



Critical Management Studies Division

Academy of Management

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From Your Newsletter Editor

Nadia deGama, *Newsletter Editor, Anglia Ruskin University, UK*

Dear CMS Colleagues,

Welcome to the December edition of our Critical Management Studies Division Newsletter. As the end of 2016 draws closer, that also means that deadlines for the upcoming AOM conference is also soon approaching. This issue therefore features news from Mark, our Main Scholarly Program Chair who draws on the conference theme 'At The Interface' to discuss how our members may engage with this theme by submitting scholarly papers, symposium proposals or signing up to be a reviewer. Jonathan, Representative-at-Large elaborates on the conference theme and proposes ways members may consider submitting for our annual Dark Side Case competition.

In addition to contributions surrounding the upcoming 2017 AOM conference, this issue also features early career member, Paulina Segar-

ra. As Emma and Scott revealed in our last issue, we have witnessed a 11% increase in our student membership within the Division. This is most promising and we hope our regular column entitled 'Early Career CMS Researchers' continues to be a platform that brings together new and more established members and integrate our early career members into our community. In the spirit of engaging with our student membership, Banu and Paul, Division Co-Chair Elect provide detailed information on the 2017 Best Critical Doctoral Dissertation/Thesis Award. If you, or one of your doctoral students have recently completed their doctoral dissertation/thesis we would encourage you to consider submitting your application.

This issue also features some important information surrounding SAGE publishing as an outlet for

critical management work. Nimruji and Latha, Division Co-Chairs also provide some important information surrounding available funding to support local workshops focussed on issues of concern in smaller groups to encourage diversity within the division and as an expression of solidarity with such initiatives. We also hope to revive our 'Comings & Goings' column – a feature we originally created as way to keep our members up to date with news about our members' changes, in jobs, university affiliations, retirements and new appointments. In an attempt to revive this column, we have re-branded it, giving it a new name: "Academics on the move". Please do consider sharing your news with your community.

Finally, it is our intention that the CMS newsletter moves away from being a one-way form of communication to a platform that en-

courages interaction with our members, to discuss various issues and share opinions on previous pieces in the newsletter. In response to Emma and Scott's contribution in the last issue surrounding a drop in US-based membership, Gordon Dehler and Ann Welsh (University of Cincinnati) provide their take on this trend. As they state in their piece, their opinions are intended to simply offer a dialogue on why US-based membership may be declining. We hope that in future issues other members may take the opportunity to respond to previous pieces in the newsletter.

As always, please email me with items for inclusion in the CMS Newsletter, I can be reached at nadia.degama@anglia.ac.uk.

Best wishes,
Nadia

Critical Engagement at the Interface

Mark Learmonth, *Main Scholarly Program Chair, Durham University, UK*

Calling all CMS scholars! I invite submissions falling within the scope of the division's domain statement for the scholarly program at the Academy's 2017 meeting in Atlanta, Georgia. As critical management scholars, the meeting's theme, *At the Interface* is a particularly interesting one. With its suggestions of boundaries and margins, it hints at issues of power, politics, inclusive and diverse workspaces/places, and voice/representation, among many other things. In considering the myriad ways in which CMS scholars can engage with the theme, I invite discussion of and engagement with questions such as the following, while very much remaining open to other possibilities:

- How does power and how do power relations impact the way we understand being at the interface/about organizations and work? In what ways do we make interfaces through the play of power relations across intersectional differences of gender, race, class, etc.?
- What are the rules of recognition around the labelling of something as at the interface particularly in organizational contexts?
- What are some ways in which we can consider resistance as being at the interface? How can we theorize the relationship between resistance and interfaces within organizations?
- Interfaces do not arrive out of nowhere, fully formed. What are the conditions of possibility that allow us to say something is at the interface?
- In the broader nexus of business and society, how can we consider the ways in which organizations can be understood to be at (or have) interfaces through the symbolic and material? How does an organization come to have interfaces, with whom/what and under what conditions?

- In the growing neo-liberal university, what are the possibilities for interfaces, interactions, and relationships?

All of the above, and much more, provide rich topics for critical inquiry. I particularly welcome scholarly papers (theoretical and empirical) and symposium proposals addressing the conference theme. For those who do not wish to engage directly with the conference theme, I also invite papers and symposium proposals related to the CMS domain that not only advance scholarship within the Academy but also develop epistemic and political pluralism within the CMS Division as it contends with its own challenges of perspective and representation. In addition, I encourage submissions that cross division and interest group boundaries to engage members from across the Academy; in particular, I encourage symposium proposals with multiple division co-sponsors.

In the case of symposia please also consider the merit and suitability of the speakers. Some are expected to be of international standing, while others may be up-and-coming scholars judged relevant to the topic of the meeting. Please also take account the balance of genders and geographical locations/institutions. Please provide a brief justification, if you are *unable* to achieve a minimum gender balance of 1 in 5 speakers, chairs and organisers.

By all means, contact me at (cmsaom@outlook.com) if you would like to discuss a poten-

tial submission, especially for a symposium, but please do so no later than 15th December 2016. The Academy's submission system is now open, and the deadline to submit is **January 10, 2017 at 5:00 PM (NY Time)**. All submissions will be subject to a peer review process. I strongly recommend perusing the helpful submission information on the Academy's website concerning Program Session Types, Submission Guidelines, Submission Process, and Rule of 3 & Ethics prior to submitting. I very much look forward to receiving your papers and symposium proposals and to seeing as many members as can make it in Atlanta in August 2017.

CALL FOR REVIEWERS: OUR COMMUNITY NEEDS YOU!

The success of our Division's scholarly program very much depends on as many members as possible signing up as reviewers. The more members signing up, the less review work each reviewer will need to do. Even if you are not intending to submit or attend, I very much encourage you to sign up as a reviewer, too. Our strength as a community comes from as many members as possible participating as fully as possible to lighten the load for everyone. The Division recognizes the valuable role played by reviewers through its award for Best Developmental Reviewer. So, please click [here](#) and sign up today, and encourage your critter friends and colleagues to do so, too!



2017 Best Critical Doctoral Dissertation/Thesis Award

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

**Will you, or one of your doctoral students, have completed a doctoral dissertation/thesis in the period 1st April 2016 to 31st March 2017? Does the dissertation/thesis fall within the scope of the Critical Management Studies (CMS) Division's domain statement?
If you have answered YES to both questions, we want to hear from you. So, please read on.**

The Division is inviting submissions for the 2017 Best Critical Doctoral Dissertation/Thesis Award, which is sponsored by the journal *Organization*.

As already mentioned, submitters must have completed a critical Ph.D. dissertation/thesis in the period 1st April 2016 to 31st March 2017 and successfully completed the formal examination process required to pass, including a viva voce and revisions, if applicable.

What is 'critical'?

The CMS Division serves as a forum within the Academy of Management for the expression of views critical of established management ideologies and practices, the taken-for-granted social

or economic orders surrounding organization and business, and mainstream management theorizing/theories. Our premise is that structural features of contemporary society encourage organizations and their leaders towards domination and exploitation. Driven by a shared desire to change this situation, we aim in our research, teaching, and practice to develop critical interpretations of management and society and to generate radical alternatives.

Sample topics include, but are not limited to: critical analyses of discourses of management and management development; critical assessments of emerging alternative forms of organization; critical epistemologies and methodologies; critical

perspectives on business strategy; critical perspectives on class, gender, and race; critical perspectives on globalization, entrepreneurship, technological innovation, e-working, management consulting practices; critical perspectives on the profit-imperative and the natural environment; critical theories of identity, affectivity, rationality, and subjectivity; critical theories of resistance to managerial authority; critical theories of the nature of managerial authority; critiques of managerialist theories of management and organization; critiques of political economy; postcolonial critiques of organizations and management.

For more information about the Division see <http://cms.aom.org>

SUBMISSION PROCESS :

Submissions must comprise three documents:

- 1) A title page and abstract with complete author identification and contact information.
- 2) An abridged version of the dissertation without author identification, which will be sent to reviewers. This should include title, abstract, and a summary of each chapter of the dissertation/thesis (max. 30 pages, double-spaced, 12 point font, including any charts, tables and references).
- 3) A one page signed supporting letter from the dissertation chair or lead supervisor to certify the completion date of the dissertation/thesis and recommend its submission for this award.

Submissions, which must be sent as PDF email attachments to both Banu Özkazanç-Pan (banu.ozkazanc-pan@umb.edu) and Paul Donnelly (paul.donnelly@dit.ie), must be received by April 1st, 2017.

Submissions will be reviewed by two members of the CMS Division with expertise in the area of the dissertation/thesis. Submitters will be informed of the outcome by May 31st. The award will be presented at the CMS Division business meeting at the Academy of Management Annual Meeting, 4 - 8th August 2017, Atlanta, Georgia, USA. The winner receives a prize sponsored by *Organization* and a two-year subscription to the journal provided by SAGE. Previous winners of the competition are listed at [here](#).

Dark Side Case Competition XVI 2017

Jonathan Murphy, *Representative-at-Large (Membership - International), 2015-2018, Cardiff University, UK*

Academy of Management Critical Management Studies Division Annual Conference,
August 4 – 8 2017, Atlanta, Georgia, USA

Deadline for Submissions: January 10, 2017, 5:00 p.m. ET (New York time)
via the online AoM submission system (the submission system opens mid-November, 2016)

The Critical Management Studies (CMS) Division of the Academy of Management (AoM) is pleased to sponsor the Dark Side XVI Case-Writing Competition.

Now in its sixteenth year, the Dark Side Case Competition is designed to encourage and acknowledge the development of cases that provoke reflection and debate on the “dark side” of contemporary organizations. Unlike mainstream cases, critical cases constitute a fundamental challenge and radical alternative to mainstream corporate and management conceptual frames, mental models, values, paradigms, practices, processes and systems. The competition is sponsored by the Sobey School of Business PhD programme, St Mary’s University of Halifax NS, Canada that will award the best case with a \$500 cash prize (to share between co-authors).

Rationale:

Business and management school case libraries are almost exclusively devoted to “best-practice” cases profiling business decisions faced by what are generally considered to be well-managed firms. The cupboard is relatively bare when instructors look for cases on the more typical, merely average firm, or on really scandalously bad practices, or on the sometimes bad consequences of much-praised practices. We challenge this “bright side” bias for several reasons: • “Dark side” cases can tell us a great deal about weaknesses of the broader system of business

and of our society; • There are a large number of organizations that do very well for one set of stakeholders (e.g., owners) at great expense to other stakeholders (e.g., workers or local communities); and • Our students deserve materials that prompt them to think through the scope of feasible and appropriate action if they happen to find themselves confronted with such practices. Contrary to dominant pedagogical and case writing imperatives, critical management scholars believe that teaching cases should provide a dimension of critical evaluation of business practices through the exploration of a wide range of perspectives that extend beyond the views and interest of management and ownership, and beyond the isolated goal of profit generation. Critical cases are an opportunity for students to challenge and improve upon mainstream objectives of contemporary capitalism rather than just reproduce them.

Topics & criteria:

Submissions to the Dark Side Case Competition are invited from faculty, students, those working in industry, activists, or anyone else who has experience or research to write up. We are looking for teaching cases – not research papers about case studies or otherwise. Our goal is to encourage the development of first-rate classroom materials that generate discussion around “dark side” issues in the context of contemporary capitalism. Results of the previous

years of the competition are posted at the CMS website.

We encourage submissions examining a range of organizational and social issues including, but not limited to:

- Cases focused on labor relations – instructors in this area are especially eager to see cases that raise issues about the difficulties workers encounter in organizing unions and otherwise expressing voice at work.
- Cases focused on environmentally harmful practices – we need to understand better the factors that entice firms to pollute, and how these conditions might be changed.
- Cases that explore issues of gender, race and class, and the deep structures of power that marginalize, oppress and silence individuals and groups
- Cases that articulate real-world effects of the assumptions, values, and theoretical and organizational systems of our current capitalist paradigm and offer alternative ways of seeing and being (for example, based on indigenous, spiritual, human rights, or other perspectives)
- Cases that examine the paradox of technology as an element of our environment that enables and constrains individuals
- Cases that address aspects of the current year’s AoM overall theme are particularly welcome. In 2017, the AoM’s theme of “At the Interface” can be particularly relevant for those with a

Continued on following page...

critical perspective. For more on the theme see: <http://aom.org/annualmeeting/theme/>.

We would like also to encourage participants to use innovative formats in their cases, such as role play, videos etc.

The award selection criteria include:

- The use of a critical perspective which provides an alternative to mainstream management analyses;
- The importance, from a critical perspective, of the issues raised;
- The quality of the underlying research: we encourage solid background research consistent with the nature and purpose of the case;
- The quality of the presentation (including clarity of the writing; organization, appropriate use of exhibits, tables appendices etc);
- The originality of the pedagogical supports (videos for example);
- The utility of the accompanying teaching note (guidelines follow);

All submissions should include a teaching note, which should include:

- A synopsis of the case;
- A statement describing how/why the case is a critical case;
- A brief description of the research behind the case;
- Suggested courses including course level (undergrad/grad) and course type (policy, OB, OT, MIS, Labor Relations, etc.);
- A clear connection to a critical theoretical framework and a strong academic literature to analyze the case;
- Guide questions that make explicit the issues raised by the case and the importance of these

issues from a critical perspective; suggested answers should be included and the answers to the guide questions should draw out managerial and organizational implications of the situation and of the recommended plan(s) of action as well as generating some discussion on how the case relates to relevant theories;

- A suggested teaching plan (issues and time allocation/issue);
- Reference list of related readings;
- A case update, if available.

Please note that the “best case award” will go to the best case study – not to the worst offender!

If cases have previously been presented in a public forum such as online case collections, submission should list these fora and provide a link to any online resource. While we believe that cases are different from scholarly papers and benefit from development through iteration, we are looking for innovation in both content and approach.

Submission & Reviewing information:

In order for the finalists to have their names in the printed program, the submission system has been integrated with the AoM conference submission system. The Dark Side Competition forms part of the CMS Division’s Scholarly Program.

Participants should submit their case as a ‘PAPER’ via the AoM submission system, and the first three words of the paper title should be ‘DARK SIDE CASE:’ – followed by the title of the case study. The authors should also include Dark Side Case as KEYWORD in the submission system.

Please DO NOT include any identifying information and contact details on the case pdf

file to be submitted in the system.

Please, as a security, also email your submission to the organizers Jonathan Murphy and Fernanda Sauerbronn to darksidecase2017@gmail.com, in a Microsoft Word file.

Entries to the competition will be reviewed by an international panel of reviewers and based on the reviews, the competition organizers will select 3 - 5 finalists, to be presented at the AoM Meeting in Atlanta.

Entries to the competition will be judged entirely on the written material provided by authors. Authors of these best cases will present them at the Dark Side Case Symposium in the 2017 CMS Division’s main scholarly program in Atlanta, USA. The presentations at the Symposium session will not form part of the competition process but will allow the case writers the opportunity to discuss, refine and develop their cases. Finalists will also be asked to briefly present their cases at the CMS Business Meeting during AoM 2017. From the finalists, 1 entry will be selected for the “best case award”. The author(s) of the winning case will receive a plaque and US\$500, and the other finalists will receive a certificate.

Please be aware that submitting a case to the competition constitutes a COMMITMENT THAT YOU WILL ATTEND AOM 2017 CONFERENCE to present the case at the Dark Side Session in Atlanta AND that such participation will not violate the rule of 3+3 in the event.

Inquiries should be addressed to the competition organizers Jonathan Murphy and Fernanda Sauerbronn at darksidecase2017@gmail.com.

Critical Management Studies and US Scholarship

Gordon E. Dehler, *University of Cincinnati, USA*

M. Ann Welsh, *University of Cincinnati, USA*

[The following comments are merely one perspective – we do not presume to represent the ‘American viewpoint’! We hope to promote dialog among CMS Division members.]

In the October 2016 CMS Quarterly Newsletter, Emma and Scott noted a slight increase in CMS membership overall, but ‘worryingly’ a decline in US-based members. CMS membership, however, is still greater than or only slightly less than 40% of AoM divisions. In terms of the US, even though its critical roots go back to the 1950s [Dehler & Welsh, 2016], we suggest that the real and future value of CMS is grounded more in its network of critical scholars than membership counts or country. While the UK dominates the domain, scholars from around the world contribute to and advance its foundation. CMS is truly an inclusive global project with a multidisciplinary orientation that is vital to its success.

In terms of a US-based presence, we offer three observations that may constrain US membership: training and culture, rationality bias, and Academy hegemony. Critical theory is a more legitimate, common thread in doctoral studies in the UK than the US, influenced largely by

the number of critical scholars in the UK. With fewer critical scholars in the US, mentoring faculty are more likely to perpetuate orthodoxy by shaping their doctoral students’ pursuits in both topical interests and their own current research programs. It is natural and typical for doctoral students to engage research agendas congruent with their mentors. Critical approaches are less well understood or politically acceptable within systems that produce what they are designed to [re]produce! For established faculty in the US, critical management theorists are confronted by conflicting motivations and many expend their energies pursuing dual agendas: following orthodoxy to produce publications unthreatening to the status quo and maintain career viability while using areas at the margins of the management field (e.g., critical management education) to advance a critical agenda.

Second, US-based research is generally grounded in a rationalist paradigm. Foundational literature in typical areas such as motivation and leadership continue to be influenced by precepts of Fordism and economic efficiency. Critical views often challenge these aims, and consequently, tend to be marginalized; and critical research methods continue to languish behind

traditional and established practices. An example of the rationality bias is the emergence and appeal of Evidence-Based Management. Regardless of its potential, it is interesting that these efforts seldom acknowledge arguments critical of EBM – possibly because most of the critique is published in EU journals.

This leads to the third point. AoM remains a major driver of what is considered legitimate and reaches visibility in publication. Long ago, Ehrensals [1999] argued that the basic precept of critical analysis is not consistent with business school culture and puts critical scholarship at risk of violating accepted norms of management practice. Further, publications by US-based scholars in even top EU journals most likely to publish critical work are typically not given the same consideration in judgments of research quality in US universities. Now, even EU scholars are being pressured to publish in Academy journals as symbols of academic accomplishment.

Thus, the Division’s aims need to balance membership in context with other worthy ambitions associated with Critical Management Studies.

Dehler, G.E. & Welsh, M.A. (2016) Galumphing with critical management studies: Perspective and paradox from the United States. In C. Grey, I. Huault, V. Perret & L. Taskin (Eds.), *Critical Management Studies: Global Voices, Local Accents*, pp. 206-226. London: Routledge.

Ehrensals, K.N. (1999) *Critical Management Studies and American business school culture: Or, how NOT to get tenure in one easy publication*. First International Critical Management Studies Conference, U. of Manchester, UK.

Early Career Critter:

Paulina Segarra

Research interests

Social stratification and economic inequality; business ethics; gender and diversity issues in organizations

Subject of PhD thesis

My dissertation is based on an ethnographic study involving, what has been dubbed in the popular press as, “illegal immigrants”—or, undocumented immigrants— of Hispanic origin in the United States. Informed by the life history approach to interviews, in my dissertation, I aim to achieve a robust understanding into the circumstances that led individuals to migrate to the United States as well as to consider the precarious conditions under which they work. I am currently living in Los Angeles, where I am undertaking the empirical study.

Listening to the voices of undocumented immigrants in the United States is particularly relevant now; a time when, with the election of Donald Trump as the 45th American president, fear has permeated the Hispanic community in the United States in unprecedented ways. The political uncertainty that undocumented immigrants of Hispanic origin are currently enduring, only further aggrandizes the precariousness of the conditions under which they not only work, but also live. I hope that with my dissertation research, I will join the ongoing conversation on how to better serve the needs of some of the most disenfranchised members of our community by considering how current organization and management practices create, reify, and propagate various social and economic inequalities.

Supervisor

My supervisor is Dr. Ajnesh Prasad.

Current and upcoming projects

In addition to my PhD dissertation research, during my doctoral coursework, I developed strong

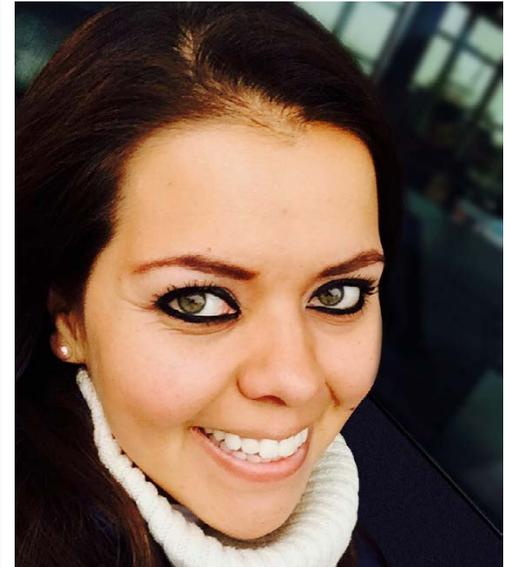
interests in the philosophy of Hannah Arendt and, especially, her concept of the ‘banality of evil’. I am currently working on an article which links Arendt’s philosophy to ethical leadership. In the future, I intend on developing a framework from which to understand, through Arendtian thought, the effects that institutional settings have on members of the immigrant community.

Why CMS?

When I decided to pursue a career in academia, I wanted to develop a research agenda on topics on which I was not only passionate, but also on which I could make a meaningful difference. I was very fortunate to meet Dr. Prasad during my first year as a PhD student, and he introduced me to the CMS community. CMS has offered me a welcoming space to pursue scholarly lines of inquiry that have captured my interests while, at the same time, it has also exposed me to other critical academics who steadfastly inspire me to conduct research that matters.

Activities in the academic community

I have been fortunate to have had the opportunity to attend the Academy of Management Annual Meetings since my first year as a doctoral student. Attendance at AoM Annual Meetings has exposed me to a diverse range of critical academics who are doing truly interesting research. Furthermore, earlier this year, I also had the chance to attend the International Doctoral Consortium at St. Mary’s University in Halifax and the Administrative Sciences Association of Canada in Edmonton; both of these venues were fantastic opportunities to meet other doctoral students working in the critical tradition. Lastly, I recently delivered an invited guest lecture in the Department of Sociology at the University of Southern California, where I had the chance to present my preliminary findings from my dissertation project (a rather interesting experience as in attendance during my presen-



tation was an Olympic medalist!).

Future career plans

As a third year doctoral student, I am currently focused on the data collection process for my dissertation. However, I am also working on articles for publication and developing a PDW proposal for the upcoming AoM conference. It is an exciting time in my career since I am working on several different projects, which I am eager to share with the CMS community.

Anything else?

I am very happy to have the opportunity to be profiled in the CMS newsletter and to have the chance to share a little bit about my research projects. I am really grateful to members of the CMS community, since they have been incredibly generous with their time and advice. I hope that with time, I will one day be in a position to pay it forward.

CMS Journals from SAGE

Benedicte Lerfald, *Marketing Manager, SAGE Publishing*



SAGE Publishing is an independent publisher of journals, books and digital learning products. We are proud to publish leading, top-tier journals in Management, with the aim of promoting the latest research and theory in the field. Here are a few highlights from our Management portfolio.

Launched over twenty years ago in response to the growth of CMS, **Organization** aims to foster dialogue and innovation in studies of organization. The journal addresses a broad spectrum of issues, and a wide range of perspectives, as the foundation for a 'neo-disciplinary' organization studies. In doing so, it promotes an ethos which is explicitly: theory-driven, international in scope and vision, open, reflective, imaginative and

critical, interdisciplinary, facilitating exchange amongst scholars from a wide range of current disciplinary bases and perspectives. **Organization** publishes regular Editors' Picks Virtual Special Issues. The most recent collection is **Ethics and Organization**, a topic the journal has consistently engaged with since its inception.

Organization Studies is the official journal of EGOS, publishing high-quality research which promotes the understanding of organizations, organizing and the organized in and between societies. Recent developments from the journal include **X and Organization Studies**, an essay section with the aim to provoke, to set out interesting but hitherto underexplored lines of inquiry, to open the field to new stimulus, and in

turn to stimulate other fields. The Editors have also launched **OS Editor Picks**, a series of articles selected for their originality and potential to make an important contribution to the field. For the latest pick, follow the conversation on twitter #OSEditorPicks

Journal of Management Inquiry is a leading journal for scholars and professionals in management, organizational behavior, strategy, and human resources. The journal explores ideas and builds knowledge in management theory and practice, with a focus on creative, non-traditional research, as well as key controversies in the field. The journal has a series of **insightful podcast and video content** from leading academics in management, organizational development, human resources and related topics, which are free to view.

The *SAGE Video Business and Management Collection* showcases more than 450 videos and 140 hours of highly relevant educational video spanning topics as varied as corporate strategy, leadership and management. The collection includes a breadth of video types to support diverse research and learning needs. All videos are fully citable with searchable transcripts, custom clip creation and embedding. Sign up [here](#) for your 30-day free trial today!

Funding Towards Solidarity with Fellow Scholarly Initiatives

Nimruji Jammulamadaka, *Division Co-Chair, Indian Institute of Management Calcutta, India*
Latha Poonamallee, *Division Co-Chair, Michigan Technological University, USA*

Over the last two years, the CMS division has had the chance to support local workshops focussed on issues of concern in smaller groups, to encourage diversity within the division and as an expression of solidarity with such initiatives. Such a support is limited to USD 500 per workshop.

The Division Executive in the 2016 Annual Meeting decided to formalise this solidarity initiative to two work-

shops per year and to maintain the support amount to USD 500 per workshop. To apply for this support, workshop organisers need to send a short proposal to **nimruji@iimcal.ac.in**, **poonamallee@gmail.com**, or **MurphyJ3@cardiff.ac.uk**.

The proposal should provide a brief outline of the workshop, its purpose, venue, date and other details and expected participant profile. This background

should be between 300-500 words. The form is available on the CMS website for this purpose.

The workshop organisers may note that support from CMS division cannot be the primary source of financing the workshop.

Currently, no deadlines exist for applying for this funding. The executive will respond to requests as and when they are made.

Academics on the Move

Have you changed job recently? And it's been an interesting journey? Share your news with colleagues!

There's a little section "academics on the move" in the CMS division newsletter to let your colleagues know that you've got a new employer.

Just write a few sentences to the newsletter editor (**nadia.degama@anglia.ac.uk**) to describe where you are now, what's interesting about the position, why you've moved – and a photo if you want...

It's a great way to share your news, and to make connections through the division with local 'critters' – there's around a thousand of us in more than fifty countries around the world.

