



## MEMO

TO: Victoria Parker, Boston University  
Chair, Health Care Management Division

FROM: Carrie Leana, University of Pittsburgh  
Chair, Division & Interest Group Relations (DIGR) Committee

CC: DIGR Committee Members:  
Maureen Ambrose, University of Central Florida  
Alvaro Cuervo-Cazzurra, Northeastern University  
Alfonso Gambardella, Bocconi University  
Alison Konrad, University of Western Ontario (Incoming Chair)  
Mara Olekalns, University of Melbourne

DATE: May, 2017

RE: Feedback on HCM's 5-Year Report

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Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Health Care Management (HCM) Division has been renewed for another five years. The committee found your report to be thorough and well-constructed. We know that your leadership team worked hard over the last year to produce this report. We appreciate the time and energy you and 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 lessen any concerns, all of which are summarized below. In addition, we offer recommendations for building on the strengths of the HCM Division 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. Finally, this report concludes by providing further information about several new and emerging AOM initiatives that align with and support many of your future plans. We encourage you to leverage the benefits that are offered through these initiatives to continue advancing the work of the division.

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 e-mail. In addition, a representative from the DIGR Committee and/or the Board of Governors would appreciate the opportunity to meet with your leadership team at the August meeting to recognize this accomplishment, answer any questions, and discuss any concerns.

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' experience. We value the activities and services the HCM Division provides for the Academy of Management and its members. We look forward to the continued development of the HCM Division.

**Strengths:**

- Impressive increase in sponsorships
- Innovative use of the 2016 plenary with speakers aligned more closely with other divisions to bridge to them
- Nice improvement in communication (e.g., constant contact; rebuilt website)
- Innovative ideas (virtual incubator; daily member emails during the conference; emerging scholars forum)
- High overall member satisfaction
- On-going sponsorships
- Good gender balance

**Concerns:**

- 16% of respondents reported being somewhat dissatisfied with the Division. This is higher than other divisions (roughly 3%) and increased from the last 5-year review.
- Low non-North American membership at a time when such membership in the AOM overall is growing. This is growing in HCM too but at a slower rate.
- Some dissatisfaction expressed regarding networking opportunities
- Low submissions as a percentage of membership (16-17% annually). 58% indicate that HCM is their primary division so this is peculiar.

**Lessening these concerns are the following:**

- The idea of surveying members again in 2018 is a good idea to keep on top of membership.
- The Division has successfully achieved many of the goals set in the 2012 review.

**Recommendations:**

- There appears to be some concern that the Division's research is not sufficiently linked to management theory.



- The Division may want to consider reviewing its domain statement with this in mind.
- The Division could consider fostering better links to other divisions that engage in high quality management research (e.g., OB; OMT) that may be engaged by the HCM topical area. This could take the form of joint PDWs or symposia, and/or sponsorship of joint plenary speakers.
- The five strategic goals are internally oriented, dealing largely with the engagement of members. These are valuable goals but the Division may also want to think externally, particularly given some of the questions raised by members regarding research foci.
- There seems to be some tension between keeping active members engaged and providing opportunities to members who wish to become more engaged.
  - If there is demand among members for more opportunities to be engaged with the Division, it might be useful to consider term limits – or a norm of turnover – for committee members. Bringing in new committee members not only provides broader opportunities for engagement, but also provides new perspectives that might benefit the Division.
  - Engage members virtually between annual meetings with the goal of having a broader reach across the Division. (The new AOM Connect online community will provide a platform to support the division’s efforts in this area. See notes below about “New and Emerging AOM Initiatives” for more information.)
- The Division might want to more deeply consider engagement with non-North American members. There is a strong sense of community within HCM but that community might also want to guard against insularity. Attracting (even) more international members may help offset this potential threat.

### **New and Emerging AOM Initiatives:**

As you proceed to implement your divisional strategies and plans in the coming 5 years, we also encourage you to consider how your work can collaborate with strategic initiatives and projects emerging from the Academy:

#### AOM Specialized Conference Initiative

Please consider proposing Division-driven international events to AOM’s Specialized Conference Initiative (AOM-SCI). The AOM-SCI is a multi-year experiment that aims to develop a portfolio of smaller, meaningful and sustainable new meeting opportunities that complement our large Annual Meeting. It envisions several new conference models that will allow members to connect and engage throughout the year, virtually and in varied locations that are reflective of the geographic dispersion of our international membership. With the support of leaders from several divisions, this initiative will soon produce two exciting new conferences in 2018 (one in the UK and another in Israel). You can learn more by visiting [the website page](#) that details the envisioned conference categories and outlines the process for submitting proposals. As a reminder of AOM’s trademark policy, all events bearing the



Academy of Management trademarks must be reviewed by and receive approval from the AOM Conferences Committee (Division to submit the Trademark Use Request Form).

#### AOM Connect: Online Communities Development

AOM is excited to share our plans for launching a new online community platform for Divisions and Interest Groups. The implementation of this project is critical to AOM strategic intents aimed at improving member benefits and strengthening community building. As we have observed in your members' feedback, along with that of many other DIGs, members are seeking enhanced support for networking and collaboration tools. The AOM Connect platform responds to these needs, offering an integrated web and community engagement site by replacing and upgrading listserv technology and outdated website tools. The consolidated web presence will also increase the visibility for Division and Interest Group activities across the entire AOM. We look forward to sharing more updates for the launch of AOM Connect in the near future.

#### 3<sup>rd</sup> Annual BOG-DIG Leadership Exchange

The Board of Governors is pleased to once again host a collaborative working session providing an opportunity for DIG leaders to interact and engage with each other and the BOG. Mark your calendars for **Thursday, August 3, 2017 from 4:00-7:00 pm**. Further details about this gathering will be forthcoming, and we hope to see representatives from your division there.

