

# FOOTNOTES\*

## PREPARING FOR THE ANNUAL MEETING A Message from the Chair

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We are counting down to August. After many hours of conference calls, reviewing papers, making arrangements for awards and all the countless things that need to be done to have a successful program, we are almost there! The **Annual Meeting** will take place August 5 – 10 in Honolulu. The meeting leads off with the Professional Development Workshop organized by **Tim Hoff**, PDW Chair. Following the PDW are the general meeting and the array of paper sessions, symposia and social events that truly make the annual meeting memorable. **Jane Banaszak-Holl**, the 2005 Program Chair, has put together an outstanding program designed to meet the needs of doctoral students, junior faculty and senior faculty. The breadth of content combines popular activities from years past with a number of new events.

**Ruth Anderson**, our Chair-Elect, has announced that **Andy Van de Ven** will be our Distinguished Speaker (see page 3 for more). Following his presentation will be the annual Reception. We are trying something a little different this year by having the Business Meeting on Monday morning. This will give more of you a chance to participate (or just stop by for a few minutes), and allow us to have a smooth transition from the Distinguished Speaker session to the Reception. Please see [aomonline.org](http://aomonline.org) for specific annual meeting information.

The Health Care Management Division is a collection of many volunteers who work tirelessly throughout the year, and it shows. The membership of the Division is growing steadily. As of mid-April, we had almost 700 members! Thanks and appreciation goes to the membership committee, chaired by **Donna Malvey**.

The teaching, research, and practice committees continue to link the members of our Division to these core activities in health care management and have developed some exciting new initiatives that you will hear more about (if you come to the Business Meeting!). All of us should thank **Mindi McKenna** (teaching), **Keith Provan** (research), and **Christy Harris Lemak** (practice) for their leadership and dedication.

I would like to pay special thanks to **Rebecca Wells** for her continued hard work and good humor as the editor of Footnotes\* and to **Nir Menachemi** for his efforts to craft our spectacular web page. Nir will be stepping down from his position as webmaster and we are looking for another able and willing person to carry on his fine work.

Last, with great pleasure I announce that the following individuals have been elected to officer positions: Division Chair-Elect: **Jane Banaszak-Holl**; PDW Chair: **Christy Harris Lemak**; Academic-at-Large: **Keith Provan**; Practitioner-at-Large: **Nancy Borkowski**. Welcome, and thanks to all of you who were willing to put your names up for election.

I am reminded daily how vital our volunteers are to achieving the goals of our Division. It is through your efforts that we have gotten better year after year. To all the members of our Division, please accept my thanks and sincere appreciation. I look forward to seeing you soon in Honolulu.

Aloha!

*Kathryn Dansky*

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### **Message from the HCMD Program Chair: How We Picked Papers and Symposia**

By now, you have all heard decisions on your submissions to the annual meeting in Honolulu, HI in August. The initial review process was completed by early March and letters with reviewers' comments were sent out several weeks after that. It was not an easy process, because there were many great submissions; in fact, I think we had a record number of submissions! This year, though, space at the annual meeting is tight and has constrained our program in several ways. First, even though we had more submissions than expected, we could not expand our program in terms of sessions. In addition, Ken Smith, the AOM program chair for 2005, pushed us to accept a number of submissions for visual and interactive presentations and these did not count towards our regular program availability. We could select as many as 15% of submitted papers for each of the categories of visual and interactive presentations. I used both formats rather than reject what appeared to me to be fairly good papers. So, the overall stats are as follows:

HCM had 94 papers and 7 symposia submitted. Out of the 94 papers, 32 were accepted for division presentation, 14 were accepted as visual presentations, 14 were accepted as interactive presentations and 34 were rejected. Here is also a preliminary analysis of the subjects of submissions using the key words that individuals included with their submissions. We have not yet analyzed whether acceptances came from particular content areas (although you will notice that we do have several sessions on employee well-being and work environments, in keeping with the large number of submissions in these areas):

<b>Category</b>	<b>Count</b>	<b>Category</b>	<b>Count</b>	<b>Category</b>	<b>Count</b>
Human resources & job satisfaction	12	Financial performance	8	Community health	3
Work environment & staffing	11	Innovation	7	Knowledge management	3
Technology & tech adoption	10	Alliances & networks	6	Learning	3
Market & business strategies	9	Leadership & governance	6	Patient safety	3
Quality issues and output	9	Trust & fairness	5	Social information & signaling	3
Culture & commitment	8	Health insurance & managed care	4	Health reform & policy	2
Teams	6	Institutional theory	4	External relations/ resource dependency	1
Organizational change	5	Social identity & personality	4	Social support	1
		Work processes	4		

Out of the 7 symposia, 1 was accepted for sole sponsorship by the division, 1 was accepted joint with OMT and 1 was accepted joint with OMT and OB. 4 symposia proposals were rejected. In general, it makes a big difference if you submit your symposia proposals to multiple divisions!

None of the HCM submissions were accepted for either showcase or all academy symposium. Look for announcements of award winners and the final paper sessions in the next Footnotes\*. You can find much of that information already available on the AOM website. Many, many thanks to everyone who has contributed their time and effort to putting together the program. It could not have been done without you!

*Jane Banaszak-Holl*, 2005 HCM Program Chair

## Distinguished Speaker Explores Changing Designs of Health Care Work

It is an honor for the Health Care Management Division to announce a highlight of our program in Hawaii! **Andrew H. Van de Ven** is our **2005 Distinguished Speaker**. In his presentation, **The Changing Designs of Work in Healthcare**, Dr. Van de Ven will encourage health care management scholars to return to the frontier of organization science by reopening the study of work design in organizations in general, and health care in particular. After a burst of conceptual and empirical work in the 1970s and 80s the study of work and organization design has largely been ignored. Yet the design of work has been and will continue to be a central and enduring problem of organization science and practice. The design of work in health care affects all providers and patients every day, impacts the quality of care and organizational performance, and is changing dramatically. Advances in evidence-based medicine, clinical care guidelines, information technologies, as well as financing, management and regulation are transforming the delivery of health care. With the rise of contracting, partnerships, and outsourcing, and medical tourism, the design of health care work is no longer contained within a job or even an organization; it often transcends the boundaries of many organizations.

In his presentation Dr. Van de Ven will apply to health care a framework that he and his colleagues have been developing for studying the design of work (Sinha and Van de Ven, 2005). He will present preliminary findings of a longitudinal study undertaken to empirically identify the relative performance of primary care work designs from a sample of medical clinics studied from 1994 to 1999. Using a method of frontier analysis to identify equifinal designs – the set of equally effective work designs for different combinations of inputs (situations or contexts) and outputs (performance criteria), the longitudinal analysis shows adaptation processes on changing fitness landscapes, indicating how work systems may increase, decrease, or sustain their relative performance. The study results also will be useful to managers in tuning work landscapes of their primary care clinics.

Sinha, K. K. and Van de Ven, A. H. 2005. "Designing work within and between organizations," *Organization Science*, forthcoming April/May 2005.

**Andrew H. Van de Ven** is Vernon H. Heath Professor of Organizational Innovation and Change in the Carlson School of Management of the University of Minnesota. He received his Ph.D. from the University of Wisconsin at Madison in 1972, and taught at Kent State University and the Wharton School of the University of Pennsylvania before his present appointment. Prof. Van de Ven directed the Minnesota Innovation Research Program that tracked a wide variety of innovations from concept to implementation during the 1980's. Since 1994 he has been conducting a longitudinal real-time study of changes in health care organizations. He is co-author of The Innovation Journey (1999), Organizational Change and Innovation Processes: Theory and Methods for Research (2000), and Handbook of Organizational Change and Innovation (2004) all by Oxford University Press. Van de Ven was 2000-2001 President of the Academy of Management.

Please join me in Hawaii to welcome Dr. Van de Ven to this important HCMD event. See you soon!

*Ruth Anderson*  
Chair-Elect

## 2005 Annual Meeting Reviewers

*Many thanks to everyone whose reviews make the annual meeting possible:*

Judith Alexander, U. of South Carolina	Diana Hilberman, U. of California Los Angeles
Edward Balotsky, Saint Joseph's U.	Thomas Hilton, National Institutes of Health
Margitta Beil-Hildebrand, Germany	Tim Hoff, U. of Albany
Colleen Beeken Rye, U. of Pennsylvania	Ena Howse, Queen's U., Canada
Whitney Berta, U. of Toronto, Canada	John Hyde, U. of Mississippi
Nancy Borkowski, Saint Thomas U.	Marjorie Icenogle, U. of South Alabama
Rosalie Boyce, U. Queensland, Australia	Noorein Inamdar, Harvard Business School
JD Bramble, Creighton U.	Kim Isett, Columbia U.
Charley Braun, Marshall U.	Michele Issel, U. of Illinois Chicago
Beth Brooks, U. of Illinois Chicago	Marc Jegers, Vrije Universiteit Brussel, Netherlands
Mark Brown, Bradley U.	Joanna Jiang, Agency for Healthcare Research and Quality
Manuela Brusoni, U. Bocconi, Italy	Chris Johnson, U. of Florida
Sharon Buchbinder, Towson U.	Amer Kaissi, Trinity U.
Elizabeth Buck, Jewish Hospital College	Naresh Khatri, U. of Missouri
Darrell Burke, Florida State U.	Eric Kirby, Texas State U.
David Chambers, National Institutes of Health	Martin Kitchener, U. of California San Francisco
Marty Charns, Boston U.	Chalmer Labig, Oklahoma State U.
Ann Chou, Indiana U.	Beth Lada Morse, Case Western Reserve U.
Kirsten Corazzini, Duke U.	Chris Lafferty, National Defense U.
Alison Evans Cuellar, Columbia U.	Kevin LaFrance, U.S. Army—Baylor Program
Kathryn Dansky, Pennsylvania State U.	Mark Learmonth, U. of Nottingham, United Kingdom
Tom D'Aunno, INSEAD, France	Daniel (Shoou-Yih) Lee, U. of North Carolina Chapel Hill
Jullet Davis, U. of Alabama	Federico Lega, U. Bocconi, Italy
Jami DelliFraine, U. of Florida	Christy Lemak, U. of Florida
M. Marie Dent, Mercer U.	Donald Lisnerski, U. of North Carolina Asheville
Diane Dodd-McCue, Virginia Commonwealth U.	Melissa Succi Lopez, U. of Southern California
John Drabowski, DeVry U.	Christine Brown Mahoney, U. of Minnesota
Janice Dreachslin, Pennsylvania State U. Great Valley	Patrick Malone, American U.
JoAnn Duffy, Sam Houston State U.	Donna Malvey, U. of Central Florida
Eric Eisenstein, Duke U.	C. Lee Martinec, West Virginia U.
Rhonda Engleman, U. Of Minnesota	Carmen Martinez-Lopez, City U. of New York
Giovanni Fattore, U. Bocconi, Italy	Ann Scheck McAlearney, Ohio State U.
Mary Fennell, Brown U.	Hall McGillis, U. of Toronto, Canada
Anneke Fitzgerald, U. of Wisconsin	Joanne McGlown, U. of Alabama Birmingham
Louise Fitzgerald, De Montfort U., United Kingdom	Mindi McKenna, Rockhurst U.
Eric Ford, Tulane U.	Gerry McSorley, Nottingham City Hospital, UK
Myron Fottler, U. of Central Florida	Nir Menachemi, Florida State U.
Bruce Fried, U. of North Carolina Chapel Hill	Lucia Miree, American U., Bulgaria
Leonard Friedman, Oregon State U.	Kathleen Montgomery, U. of California Riverside
Myles Gartland, Rockhurst U.	Karen South Moustafa, Indiana U. Fort Wayne
Kanak Gautam, Saint Louis U.	Karen Murphy, Temple U.
Sherril Gelmon, Portland State U.	Robert Myrtle, U. of Southern California
Gretchen Gemeinhardt, Texas Women's U.	Ray Newman, Houston Baptist U.
Blair Gifford, U. of Colorado	John Newman, Georgia State U.
Mattia Gilmartin, Perot Systems	Amit Nigam, Northwestern U.
Beth Goodrick, Florida Atlantic U.	Steve O'Connor, U. of Alabama Birmingham
Pat Greenup, U. of Alabama Birmingham	Dawn Oetjen, U. of Central Florida
Robert Griffith, U. of Texas San Antonio	Vicky Parker, Boston U.
Richard Grover, U. of Maine	Patricia Parkerton, U. of California Los Angeles
Jean Grube, U. Of Wisconsin Milwaukee	Jim Paul, U. of Kansas
Norris Gunby, Elon U.	Carl Pegels, U. at Buffalo
Eileen Hamby, U. of Central Florida	Elisa Pintus, U. Bocconi, Italy
S. Robert Hernandez, U. of Alabama Birmingham	

## 2005 Annual Meeting Reviewers Continued

Michael Powell, U. of Auckland, New Zealand  
 Vana Prewitt, U. of North Carolina  
 Jose Proenca, Widener U.  
 Keith Provan, Arizona U.  
 Glenn Randall, McMaster U., Canada  
 Ebrahim Randeree, U. at Buffalo  
 Cheryl Rathert, U. of Nebraska Lincoln  
 Trish Reay, U. of Alberta, Canada  
 Terrie, Reeves, U. of Wisconsin Milwaukee  
 Lee Richardson, U. of Baltimore  
 Peter Rivard, Boston College  
 Charo Rodriguez, McGill U.  
 Susan Rogenkamp, Appalachian State U.  
 Stephanie Saucier, City U. of New York  
 Grant Savage, U. of Alabama  
 John Schibler, U. of Rhode Island  
 Carsten Schultz, Technical U. of Berlin, Germany  
 Bret Simmons, North Dakota State U.  
 Narveshwar Sinha, U. of Cambridge, United Kingdom  
 Howard Smith, U. of New Mexico  
 Victor Sower, Sam Houston State U.  
 Chester Spell, Rutgers-Camden State U. of New Jersey

Jose Carlos Thomaz, Mackenzie Presbyterian U., Brasil  
 Sharon Topping, U. of Southern Mississippi  
 Hanh Trinh, U. of Wisconsin Milwaukee  
 Anita Tucker, U. of Pennsylvania  
 Shay Tzafrir, U. of Haifa, Israel  
 Sonia Udod, U. of Manitoba, Canada  
 Ann van Ackere, U. de Lausanne, Switzerland  
 Carol VanDeusen Lukas, VA Boston Health Care System  
 Steve Walston, U. of Oklahoma  
 Robert Weech-Maldonado, U. of Florida  
 Peter Weil, American College of Healthcare Executives  
 Bryan, Weiner, U. of North Carolina Chapel Hill  
 Rebecca Wells, Pennsylvania State U.  
 Elizabeth West, U. of London, United Kingdom  
 Eric Williams, U. of Alabama  
 David Williams, Appalachian State U.  
 Beth Woodard, Belmont U.  
 Xin Yao, U. of Washington  
 Philip Yoon, U. of Alberta, Canada  
 Carol Young, Hermann Memorial City Hospital of Houston  
 Gary Young, Boston U.  
 Suzanne Young, Deakin U., Australia  
 Jacqueline Zinn, Temple U.

## Another Inclusive Professional Development Workshop Offers an Abundance of Career Development Opportunities for All Stages

This year's PDW in the Health Care Management Division will offer something for everyone: advice on how to put the finishing touches on the dissertation and how to deal with faculty for the doctoral students; connections to senior faculty and the chance to discuss current research for junior faculty; information on the latest health care research funding agendas, two teaching workshops, a career workshop for senior faculty, advice on publishing in health-related journal outlets, methodological workshops, and a town hall meeting to examine critically present and future health care research. The agenda is here in Footnotes\* so find the sessions that interest you the most! Permission will be required in order to attend those sessions that include personal feedback and for which you must submit a short (very short!) writing sample. All other sessions are open to the general public.

Please email me ([thoff@albany.edu](mailto:thoff@albany.edu)) by **June 15, 2004** if you plan to participate in the PDW program. This is necessary so that we can order sufficient amounts of food to keep the participants well fed and to facilitate networking during the PDW. Health Care Management is a small division but very active; many faculty have signed up to participate in one or more of the sessions and we look forward to seeing you there too!!

*Tim Hoff*  
 PDW Chair

## **Announcing the AOM/HCMD Excellence in Teaching Award!**

Effective immediately, please consider sending nominations for the new AOM/HCMD Excellence in Teaching Award. This award recognizes innovative and outstanding teaching that takes place in our classrooms and provides the opportunity to encourage, recognize, and reward the work of excellent, dedicated, and inspiring teachers. Guidelines are below. Let's recognize those excellent teachers!

### **ELIGIBILITY**

All members of a University level academic staff, tenured or on full time contract are eligible for an award. Recipients must have been employed in a teaching position for at least three years within the University. Award winners will not be eligible for re-nomination for 3 years. Self-nominations are acceptable.

### **AWARD CRITERIA**

Applicants will be assessed on the basis of their success in developing effective teaching methods, courses, and/or teaching materials, that generate student learning, critical thinking, problem-solving, collaboration, and/or research. Nominees must exhibit a commitment to teaching health care management, stimulate active, continuous learning, inspire excellence in students' achievements, promote independent learning, and create an environment for the development of critical and open thought.

Successful applicants will demonstrate organized course material, cogent and imaginative presentation, and integration of current scholarship into their teaching. Finally, nominees must provide compassionate guidance and advising of students, appropriate assessment of student performance, and evidence of assuming a leadership role in their departments.

### **SELECTION**

Selection will be made by the members of the Teaching Selection Committee. The nominator/nominee must compile all documentation in support of the nomination. Materials will not be returned to the applicant. Awardees will be notified in advance. The Award (which includes peer recognition, a plaque, and a \$200 honorary educational grant\*) will be presented at the Academy of Management Annual Meeting.

Upon review of the initial application materials, the Selection Committee on Teaching may request supplementary materials from selected applicants. This supporting documentation may include:

- Student evaluations and peer summaries of those evaluations, enrollment figures, evaluative observations by colleagues, teaching awards, and other forms of peer recognition;
- Descriptions and samples of methods, materials, course syllabi, innovative uses of technology, development of new courses or programs, and evidence of their successful implementation;
- Papers of projects completed by students; evidence of students presenting papers at professional meetings or of students subsequently publishing work done with this teacher; actions by the teacher, both curricular and co-curricular, intended to increase student interest and involvement in health care management; and

### **Guidelines and Application Process**

Step 1. Those wishing to nominate individuals for the AOM/HCMD Excellence in Teaching Award should a Letter of Nomination of no more than 500 words highlighting the nominee's achievements with respect to one or more of the criteria listed above. **Deadline for nominations is May 15, 2005.**

Step 2. After initial screening, eligible candidates will be notified and asked to provide some or all of the following information:

- A Curriculum Vitae (of no more than three pages) outlining the educational history, work history, and professional and honorary organizations in which the nominee holds membership A curriculum vitae of no more than three or 4 pages outlining the educational qualifications, career history, teaching positions and teaching experience of the applicants.
- Two (2) Letters of Recommendation, one from a student and one from the nominee's department head, each of which speaks to the qualifications of the nominee in light of the criteria.

Selected teaching material supporting the applicant's claims against the selection criteria. These may include but are not limited to, materials such as evidence of contributions to curriculum or program design, student evaluation or teaching scores, or material prepared for students such as audiovisual material, CD ROMs, course handouts and study guides. Please limit teaching materials to a maximum of one CD ROM and/or one video or audio tape and/or 10 pages of printed material.

Step 3. Nominees and winners will be notified prior to the Annual Meeting.

\* The AOM-HCMD Teaching Award Committee gratefully acknowledges the sponsorship support of Rockhurst University, Helzberg School of Management, MBA in Health Care Leadership for the \$200 honorary grant to be given to the 2005 HCMD Teaching Award Recipient at the Annual Meeting.

### HEALTH CARE MANAGEMENT RESEARCH POST-DOCTORAL FELLOWSHIP

VA post-doctoral health services fellowships for management and organizational researchers are available at the Center for Organization, Leadership and Management Research (COLMR). Fellows participate in research at COLMR and develop individual projects. COLMR is a multi-disciplinary VA health services research and development center focused on health care management research. COLMR is also tightly integrated with the health services department, Boston University School of Public Health. The annual stipend is \$40,000 plus health insurance benefits and begins October 1, and is renewable for a second year at a slightly higher stipend. Applicants must be U.S. citizens. Submit statement of research objectives, C.V. and names of 3 references by May 15, 2005 to Victoria A. Parker, D.B.A. via email: [vaparker@bu.edu](mailto:vaparker@bu.edu). One position will be available starting October 1, 2005 and a second one is anticipated the following year. Further information on COLMR can be found at: [www.colmr.research.med.va.gov/about/](http://www.colmr.research.med.va.gov/about/) EOE.

### Important Dates

**June 29, 2005** Deadline to reserve room with the Housing Bureau

**July 15, 2005** Deadline to register in advance at the lower registration fee

<http://meetings.aomonline.org/2005/>

AOM meeting coordinators are asking all members to book through the Academy of Management Housing Bureau. To secure hotel space at reasonable rates and get adequate meeting space, the Academy had to guarantee that we would fill a specific number of sleeping rooms. If an insufficient number of members book through AOM, the Academy will incur substantial financial penalties and have to pass those costs on to members. **Please book your hotel through AOM!**

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## CONVERSATIONS WITH LEADERS IN OUR FIELD: MYRON FOTTLER

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On March 10, 2005, **Darrell Burke** interviewed Myron Fottler via email. Myron is the basis for the Myron Fottler Distinguished Service Award

db: Myron, could you share with us some of your personal background?

mf: I grew up in the Boston area and received my Ph.D. in Business from Columbia University during the Vietnam War in the early 1970s. I am an "accidental" health care academic. One day while I was searching for a dissertation topic after passing my comprehensive and orals, one of my fellow students told me that Professor Ginzberg wanted to see me. At that time and place this was like being called to see God since Eli Ginzberg was one of the shining stars of academia. He asked me if I knew anything about health care and I said "no", he then asked if I would be willing to do a dissertation on some aspect of health care, and I said "O.K." He then told me the U.S. Department of Labor was looking to fund a doctoral student and he would recommend me. However, he needed me to give him a 3-4 page proposal by the next week. I agreed and put something together very quickly which bore only a slight resemblance to my final dissertation. It should be noted, at that time, I knew absolutely nothing about health care; but within a month I, received notice that my proposal was funded! Since I had been living in New York City on \$3,500/year, my \$7,500/year grant seemed like a lot of money.

When the dissertation was completed, I published it as a book with Praeger Publishers. I then looked around for publication outlets and was fortunate to have several articles published in high quality health care journals. At the time, I was in a business school and the senior faculty didn't know anything about such journals as Health Services Research and Medical Care so I had to do some education to convince people that these were reputable outlets for my research. Later on, I took positions in health care programs so that publishing in health care journals was no longer a problem. My longest stint at any one University was 17 years at UAB, where I was the Director of the Ph.D. program in Administration-Health Services. During that time I served on approximately 40 dissertation committees, of which I was Chair of about 15. More recently, I've directed a successful effort to have the Master's program at the University of Central Florida accredited by the Commission on Accreditation for Health Management Education (CAHME).

db: Myron, could you share your professional bio with us?

mf: I am currently the Director of Programs in Health Services Administration in the College of Health and Public Affairs at the University of Central Florida in Orlando where I teach courses in human resources management, services management, and dissertation research. Previously I was Professor and Director of the Ph.D. Program in Administration-Health Services with a joint appointment in both the School of Health Related Professions and the School of Business at the University of Alabama at Birmingham (U.A.B.). I completed my M.B.A. at Boston University and Ph.D. in Business at Columbia University.

My research interests include all aspects of human resources management, customer service, stakeholder management, strategic management, integrated delivery systems, and health care report cards. I have won awards from the American College of Health care Executives, American Association of Medical Administrators, and the Health care Management Division of the Academy of Management for research on these topics.



I have served as a member of the Editorial Review Board for Health Administration Press and was a founding co-editor of an annual research volume titled *Advances in Health Care Management*, sponsored by JAI/Elsevier Press with John Blair and Grant Savage. I am also a member of the editorial boards for various journals including *Medical Care Research and Review*, *Journal of Health Administration Education* and *Health Care Management Review* and have also served as a reviewer for numerous other journals.

I have given invited lectures at various universities and participated in executive education, most recently with the Medical Group Management Association and at UCF. Over the years I have served as a program director for undergraduate, masters, and doctoral programs. I was the 1984-85 Chairperson of the Health Care Administration Division of the Academy of Management and formerly Program Chair. In 1986, I was the coordinator of the Health Care Administration Division Doctoral Consortium. I have been listed in numerous biographical publications including *Who's Who in America*, *Dictionary of International Biography*, *Who's Who in The World*, and others. I am currently the Co-Chair of the Doctoral Education Faculty Forum for the Association of University Programs in Health Administration, and a Fellow in the Southern Management Association. Over the past decade, I have also served as an accreditation site visitor for the CAHME.

I have more than 100 paper presentations at professional meetings, 100 journal articles, 60 book reviews, 30 book chapters, and 18 books. My most recent books are *Achieving Service Excellence: Strategies for Health care* (with Bob Ford and Cherrill Heaton) and *Human Resources in Health care* (with Bruce Fried and James Johnson) both published by Health Administration Press. My most recent volume (Volume 4) of our JAI/Elsevier series is titled *Bioterrorism, Preparedness, Attack, and Response* co-edited with John Blair of Texas Tech University and Albert Zapanta of the U.S. Department of Defense(2004).

Finally, my articles have appeared in most of the major academic and practitioner journals in both management and health-care management including *Academy of Management Journal*, *Academy of Management Review*, *Academy of Management Executive*, *Journal of Management*, *Decision Sciences*, *Journal of Occupational Behavior*, *Industrial and Labor Relations Review*, *Industrial Relations*, *California Management Review*, *Inquiry*, *Medical Care*, *Medical Care Review*, *Medical Care Research and Review*, *Health Services Management Research*, *Journal of Rural Health*, *Health Services Research*, *Health Care Management Review*, *Hospital and Health Services Administration*, *Journal of Health care Management* and many others.

db: With a service award named after you, please explain your philosophy about service?

mf: Although I have a service award named after me, I strongly believe that all academics should focus their service in a small number of areas where they have a comparative advantage (i.e., do those things which you enjoy and which you are good at). For example, I don't volunteer for most committee functions or routine service activities. In addition, most of my service is external to my particular university. Specifically, the Academy of Management has been my major external service activity, and AUPHA has been a second service activity. My philosophy is to focus in one or two areas and not become overextended.

Within the health care division of the Academy, I went through the various offices, including Program Chair and Division Chair in the mid-1980s. I've attended every AOM meeting since 1975. I also chaired a Doctoral Consortium in the mid 1980's and had about 45 students in the consortium that year. I have participated in doctoral consortia or doctoral /junior faculty pre-convention activities every year since then because I think I know a lot about doctoral education (i.e., what is necessary for a school to have a successful program, and what is necessary for a student to be successful in a program). Over the past 12 years or so, I've also been co-chair for the Doctoral Education Faculty Forum at AUPHA where colleagues have shared information concerning challenges and trends in doctoral education for health administration and policy.

So my service activities are highly focused in a couple of organizations and assisting doctoral students to be successful. I never planned any of this, it just evolved over time as changing roles caused me to assume new and different service responsibilities which led to new and different service activities. Within my own universities, I usually serve on only two or three committees a year (i.e., those with a research or program curriculum focus).

db: Is an interest in service innate or can it be developed?

mf: In my book titled: Achieving Service Excellence (Health Administration Press 2002), it is noted that only a small percentage of the population loves to serve others. We recommend finding and hiring these individuals. However, most academics and most employees feel ambivalence towards others. The positive aspects of service can be developed within organizations if there are incentives provided to do this. I think most academics should identify service activities that are most closely related to their core interests and not try to be all things to all people. Naturally, this requires the ability to say “no” to potential service activities that don’t meet your service criteria.

db: What advice would you give to a HCM member regarding service to the division?

mf: The Health care Division of the Academy provides the infrastructure for all of us to interact, share our research, and receive feedback from colleagues. I think all of us share a responsibility for maintaining that infrastructure. My advice is that everyone should identify activities within the Division that they would be comfortable performing and volunteering. In some cases, this means the individual will go through the full 3-4 year cycle, where they run pre-convention activity, become program chair, and then become division chair. This is a significant service contribution, yet one which will pay dividends to these individuals over time. In other words, the more you give, the more you get. Isn’t that a lot like life in general?

db: How can you motivate others to become more service-oriented?

mf: Obviously, some people find service to others motivating in and of itself, while others need more concrete incentives. For the latter, universities need to be sure and recognize service to the profession (i.e., the health care division) in their promotion, tenure, and salary decisions. In addition, the division itself can and does recognize a large number of individuals for their contributions in a large number of areas each year, including best reviewers, best paper based on a dissertation, best paper, outstanding service award, etc. The division itself is a model on how to motivate others to become more motivated in a number of areas.

db: Do you find different strategies of service work better in different situations? Please explain.

mf: No. The same general principals of service apply across a wide variety of settings. For example, a dissatisfied employee would have a difficult time creating a satisfied customer. A disgruntled professor is unlikely to produce satisfied students. I think you have to find people who have a service orientation to begin with and then assist them in developing it and rewarding it based on their service performance

db: Let’s move on to publishing, You seem to be a publishing “machine” with 18 books and over 100 refereed journal articles!! Why so prolific?

mf: In his book “Scholarship Reconsidered”, Ernest Boyer described 4 different kinds of scholarship: 1) The scholarship of discovery (research); 2) The scholarship of integration (synthesis); 3) The scholarship of practice (application); and 4) the scholarship of teaching (pedagogy). I have done all of the above with different emphases in various times in my career. Obviously, 1 has more prestige than 2, 3, and 4.

As an Assistant Professor, I was under pressure to produce quantitative articles for academic journals. In fact, there was an informal list of which journals “counted”. It took me a while, but I learned how to play that game.

Later on, opportunities presented themselves which caused me to broaden my concept of scholarship to each of the other three areas. For example, a publishing company asked me if I wanted to become a co-author of a case/exercise book in human resources management. At the time I had not written any kind of text, nor had I written any cases or exercises in human resources or any other areas. I decided to try it, and that book has sold well and is in its fifth edition. This is an example of the scholarship of practice. Likewise, I’ve had opportunities over the years to do book chapters or textbooks for either classroom use or scholarship. These books represent the scholarship of integration. Finally, I’ve written some pieces for the Journal of Health Administration Education on current and future challenges for doctoral education in health administration and policy. These pieces represent the scholarship of teaching.

In addition to being willing to pursue all four types of scholarship, I’ve also had the opportunity to work with great colleagues and students over the years. I was very fortunate to chair so many doctoral dissertations and therefore be exposed to new concepts, theories, and challenges which kept my batteries charged.

My advice to young academics is to find colleagues who you enjoy working with and who have complementary skills to your own. Then develop long term scholarly relationships with them. The most obvious example of this would be Margarete Arndt and Barbara Bigelow at Clark University. They have obviously been a “dynamic duo” in our field for many years. I’ve been fortunate to work with great colleagues over the years including John Blair, Grant Savage, Bruce Fried, Bob Ford, Donna Malvey, Sharon Topping, Debra Tennyson, Lynn Unruh, Rick Shewchuk, Steve O’Conner, Bob Hernandez, Donna Slovensky, Patrick Rivers, Howard Smith, Tom D’Aunno, Eric Ford, Stella Nkomo, and Bruce McAfee and many others.

db: With all your service, how do you find time for publishing?

mf: As noted above, I try to minimize my service excerpt in those areas in which I have a high level of intrinsic motivation. Currently, my professional priorities are continued accreditation of our Master’s program at UCF, generation of more high quality Ph.D. graduates at UCF, and publishing in selected areas. I think I’m publishing a bit less empirical research than I was a few years ago, but I’ve also shifted to a higher proportion of book writing. In other words, I’ve shifted in some degree from research to synthesis. In some ways, book writing is easier because you don’t have to deal with all of the data problems inherent in empirical research and publishing.

Moreover, my academic rhythm is built around submissions to the AOM meeting each year. I usually send in 2 or 3 first draft papers in January, receive excellent feedback in March, and spend the summer revising and submitting these papers for journals. Even those that are rejected for the AOM meeting are much improved by the time they are submitted to a journal. Then the Fall and December vacation are used to write new papers.

db: Any advice for a tenure-earning junior health care management faculty member about publishing? Also, would the advice vary if her department’s home is in a business school, allied health school, medical school, information science school, etc.

*“Although I have a service award named after me, I strongly believe that all academics should focus their service in a small number of areas where they have a comparative advantage ...”*

mf: I would recommend being flexible about the types of research that you are willing to engage in as noted above. While empirical research may be necessary to achieve promotion and tenure, faculty should at least be open to the possibility of doing one or more of the other types of scholarship. This allows more publishing options and opportunities to work with a wider variety of colleagues. As noted above, junior faculty also need to identify compatible junior and senior research colleagues.

My advice would vary depending on the junior faculty member's home department. I have a management orientation and generally publish in management oriented or health care journals. I would not fit well in a department where management journals were viewed negatively and only public policy journals were viewed as high quality. Consequently, I would not fit well in a medical school or a school of public health.

My advice to junior faculty would be to ascertain the journals that senior faculty in the department view as high quality. A place to start would be to review the article titled "Rating Outlets for Health care Management Research" by Eric Williams, Randall Stewart, Steve O'Connor, Grant Savage, and Richard Shewchuk in the September 2002 issue of Medical Care Research and Review. The results evaluate a large number of journals in terms of their overall quality and relevance in the field based on a survey of 389 health care administration academics. I recommend sharing this list with senior colleague and determining the degree to which they agree or disagree with these ratings so that the junior colleague is aware of the research criteria. My guess is that business school faculty will also differ significantly from public health faculty in terms of their relative rating of our journals. This might also be a question to ask upfront when considering a new faculty position. Of course, contracts and grants may also play a significant role in promotion and tenure depending on the Department (i.e., less-important in a business school).

db: Looking back would you change anything about your career path if you could?

mf: I think at every stage of your career you should be asking "what is important in my life?" The answer may change at different points in time. For example, a doctoral student may be focusing in selecting and finishing a dissertation. An Assistant Professor may focus of promotion and tenure. A full professor might focus on doing research which is enjoyable with compatible colleagues. And at any stage, faculty should be trying to achieve some balance between their professional and personal life. In my case, I would say that I have become too focused on work at various times in my career and have not taken time to "smell the roses". This means finding activities and people outside of work that give you pleasure so that your entire existence is not focused on work. My guess is that if you were to ask an elderly person what they would change in their life, most would not say they wished they had worked harder and been more successful in their profession. Instead, they will mention missed opportunities and relationships that they allowed to pass or did not invest enough time and effort in sustaining. I would apply that same critique to my own career.

db: With such an impressive career, there could be so many more questions. What information would you like share that you have not been asked?

mf: My success, such as it is, has been built on a web of relationships of doctoral students and colleagues that I have sustained over the years. Some of these have been research relationships and some have programmatic relationships. We are all a product of the sum of our experiences. In my career, my major influences have been business school and economics faculty at Columbia, doctoral program friends at Columbia, and faculty colleagues at Buffalo, Tuscaloosa, UAB, and UCF as well as my many valued colleagues in the Health care Division of the Academy.

*"My success, such as it is, has been built on a web of relationships ..."*

### Summary of Deadlines Listed in this issue of Footnotes\*

- \* Submit an abstract for 5th International Conference on Organisational Behaviour in Health Care (next two pages): May 1st, with extension to the 20th possible (see below)
- \* Nominate someone (including yourself) for a teaching award (page 6): May 15
- \* Apply for VA post-doc (page 7): May 15
- \* Register for the Professional Development Workshop (page 5): June 15
- \* Register for annual meeting housing — please do this through AOM! (page 7)— June 29
- \* Register for the annual meeting at the lower rate (page 7): July 15

A great site to book mark!

[Http://divisions.aomonline.org/hcmd](http://divisions.aomonline.org/hcmd)

### WANTED: New HCMD Webmaster

**Nir Menachemi** has set up a great website for the Health Care Management Division. If you think you may be able to assume this vital role, please email him at [nir.menachemi@med.fsu.edu](mailto:nir.menachemi@med.fsu.edu).

### Editor's note about conference call for abstracts:

One the following two pages you will find a call for abstracts for the 5th International Conference on Organisational Behaviour in Health Care. The deadline is May 1st — in a little more than a week after this newsletter will go out to HCMD members. On that date, only an abstract is due, not a full paper. However, in light of the brief notice, the conference organizers are willing to consider extensions to May 20th for submissions. Please contact Mrs. Kate Ellis at [obhc06@abdn.ac.uk](mailto:obhc06@abdn.ac.uk) if you would like a little more time to submit your abstract.

I participated in this conference the other year and enjoyed it greatly. It is small and friendly and open to qualitative as well as quantitative work. The organizers also select the best papers for an edited book, so there can be the added benefit of a publication.

*Rebecca Wells*

Footnotes\* Editor

PENNSTATE



**Health Care  
Management Division  
Academy of Management**

Rebecca Wells, Editor  
Phone: 814-865-8893  
Department of Health Policy and Administration  
Email: [rwells@psu.edu](mailto:rwells@psu.edu)  
The Pennsylvania State University  
116 Henderson Building  
University Park, Pa 16802

The Health Care Management Division's newsletter is published three times a year in April, July, and November. Footnotes\* is a publication of the Academy of Management. The Editor is Rebecca Wells, Ph.D. All comments or questions related to the newsletter should be sent to Rebecca Wells at the address listed above.

Please note that email changes should be sent to the listserv chair.

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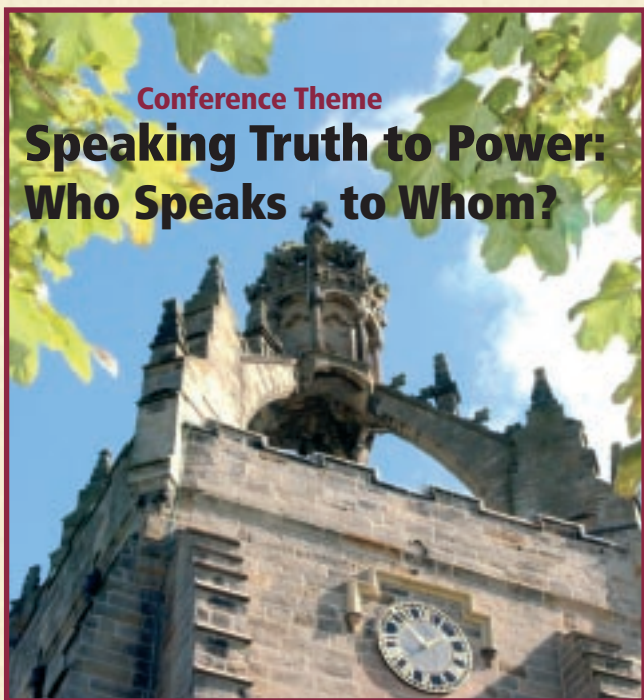


UNIVERSITY  
OF ABERDEEN

## 5th International Conference on Organisational Behaviour in Health Care

Conference Theme

**Speaking Truth to Power:  
Who Speaks to Whom?**



### Call for Abstracts

10-12 April 2006

University of Aberdeen Business School

King's College Conference Centre,  
University of Aberdeen, Scotland, UK

Abstracts for papers are invited by May 1 2005

In collaboration with: NHS Grampian,  
Centre for Public Policy and Management, University of St Andrews, Scotland,  
and Manchester Business School, University of Manchester, England



# **Conference Theme** **Speaking Truth** **to Power:** **Who Speaks** **to Whom?**

This is a leading research conference for people interested in organisational behaviour in health care. Conference size, format and venue are aimed at allowing interactive presentation and discussion among individuals with specific interests in organisational behaviour in health care environments.

**Papers are welcomed which address any of the following themes:**

- Power and politics in organisations
- Communication
- Trust
- Academic contributions to policy
- Policy and research collaborations
- The developing roles of academics, consultants and politicians
- The politics of research
- Commissioning research
- From research to practise
- Producing actionable knowledge
- Service user engagement/involvement

For further details please see:  
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