

he PDW Co-Chairs invite doctoral students and junior faculty to submit applications to attend the Division's Doctoral Student and Early Career Scholars Consortium. The consortium will take place during the Academy of Management Annual Meeting in Chicago.

The consortium will offer an incredible opportunity to engage in professional development through supportive and engaged interactions with senior academics and peers alike.

The deadline to submit an application is 15 July 2018, however, late applications will be considered.

To apply to participate in the consortium, please see: <u>http://cms.</u> aom.org/wp-content/uploads/

CMS-doctoral-consortium-2018.

pdf. Please send applications to Marcos Barros and Patrizia Zanoni at:

zanonibarroscms@gmail.com.



Looking back and looking forward:

AOM renews our Division's mandate

Banu Özkazanç-Pan, Division Co-Chair, University of Massachusetts at Boston, USA Paul Donnelly, Division Co-Chair, Dublin Institute of Technology, Ireland

ot off the press...we are delighted to share with you the news that AOM has responded very positively to our Division's five-year review and renewed our mandate for the next five years.

As you will recall, we submitted our fiveyear review report to AOM back in February (see <u>"Looking back and looking for-</u> ward: Insights from the Division's 5-year review" for an overview and here for the full report itself). This process involved engagement with our members via survey, the results of which served as very important input into our review. The response to the survey, as with other activities, demonstrates just how engaged our members are in our community and illustrates how inclusive we wish to be in our deliberations.

Our detailed and thorough review report was thoughtfully considered by the Academy's Division and Interest Group Relations (DIGR) Committee, which is chaired by Professor Alison Konrad. The **DIGR Committee's feedback** details what they see as our strengths and the challenges and/ or concerns we face going forward, all of which informs the recommendations they suggest.

One of the most welcome aspects of the feedback, which reflects very positively

and encouragingly on the Division, is that the Academy sees us as having a very important voice and playing a very important role that is not duplicated by any other division. Indeed, as "a small and very passionate Division", which is "doing an excellent job in meeting its members' needs", we are also doing an excellent job in "promoting [our] role in debate/discussion of management".

Specifically, we are noted as being a "key voice in motivating the AOM's response to the US Presidential Executive Order". Through our leadership, the DIGR feedback goes on to note that we "provided essential advice and help in developing the AOM policy changes needed to enable AOM leadership to take a stand when public policy actions threaten the existence, purpose, or functioning of the AOM as an organization, as well as a process through which AOM members can call on the AOM leadership to make a statement". We all know what a difficult time that was and it is encouraging that our collective and constructive engagement not only led to change, but was also appreciated by the Academy.

Also very encouraging is that the DIGR feedback recommends we "continue to

serve as an important voice within AOM regarding national policies that limit engagement of our global membership and helping AOM to develop a global outlook".

In terms of further strengths as a Division, the DIGR response highlights our engaged and highly international membership, our strong capacity to attract new members, and the high levels of member satisfaction (e.g., our sense of community, our welcoming nature, our efforts to reach out to our international members). Indeed, the feedback recognises our strong international orientation as something that adds value to AOM as a whole.

The DIGR feedback recognises our willingness to be honestly self-critical as a Division. In this regard, the response notes many of the challenges and/or concerns we ourselves raised, such as, understanding the decline in US-based and in student members, how best to meet the needs of members unable to attend / building a sense of community outside the annual meeting, building engagement with other divisions, expanding opportunities for volunteering, and setting our finances on a more solid and sustainable footing.

The concerns noted are mitigated with reference to our review report and the

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demonstrated consideration given to the many ways we can ensure our Division remains vibrant and healthy into the future. There is appreciation that we are clearly keeping an eye on how well we are doing in terms of the goals and initiatives we set out in our 2013 five-year review and that we are using this as a basis for developing our aspirations for the coming five years. And there is recognition of how we wish to bring our aspirations to fruition through building on opportunities and addressing challenges into the future.

In terms of suggested recommendations, the DIGR feedback is very much encouraging us to turn the aspirations we have set out for ourselves into reality, not only to benefit our community but also to benefit AOM as a whole. Further, as we noted back in October 2017 (see <u>CMS for Our</u> **Times**), and as echoed by both Anita Mc-Gahan (AOM Past President) and the DIGR Committee, as a Division, we are now, more than ever, singularly poised to speak to the political, social and cultural issues facing our times, and their impact for organizations and society.

As we have said before, we are indebted to current and past officers of the Division Executive Committee for their time, energy and commitment in serving our members, and for the work they have done in building the Division to where we are today and where we can aspire to go into the future. We are appreciative of the thoughtful and encouraging feedback from the DIGR Committee. We are grateful to the staff at AOM HQ, particularly Kerry Ignatz, for all their support throughout the review process. And last, but by no means least, a huge thanks to you, our active and engaged members — without you we would not have a vibrant and healthy community. We very much look forward to discussing the Division review —both the report and the DIGR Committee's response to same with members when we gather in August for the Academy's annual meeting in Chicago. In the interim, we are happy to receive your thoughts on the review and feedback, particularly as concerns our aspirations, and how to realize them, over the coming five years.

ALL INVITED TO OUR PDW PROGRAM

We will have a number of interesting and exciting PDWs at Chicago this year. Some of the highlights include a number of PDWs focused on the 2018 theme "Improving Lives", including "Indigenous Peoples and the Economy: A Force for Decolonization or Recolonization?" (Friday10:00 HRC: Burnham) and "How To Act Up - Practically and Critically" (Friday 10:00 HRC: Marquis Columbus EF). All the PDWs bring critical scholars together with colleagues from a variety of other divisions, including OMT and MH. We also continue to support junior scholars and PhD students through our annual

Paper Development Workshops



Doctoral Student and Early Career Scholar Consortium (Friday 8.00, HRC: Horner). Take a look at other exciting PDW at the **AOM online program**.

Patrizia Zanoni, Program Co-Chair Elect (PDW Chair), Hasselt University, Belgium Marcos Barros, Program Co-Chair Elect (PDW Chair), Grenoble École de Management, France



Welcome to our new executive committee members

Nimruji Jammulamadaka, Past Division Chair, Indian Institute of Management Calcutta, India

he elections to the Division's executive were closed on 18th May 2018. We had 27.34% voting. Many thanks to all the members for taking the time out to vote. This year, the Division needed to fill four important roles on the Executive Committee. The first is the role of the Division Chair Elect track. This is a five-year track with the elected representative moving through the roles of PDW Chair, Program Chair, Division Chair Elect, Division Chair and Past Division Chair over the five-year period.

In addition, three Representative-at-Large roles, each with a three-year term, also needed to be filled. One of the Representative-at-Large roles involves working with membership and ensuring the Division serves their needs, especially the diverse members from different geographies and their specific needs, in addition to anchoring the Dark Side Case Competition. The other two roles involve communication, with one role focusing on social media and the other on the newsletter. In addition, the Representatives-at-Large, as members of the Executive Committee of the Division, also provide their advice on other governance matters of the Division. At the end of the nomination period, 3 nominations for chair track and 7 for repat-large roles were received. Since it is possible for other members to nominate without the knowledge of the persons whose names have been proposed, the nominees were contacted to secure their express consent and also appraise them about the Division and the roles. After due process, the chair track had two contestants, one rep-at-large was elected unopposed, and the other rep-at-large positions had three contestants for two positions.

The following members have been finally elected:

Rep-at-Large (Communications)



Marie Hasbi, final-year PhD researcher at University Panthéon Assas, Paris.



Eda Ulus, Lecturer in Work and Organization in the Management and Organization Division, School of Business, University of Leicester



Co-chairing by Fernanda Sauerbronn and Amon Barros. Fernanda Sauerbronn, Associate Professor at Federal University of Rio de Janeiro, Brazil. Amon Barros, Assistant Professor, FGV-EAESP

Rep-at-Large (Membership)



Virpi Malin, Lecturer, Jyväskylä University School of Business and Economics, Finland.



Division Chair Track

Looking back: Three years as representative-at-large

Patrizia Hoyer, Representative-at-Large (Communication - Social Media), 2015-2018 University of St. Gallen, Switzerland

Since I am approaching the end of my three-year engagement as Representative-at-Large for the CMS Division, it is my pleasure to step back for a moment and to reflect upon this precious time. While I had a bumpy start into the position, I slowly got the hang of it and after all it turned out to be an exceptional learning experience for me. So let me take you along this journey...

It all started in early 2015, when Raza Mir (Division Chair at that time) broke the news to me that I had been nominated for a Rep-at-Large role in the CMS Division. Really? Could that be right? Back then, I had just completed my PhD and only attended the Academy twice, so I did not really see how I could possibly make a contribution. But I agreed to stand for the election, not expecting that a few months later Gavin Jack (Past Division Chair at that time) would welcome me into the CMS Exec Team.

Prior to attending my first Annual Meeting, I had heard many things about the huge apparatus of the AOM: the masses of people, the overwhelming program, and the potentially alienating anonymity with which people went in and out of numerous sessions and countless receptions.

Yet, to my big surprise, my own experience of the Academy was quite different from the very beginning. From day one, I immediately felt at home in the CMS Division.

The first doctoral consortium, which I attended in 2013, was so inclusive and en-

couraging, that in all the subsequent years I made sure to put this on my personal schedule, even if the 7.30am slot on a Friday morning can sometimes be a stretch. But I immediately felt that I was "well looked after" and I met some of my dearest friends in the CMS Division (you know who you are!). So my commitment to the Division was never in question, but my possible contribution was.

So when I started my role as Rep-at-Large, I was curious to learn what tasks I would be given and I took comfort in the idea that I would get a hand-over from someone who had been doing this for the past three years. But then, to my big dismay, it was announced that a new role was created for me, namely the position as social media representative. The good news was that, with the creation of this new role, I had all the freedom to come up with my own ideas for how to fill this role. The bad news was that I did not have many ideas to start with.

I first thought of a Division Facebook account, but seeing that there were already several CMS Facebook pages, I quickly dropped the idea again. A week into my new position then, Scott Taylor (another Past Co-Chair) approached me saying that he had recently created a Division Twitter account and wanted me to run this account, ideally on a daily basis. Uff! Until then, I had never released a single tweet and, knowing that there were already 140+ followers, I almost had a sleepless night



Patrizia Hoyer

over what I should be tweeting, let alone on a regular basis. On that day, I really regretted that I had said "yes" to all this.

Today, almost 3 years, 1412 tweets and 1229 followers later, I can only laugh at my worries. In fact, making tweets for the CMS Division has turned into a refreshing habit – allowing me to turn my social media binge into something productive after all. The same experience goes for my responsibility for the CMS website. When I first received a thick manual from Emma Bell (yep, another

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Past Co-Chair) for how to update the content of the Division website, my immediate reaction was – oh no, this is all rocket science! And guess what? It wasn't.

So how come that within less than three years we have generated a number of over 1200 Twitter followers, when the Division itself has around 750 members? On the one hand, it is certainly an expression of some members' increasing desire of staying affiliated and engaged with the Division beyond the Annual Meetings. It also indicates that a large number of people who are not members of the Division share an interest in CMS topics. Especially the growing number of non-academics who follow our Twitter account can be considered a positive sign that we are able to make a transfer from the academic sphere to the professional context, or that we even have an outreach to the wider public.

In that sense, the Twitter account serves various functions. While it is a neat tool for circulating a selected number of workshop and conference announcements, and calls for (special issue) papers and job postings, it has also become a platform for raising critical awareness for CMS topics, such as unethical management practices, structural domination and exploitation – also and maybe especially in academia – and some considerations around social and ecological alternatives.

For me, personally, this meant that I got to read through numerous critical blogs and articles, looking more deeply into questions of gender and diversity, the consequences of neoliberalism or digitalization, initiatives of scholarly activism, the (health) effects of overwork, re-orientations towards degrowth and ecological sustainability, and last but not least, ethical considerations of how to be a 'good citizen'. The most thrilling aspect of interacting with the CMS community via social media was the speed with which other members tweeted and retweeted interesting articles, increasingly mentioning us in their tweets or reaching out actively via social media to get involved with CMS initiatives. All in all, a truly rewarding experience.

Another aspect that stands out for me after those three years, and which I want to mention here briefly, is the wonderful team spirit among my colleagues in the CMS Exec Team. First of all, it is a fantastic experience to work with team members from countries as diverse as the US, Ireland, the UK, Canada, New Zealand, Mexico, Belgium, France, India, Brazil and Switzerland (if I include myself). And what stands out in the CMS Division is that many of the positions are co-chaired, and that I always had the feeling that everyone's voice is heard, valued and respected.

This was exemplified for instance when CMS took a leading role to address issues of marginalization resulting from the US President's travel ban in 2017, which prevented AOM members from Muslim-majority countries from participation in the annual meeting. Also, when the Division's 5-year-review was put together, the current Co-Chairs did an extra-ordinary job of turning this into an inclusive project. This was quite a unique experience for me and I thank my colleagues so much for all their thoughtful and hard work, which they put into the Division in a most collegial manner.

In terms of the Division's communication activities, I think that interesting times are still ahead. Since 2017, CMS has been part of a pilot group initiated by AOM Headquarters for implementing the Academy's new platform Connect@AOM, which promises to expand the possibilities for communication and community building within and across all divisions. Moreover, I know that during this year's Annual Meeting in Chicago a most wonderful and outstanding scholar will take over my position as Rep-at-Large for social media – something for all us to look forward to!



The 11th International Conference in Critical Management Studies

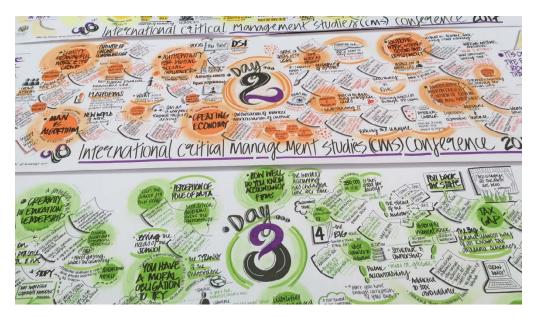
CALL FOR SUB-THEME PROPOSALS

June 27th – 29th, 2019 | The Open University, Walton Hall, Milton Keynes, UK

Precarious Presents, Open Futures

he Department for People and Organisations at the Open University Business School, in collaboration with VIDA, the Critical Management Studies Association, will host the International CMS conference in 2019 around the theme of 'Precarious Presents, Open Futures'. This theme invites theoretical and empirical analysis of what it means for societies and organizations to be 'open' in the 21st century, what currently constitutes radical political, economic, historical and ethical openness, and how this openness is under attack from renewed discourses of individualized privilege and closure.

It was once claimed that the new millennium would mark the 'end of history', characterized by the permanent victory of the free market and liberal democracy. Yet these triumphant visions have been profoundly challenged by the global financial crisis and the growing populist demand for radical change across the ideological spectrum. Rising inequality and the growth of the precarious economy, marked by zero hour contracts and other unstable and insecure working arrangements, have meant that, for many, modern working life is tainted by material insecurity and psychological anxiety. Faith in democracy is being upturned by the spread of oligarchy and the troubling return of nativism, racism and nationalism. Our very identities are threatened in a present where personal data are routinely harvested and



exploited, as exemplified by many recent scandals. And all of these concerns are exacerbated by fear of a hi-tech, automated, dystopian future of mass unemployment.

Still, these uncertainties may also prove to be the catalyst for creating new opportunities to profoundly reshape and reorganize our economies, politics and societies. Once sacred neoliberalist assumptions are now threatened by new ideas, like a universal basic income, while seemingly entrenched elites may be at risk. 'Industry 4.0' – a potentially unholy mix of the Internet of Things, cloud computing, artificial intelligence and cyber-physical systems, which is predicted to revolutionize manufacturing – is a very daunting possibility. However, it might be supplemented, dramatically transformed, even supplanted by ideas of 'democracy 4.0' and 'development 4.0'. Perhaps we can completely reimagine contemporary management thinking and organizations so that they are as radically 'empowering' as they are 'smart', challenging dominant paradigms based on patriarchy, racism and ethnic discrimination, ageism, homophobia, transphobia, ableism and colonialism.

For these reasons, it is more urgent than ever to ask: who is influencing these new histories? How can they be further democratized and owned by the many rather than the elite few, the 99% and not the 1%? Such concerns are especially significant as developments like Brexit and the election of Donald Trump reveal a distinct politics of closure and exclusion in regard to geographic bor-



ders, 'facts' and hard-won progress around expanding social inclusion. At the same time, open source creation, collaboration and information are recalibrating the potential for personal and collective interactions and knowledge sharing across the globe. At stake, therefore, is a resurgent need to radically reconceive the meanings and practices associated with openness. It is also vital that we critically assess how and in what ways they might actually be(come) open, rather than simply giving the appearance of openness. In short, then, how can CMS contribute to transforming our precarious presents into possibilities for genuinely open futures?

For the 2019 conference, we therefore invite stream and workshop proposals which critically unpack new concepts including - but not limited to - digital inclusion, decolonizing data management, trans-human management, alternative human-animal relations, open source organizations, virtual progress, glocal solidarity and mobile organizing. These concepts (and many others) allow for an exploration of how technologies and emerging forms of organization can subvert established identities, and open the space for new and marginalized voices to shape our presents and futures. We are also interested in proposals that engage with the contemporary production and organization of knowledge – specifically its openness to alternative perspectives and traditionally marginalized voices - as well as how emerging techniques and technologies associated with 'open information' are reinforcing old or

fostering new forms of ideological and social closure. Proposals which engage with the broader sociopolitical, economic and technological changes outlined above and how CMS can respond to them in order to help shape more open societies are equally welcome. These would require reflection on our own role as researchers, educators and 'intellectual activists', as well as the (changing) role of universities in producing both closures and openness in the contemporary context. Just as importantly, we are committed to 'opening up' how a conference is organized and managed, creating collaborative spaces for constructive knowledge sharing between academics, activists, practitioners, artists and policy makers, inter alia. These could include activist led 'unstreams' or 'noworkshops', performances, art sharing sessions and interactive installations involving virtual technology and mobile games.

Proposals should include an outline of the proposed sub-theme (500-750 words), as well as a short description of the team of convenors, including their backgrounds and experience. We expect most of the submissions to be linked with the overall conference theme, but other submissions are welcome as long as they are likely to appeal to the wider CMS community. We particularly seek proposals from convenor teams that are international in their composition; and are keen to encourage proposals from the range of management studies disciplines (accounting and finance, human resource management, industrial relations, marketing and consumption, organization studies, international business, etc.) and related disciplines including - but not limited to - sociology, human geography, cultural studies, anthropology and psychology. Cross-,multi-/ interdisciplinary proposals are also very much encouraged.

Please note that we will apply the principle of progressive stacking in the event that we receive more proposals than we can accommodate for the conference. This approach means that convenor teams including members of non-dominant gender, racial, ethnic, sexual, age, ability and regional groupings will be given priority over other teams whose proposals are deemed to be of an equally high standard.

The deadline for submission of subtheme proposals is 1st September 2018. Please send these to the local organizing committee at <u>OUBS-CMS2019@open.</u> <u>ac.uk</u>. Convenors will be notified by 29th September 2018 of the outcome of their submissions. Any questions can be directed to the same email address.

