

FOOTNOTES*

WHAT'S HAPPENING IN HCMD?

A Message from the Chair

Continued Strength Through Networking

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Although the Health Care Management Division is one of the smaller Academy divisions, our visibility is enhanced by our members' active participation division and Academy-wide activities. Our members are the backbone of the division, and networking activities — within and across the division's boundaries — are the lifeblood that help the division to grow stronger and more vibrant. I'd like to highlight just a few examples of what I mean:

Our Annual Programs: The core networking opportunities for the division's members happen at the annual Academy meetings in August. The Professional Development Workshop provides an unparalleled chance for new members to meet and interact with leaders in the field of health care management. This year's PDW program chair, **Ruth Anderson**, has put together a superb program around the networking theme of "Collaborating for a Successful Academic Career." This is not to be missed!

Following the weekend PDW, the Academy's research program is a similarly invaluable opportunity to participate in exciting research exchanges with scholars, both in our division and in other divisions. **Kathryn Dansky**, the 2003 program chair, has done a terrific job. This huge task involves receiving submission, contacting reviewers, selecting papers on the basis of reviewers' recommendations, organizing papers into themed sessions, and lining up session chairs and discussants. Stay tuned for details of the full program later this spring.

Joint Showcase Symposia: Symposia provide another vital networking component of the Academy's annual program, especially when symposia are jointly sponsored by HCM with other divisions. This year, we have two such symposia — co-sponsored by three other divisions — that were judged to be so strong they were selected as prestigious Showcase Symposia. These wonderfully rich submissions "showcase" the intellectual depth of health care research and the international reach of our membership. Both symposia have networking within and across health care management as a central theme. "The Influence of Healthcare Management Research on Organization Theorizing," co-sponsored with the OMT and ODC divisions, is organized by **Michael Powell**. Other presenters on this symposium are **Andrew van de Ven**, **Bob Hinings**, **Amy Edmondson**, **Andrew Pettigrew** and **Stephen Shortell**. "Empowerment through Collaboration among Safety Net Providers," co-sponsored with the PNP division, is chaired by **Gary Young**. Other presenters are **Christy Harris Lemak**, **Thomas D'Aunno**, **Keith Provan**, **Kimberley Roussin Isett**, **Rebecca Wells**, and **Bryan Weiner**.

Representation on Academy-wide Committees: Several of our members have volunteered to serve on important Academy committees, and these key roles facilitate networking that allows the voice of Health Care Management members to be widely heard. Many thanks to these members for their dedication both to the division and to the Academy as a whole:

- * **Louise Fitzgerald**, Carolyn Dexter International Paper Award Committee (chair) and International Theme Committee
- * **Karen Golden-Biddle**, William Newman Award for Best Dissertation Committee (chair)

Special points of interest:

- HCMD PDW offers learning opportunities for both doctoral students and junior faculty
- Additional Academy-wide workshop just for doctoral students
- Make sure to vote in the Division election! See page 17 for the ballot

Footnotes*

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- * **Sharon Topping**, Membership Committee
 - * **Victoria Parker**, Management Practice Theme Committee
 - * **Jon Chilingirian** and **Grant Savage**, Academy Council.

As this newsletter goes to print, the election for Academy of Management Board of Governors is in progress, and HCMD members **Grant Savage**, and **Karen Golden-Biddle** are candidates (but not running against each other). Good luck, Grant and Karen!

Corporate Sponsorship: Networking with leaders of health care organizations and those in the practice of health care is another essential way our division thrives. These exchanges often involve joint research (the best of which is recognized by the annual award for the Best Theory-to-Practice Paper, sponsored by the journal *Health Care Management Review*). This year, as a result of chair-elect **Len Friedman's** dedication to relationship-building, our division will be fortunate to see the benefits of another outcome of these interactions: generous sponsorship of our annual reception!

I realize that there are many more unsung heroes in our division. A hearty thanks to each you for all you do to keep the HCM division thriving.

Kathleen Montgomery
Division Chair

HCMD PROGRAM CHAIR REPORT

The 2003 Health Care Management Division's program for the upcoming Academy of Management meeting is complete. I am confident that all of you attending the meeting will find the quality of papers sponsored by our Division to meet and hopefully exceed your expectations. We received 57 paper and 5 symposium submissions. Based on the formula that the Academy uses to allocate space to the divisions (which uses the total number of papers and symposia submitted to each division), we are able to accept 28 papers and 3 symposia. Of the 28 papers, one is part of a shared interest track, six are included as interactive papers, and the remainder will make up the six Division sponsored paper sessions. I am particularly happy to note that two of our symposia were selected by the Academy for the Showcase Symposium program. (I believe this may be a "first" for the HCM Division!) Our Distinguished Speaker this year is Cheryl Scott, President and CEO of Group Health Cooperative. As in previous years, this session will be held on Monday afternoon, at 4:00, followed by the Business Meeting and HCM Reception. Many thanks to Leonard Friedman for making these arrangements.

This is my chance to thank, publicly, the many people who have helped put this year's program together. The program would not be possible without the time, energy and dedication of the volunteers who provided the complete and thoughtful reviews of papers and symposia. Particularly noteworthy this year are the number and range of international reviewers. Faculty from universities in Australia, Canada, Finland, France, Ireland, Italy, Great Britain, New Zealand, and Taiwan assisted with the review process. We are truly an international community! I'm also grateful to my Penn State colleagues who have consistently helped me with last minute requests, and to Azza Abu Dagga, my graduate student who keeps asking me for more work! My heartfelt thanks to the following reviewers:

Kathryn Dansky
Program Chair

Alexander, Judith
Arndt, Margarete
Baker, Ross
Balotsky, Edward
Banaszak-Hall, Jane

Benson, Keith
Bigelow, Barbara
Bramble, JD
Brannon, Diane
Braun, Charley

Briscoe, Forrest
Brooks, Beth
Brusati, Luca
Brusoni, Manuela
Burke, Darrell

Buttimer, Andreas
Casebeer, Ann
Charns, Marty
Chou, Ann
Covaleski, Mark

Cuellar, Allison	Hilton, Thomas	Miceli, Nick	Sinha, Narveshwar
Davis, Juliet	Hoff, Tim	Mitchell, Shannon	Slovensky, Donna
Dean, Jared	Hyde, John	Montgomery, Kathleen	Sorensen, Wayne
Dubbs, Nicole	Howse, Ena	Myrtle, Robert	Sugarman, Barry
Duffy, JoAnn	Issle, Michele	Newman, John	Tennyson, Debra
Eisenstein, Eric	Judd, Susan	Nigam, Amit	Trinh, Hanh
Fattore, Giovanni	Khatiri, Naresh	O'Connor, Steve	Troidl, John
Ferlie, Ewan	Kitchener, Martin	Pappas, Jim	Valentine, John
Ford, Eric	Labig, Chalmer	Parker, Vicky	Vartiainen, Pirkko
Fottler, Myron	Lamothe, Lise	Paul, Jim	Weech-Maldonado, Rob
Fried, Bruce	Latham, Chris	Pintus, Elisa	Weiner, Bryan
Friedman, Leonard	Leach, Linda	Powell, Michael	Wells, Rebecca
Gautam, Kanak	Lee, Mandy	Proenca, Jose	Williams, Eric
Gelmon, Sherril	Lemak, Christy	Provan, Keith	Wilson-Evered, Elisabeth
Gemeinhardt, Gretchen	Lemieux-Charles, Louise	Randeree, Ebrahim	Witt, Lori
Gifford, Blair	Lopez, Melissa Succi	Rasheed, Muhammad	Yeh, Shu-Chuan
Gilmartin, Mattia	Lorence, Daniel	Reay, Trish	Yoon, Philip
Ginn, Gregory	Lunn, Bob	Rondeau, Kent	Young, Gary
Goes, James	Malone, Patrick	Savage, Grant	Zinn, Jacqueline
Goodrick, Beth	Malvey, Donna	Schibler, John	
Grover, Richard	Martinez-Lopez, Carmen	Seifert, Nancy	
Hankins, Robert	McGlown, Joanne	Shaw, David	
Hernandez, S. Robert	McKenna, Mindi	Shook, Christopher	
Hilberman, Diana	Menachemi, Nir	Simmons, Bret	

HCMD Professional Development Workshop A Great Start to Your Annual Meeting Experience!

This year's Professional Development Workshop (PDW) is for people of all career stages. We have included the entire agenda in Footnotes so you can see the great opportunities available to you and hope that you will plan to attend. While permission is not required to attend the session, please be sure to email Ruth Anderson (ruth.anderson@duke.edu) by July 15, 2003 to let her know if you'll be participating in any part of this program.

The theme for PDW 2003 program, "Collaborating for a Successful Academic Career," relates to the interdisciplinary nature of healthcare management. We will address this from a variety of aspects. Included among the sessions are a general overview of healthcare management as an interdisciplinary field; how to find/develop productive research collaborations across disciplines; how to create knowledge across boundaries of practice and research; crossing the education and practice boundary for collaborative teaching approaches; crossing international boundaries in doing research; and finally a session on strategies for pursuing "cutting edge" research topics. In keeping with tradition, we will also have a session for doctoral students on how to negotiate the dissertation process and a session for all on being an excellent reviewer. We've added a new session for experienced faculty on being a successful dissertation supervisor. Finally, we have a session to explore what health care management has to say about bio-terrorism and are sponsoring the Health Services Research Caucus with representatives from NIH/National Institute of Drug Abuse and NIH/National Institutes of Mental Health. We hope to see you there!

Ruth Anderson
PDW Chair

Footnotes*

TIME	CONTENT	FACULTY	LOCATION	DS	JF	SF
AUGUST 1						
3:00 – 5:00 pm	<p>PATHWAYS TO BEING AN EXCELLENT REVIEWER (co-sponsored by MED and HRD)</p> <p>Topics include how to write a review that is beneficial to editors and to author(s). Hands-on practice is included.</p>	<p>Chair, Joanne K. Williams (Jacksonville State U)</p> <ul style="list-style-type: none"> Rebecca J. Bennett (U of Toledo) K. Michele Kacmar (Florida State U) David Lemak (Washington State U) Joel Newman (SUNY New Paltz) Eric S. Williams (U Alabama- Tuscaloosa) 	Sheraton Rm 424	X	X	X
AUGUST 2						
7:30 – 8:30 am	CONTINENTAL BREAKFAST	Welcome, Ruth Anderson (Duke U)	Westin Stuart	X	X	X
8:30 – 10:00 am	<p>NAVIGATING THE INTERDISCIPLINARY LANDSCAPE OF ACADEMIC HEALTH CARE MANAGEMENT</p> <p>Academic career development in interdisciplinary environment is discussed. Topics include job seeking strategies, teaching in core curriculum, building research programs, and tenure/promotion.</p>	<p>Chair, Richard Burton (Duke U)</p> <ul style="list-style-type: none"> Darrell Burke (Florida State U) Kirsten Corazzini-Gomez (Duke U) Nicole Dubbs (Columbia U) Eric Eisenstein (Duke U) Bryan Weiner (U North Carolina-Chapel Hill) 	Westin Adams	X	X	X
TIME	CONTENT	FACULTY	LOCATION	DS	JF	SF
AUGUST 2						
10:30 – 12:00 pm	<p>FINDING COLLABORATIVE RESEARCH OPPORTUNITIES IN A PUBLISH OR PERISH ENVIRONMENT</p> <p>New and experienced researchers engaged in collaborative work will discuss strategies they have found successful for finding and nurturing productive research collaborations.</p>	<p>Chair, Camille Barsukiewicz (U Memphis)</p> <ul style="list-style-type: none"> Kirsten Corazzini-Gomez (Duke U) Michele Issel (U Illinois- Chicago) Jill Scott (U Colorado Health Science Center) Robert Weech Maldonado (Penn State U) 	Westin Cascade 2	X	X	X

Footnotes*

TIME	CONTENT	FACULTY	LOCATION	DS	JF	SF
12:00 – 1:00 pm	LUNCH		On your own			
1:00 – 3:00 pm	<p>CREATING KNOWLEDGE ACROSS BOUNDARIES: ACADEMIC-PRACTITIONER COLLABORATIONS</p> <p>The panel will stimulate discussion of challenges and rewards of partnering with practitioners in projects that may strain traditional boundaries. Session is of interest to practitioners and researchers alike.</p>	<p>Chair, Victoria Parker (US Dept of Veterans Affairs)</p> <ul style="list-style-type: none"> ▪ Martin Charns (US Dept of Veterans Affairs) ▪ Leonard Friedman (Oregon State U) ▪ Christy Lemak (U Florida) ▪ Reuben R. McDaniel (U Texas, Austin) ▪ Larry Mullins (Samaritan Health Services) ▪ Randy Petzel (US Dept of Veterans Affairs) 	Westin Cascade 2	X	X	X
1:00 – 3:00 pm	<p>WHAT DOES HEALTHCARE MANAGEMENT RESEARCH HAVE TO SAY ABOUT BIO-TERRORISM?</p> <p>Explores issues related to bio-terrorism from the perspective of health care management. Topics relate to the ways in which health care management research and theory may inform issues related to threat of and potential responses to bio-terrorism.</p>	<p>Chair, John Blair (Texas Tech U)</p> <ul style="list-style-type: none"> ▪ Myron Fottler (U. Central Florida) ▪ Len Friedman (Oregon State U) ▪ Reuben McDaniel (U Texas - Austin) ▪ Joanne McGlown, (Jacksonville State U.) ▪ Grant Savage (U Alabama-Tuscaloosa) 	Westin Whidbey	X	X	X

TIME	CONTENT	FACULTY	LOCATION	DS	JF	SF
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AUGUST 2

1:00 – 2:30 pm	<p>HEALTH SERVICES RESEARCH CAUCUS</p> <p>3rd annual meeting of AOM members interested in health services research (HSR). Ways to promote HSR within AOM will be discussed. This session is a forum for networking with colleagues. NIDA and NIMH provide support.</p>	<p>Chair, Thomas Hilton (NIH/NIDA)</p> <ul style="list-style-type: none"> ▪ Jeffrey Alexander (U Michigan) ▪ David Chambers (NIH/NIDA) 	Westin Stuart	X	X	X
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Footnotes*						
3:30 – 5:00 pm	<p>NOT MERELY SURVIVING, BUT THRIVING: THINKING STRATEGICALLY ABOUT THE DISSERTATION PROCESS</p> <p>Past recipients of the “Best Paper Based on a Dissertation Award” will discuss strategies for not only surviving but thriving on the dissertation process. Issues from identifying a topic to publishing will be covered.</p>	<p>Chair, Eric W. Ford (Penn State U)</p> <ul style="list-style-type: none"> ▪ Juliet A. Davis (U Alabama-Tuscaloosa) ▪ Eric Goodman (Colorado Tech U) ▪ Trish Reay (U Alberta) ▪ Liane Soberman Ginsburg (U Calgary) ▪ Jeffrey A. Thompson (Miami U) 	Westin Cascade 2	X		
3:30 – 5:00 pm	<p>SKILLS AND THRILLS OF SUCCESSFUL DISSERTATION SUPERVISION</p> <p>Topics include roles of supervisor, strategies for selecting doctoral students, providing structure to students, appropriate processes for working with a diversity of students, and fostering own career progression through dissertation supervision.</p>	<p>Chair: Myron Fottler (U. Central Florida)</p> <ul style="list-style-type: none"> ▪ John Blair (Texas Tech U) ▪ James Begun (U Minnesota) ▪ Michele Issel (U Illinois-Chicago) ▪ Reuben McDaniel (U Texas-Austin) ▪ Jacqueline Zinn (Temple U) 	Westin Grand Crescent		X	X
5:30 – 7:30 pm	RECEPTION & WELCOME TO HCM DIVISION MEMBERS	<p>Welcome</p> <p>Kathleen Montgomery (UC Riverside),</p> <p>Kathryn Dansky (Penn State U)</p>	Westin St. Helens	X	X	X

TIME	CONTENT	FACULTY	LOCATION	DS	JF	SF
AUGUST 3						
7:00 – 8:00 am	CONTINENTAL BREAKFAST		Westin Olympic	X	X	X
8:00 – 10:00 am	<p>INTERNATIONAL HEALTH MANAGEMENT AND POLICY</p> <p>Topics include an overview of international health issues, a discussion on how to develop an international health research agenda, and interdisciplinary research opportunities. Application will be made for classroom teaching and research agendas.</p>	<p>Chair, Blair Gifford (U Colorado-Denver)</p> <ul style="list-style-type: none"> ▪ Nigam Amit (Northwestern U) ▪ Louise Fitzgerald (De Montfort U) ▪ Leonard Friedman (Oregon State U) ▪ Grant Savage (U Alabama-Tuscaloosa) 	Westin Cascade 2	X	X	X
8:00 – 10:00 am	<p>LEARNING IN THE 21ST CENTURY: EXPERIENTIAL AND ACTION LEARNING</p> <p>Speakers will discuss the use of live business plans and teaching cases to demonstrate how students can engage in experiential and action learning. How to develop participation with the practitioner community will be addressed.</p>	<p>Chair Patricia Thornton (Duke U)</p> <ul style="list-style-type: none"> ▪ Jeff Barden (Duke U) ▪ Joseph Raelin (Northeastern U) ▪ Scott Shane (U Maryland) 	Westin Fifth Avenue	X	X	X

Footnotes*

10:30 – 12:00 pm	<p>“CUTTING-EDGE” RESEARCH: IS IT COMPATIBLE WITH SUSTAINABLE RESEARCH PROGRAMS?</p> <p>This session will discuss developing viable research programs from “cutting-edge” topics. Topics for discussion include how “cutting-edge” research differs from mainstream, problem formulation, conceptual and methodological issues, use of interdisciplinary teams, and how does one knows when to take the risk of pursuing cutting-edge topics?</p>	<p>Chair, Reuben McDaniel (U Texas-Austin)</p> <ul style="list-style-type: none"> ▪ James Begun (U Minnesota) ▪ Myron Fottler (U Central Florida) ▪ David Ketchen (Florida State U) ▪ Sim Sitkin (Duke U) ▪ Jacqueline Zinn (Temple U) 	Westin Fifth Avenue	X	X	X
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From the overall AOM Program Chair...

Democracy in a Knowledge Economy:
More Submissions than Ever to an Academy Program

The 2003 Call for Papers for the AOM meetings in Seattle, August 1-6, produced the highest volume of program submissions. The main program received 4015 paper and symposium submissions while the professional development workshops (PDW) generated 479, for a grand total of 4494 submissions. To give you an idea of the volumes processed by Division and Interest Groups program chairs: BPS had the largest number of submissions with 554, OB with 356 and OMT with 324, rounding out the top 3. Our newest Interest Group, CMS, generated 90 submissions, an impressive turnout for a brand new AOM group. I suspect the Program Chairs of all divisions will agree: Am I glad we went all electronic this year, from submission through review process. It spread more of the work to reviewers who

Drinking from a fire hose. All of us are volunteers. Despite robust IT support from the AOM office (thanks, Matt Suppa and RJ Valeo) and established procedures (kudos to program chairs who came before us), 99% of the tasks associated with the program still have to be learned by doing each year. The expression “drinking from a fire hose” describes the first few weeks following the submission deadline for the division, interest group and other program chairs and for the PDW chairs. It is amazing what they have accomplished—and what they still have to do between

Unusual features. In the spirit of democratic creativity, this year’s program offers a number of new and distinctive features (and we aren’t even done yet!), including:

- *Democracy Café*—a conversational forum operating from AOM Monday through Wednesday. Organized by David Barry, Victoria U. of Wellington, New Zealand, Michael Dawids, Creative Alliance, Denmark, and Gail Whiteman, Erasmus U., on the lines of the Conversation Cafes that sprang up in Seattle following 9/11. They plan to promote on-going discussion of various issues evoked by this year’s theme in a coffee house setting (with a hot/cold drink and snack concession). Situated in the Exhibit Hall near the books and Visual Village (below), you are invited to join in the discussions, meet new people, and leave an insight or two on the paper table cloths for subsequent visitors to ponder.
- *Visual Village*—Visual Presentations are a new feature this year, where research papers will be posted on the walls forming the lanes of the Visual Village. Adjacent to the Democracy Café and Exhibits, the Visual Village offers you the latest findings by our field’s scholars and the opportunity to talk with them in person.

- *Henry Mintzberg's Town Meeting*—For the past two years, Henry Mintzberg (McGill U) has been circulating a thought piece on Smith and Marx (that is, Adam and Karl) and the future of capitalism and government. He will present this paper, *Getting past Smith and Marx: Toward a Balanced Society*, Tuesday August 5 following the AOM luncheon, from 2:30 to 3:30pm. A Town Meeting follows from 3:30 to 5pm where all attendees are invited to discuss the issues raised, including: What does it mean to be a “free people” in the context of free enterprise? How might we implement a third way between unbridled markets and nationalized supports and controls to secure for people the benefits of democratic society?
- *The Commons*—all democratic communities have a setting that pulls people together and bolsters collective action. The Annual Meeting itself is a Commons, and this year the Main Exhibit Hall (Convention Center) is designed to be a gathering place, with an array of activities throughout the program, from Book and Media exhibits, the Visual Village, AOM's Art and Poetry gallery, and the Democracy Café with its tables where you can converse, debate or leave a message for the next round of visitors, and a coffee/snack concession.

All-Academy. Lisa Gundry (DePaul U), All Academy Chair, has organized sessions developing our meeting's theme. Lisa wants to call special attention to these highlights (with many more too numerous to mention):

- “Democracy in the Academy: Promoting Positive Professional Practice,” organized by Elena Antonacopoulou, (U. Manchester) urges our community to carefully examine what Democracy means for the Academy of Management. Thus, we are called upon to critically reflect on our professional practices and to take stock of what ethical values guide what we do in our multiple roles as teachers, researchers, consultants, and practitioners. How can we integrate our multiple roles so that we can make a positive impact? How can we rediscover ourselves in the process and so that our professional practices create energy, which makes a difference? Do our professional practices demonstrate the characteristics of a democratic organization in the Academy of Management?
- “Theoretical Foundations of Democracy and the Knowledge Economy: Cyert and March's *A Behavioral Theory of the Firm*, organized by Mie Augier (Stanford U.) and Stuart J.H. Graham (U. California, Berkeley), marks the 40th anniversary of the 1963 publication of Richard Cyert and James G. March's work. This seminal contribution and associated works have influenced the study of democracy in the knowledge economy extensively, and have also opened a window to the cognitive and computational constraints influencing individuals' behavior in organizations. Leading scholars in management and organization theory highlight the extensive influence that Cyert and March's work has had upon organizational and managerial research. This session will be an important and influential assembly, beginning a broad discussion of issues that will anchor the Academy of Management this year.
- “Workplace Democracy: Exploring issues of free speech at work,” organized by Deb Kidder, (Towson State U) considers that an integral part of democracy involves the right to free speech. Free speech is a strongly protected right in our society, but panelists points out, it is often severely constrained in the workplace. The ideals of the new economy include decentralized and participative decision-making, sharing power between management and employees, and respecting diverse backgrounds and opinions. The reality may not be so rosy. This symposium offers an informed, inclusive discussion of workplace free speech, grounded in research and tied to managerial practice.

A lot of people make this program go. Andrea Rivero, Program Coordinator, and the 32 Program Chairs from each group have done a superb job of coordinating everything and sending submissions out to review. Tom Cummings, 2003 PDW Chair and Vice President-Elect, and Yolanda Jones, PDW Coordinator, and the 32 PDW group chairs have organized an array of learning activities for AOM members at all stages of their careers (see Tom's article in this newsletter). From 2 times 32 program chairs (main and PDW), to approximately 70 reviewers per division, and everybody who submits something, between 4000 to 6000 people make this program happen. As Tiny Tim said, God bless us every one.

Denise M. Rousseau

Vice President and 2003 Program Chair, Academy of Management

Note to HCMD Division Members: This is Academy-Wide

The Academy of Management's

2003 New Doctoral Student Consortium

Seattle, Washington - Saturday, August 2nd, 2003.

The New Doctoral Student Consortium (NDSC) is part of the Academy of Management's commitment to the professional development of its student members, and its prospective members. NDSC is designed by doctoral students for doctoral students and is aimed at students in their first or second year of a doctoral program. We also strongly encourage any prospective doctoral program candidates to participate. This consortium is designed to address the real life issues that exist for doctoral students from getting started on your thesis all the way through the publishing process. NDSC is your opportunity to interact, discuss, and learn from the Academy's leading members and the world's leading academics.

THE PEOPLE

By attending this year's consortium, you will meet some of the Academy's most distinguished members and academicians, as well as other doctoral students who also share similar experiences and interests! At the 2003 NDSC you will meet and speak to world leaders in management research, theory, practice and education. Including David Boje, Stewart Clegg, Thomas Cummings, Jeffrey Edwards, Peter Frost, Glen Kreiner, Peter Lane, Tom Lee, Ed Locke, Denise Rousseau, Terri Scandura, Claudia Bird Schoonhoven, Larry Williams, Ian Williamson, Amy Wrzesniewski, and others.

CAREER DEVELOPMENT

When you begin a doctoral program you begin your career. This year's consortium includes speakers and topics focused on helping you understand what your role can be in the academic world of research, publishing, and teaching. The topics at the 2003 NDSC will include: managing life as a student, life as a 'minority' student, the power and politics of doctoral programs, starting your thesis, performing exemplary research - both quantitative and qualitative, publishing, collaboration and networking, teaching excellence, and much more.

NETWORKING

Throughout the one-day consortium you will engage in activities to help you identify possible research partners from across the USA and the world. You will interact with esteemed presenters through question and answer sessions. You will also have the unique opportunity to meet and discuss publishing issues through coffee time with editors of top tier journals like Organization Science, Academy of Management Journal, Academy of Management Review, and other high quality publications.

The NDSC will be held in Seattle Washington on Saturday August 2, 2003 from 8:20am to 5:30pm. Light refreshments and lunch will be served during the consortium and an “All Doctoral Student Reception” will also be held following the consortium.

The NDSC is becoming a major pre-conference event for doctoral students! Attendance is limited to 150 participants. **Registration will open in March 2003** and you are strongly encouraged to register early through our on-line registration at www.aom.pace.edu/ndsc. For more information, please contact the NDSC Chair of Marketing and Registration Stephanie Ward (sward@uh.edu).

HCMD Distinguished Speaker will be Group Health Cooperative CEO

The Health Care Management Division is proud to announce that Cheryl Scott, President and CEO of Group Health Cooperative, will be the Distinguished Speaker at the 2003 annual meeting. Her talk will center on bridging the gap that exists between health services research and the needs of those in the field of practice.

Scott received a Bachelor of Arts degree in Communications and a Master's degree in Health Administration from the University of Washington. Presently, she is an associate clinical professor in the Graduate Program in Health Services Administration at the University of Washington. Scott has been with Group Health Cooperative since 1979 and has served as Regional Vice President, Vice President of Human Resources, and Executive Vice President/Chief Operating Officer prior to assuming her current position in 1997.

The Division also gratefully acknowledges the following persons and organizations whose generous contributions helped to make possible the reception that will follow the Distinguished Speaker session:

- Mid-Valley Independent Practice Association
- PacificSource Health Plans
- Providence Health Plans
- John H. Seifert, DMD

Len Friedman

Division Chair Elect

Reports from Committees

Update from the HCMD Practice Committee

Our committee spent several months last year developing an “Agenda for Action” that recognizes HCMD as a connective mechanism for practitioners and researchers to come together to address interesting and pressing research and practice needs in the field of health care management.

We identified ways to enhance the ongoing communication and interaction between HCMD members and health care management practitioners. More specifically, the committee identified the following five priority areas:

1. Find Out More About What Practitioners Want/Need/Could Gain from HCMD
2. Increase Communication Between HCMD Academics (Individuals) and Practitioners
3. Increase Communication Between HCMD (the Organization) and Practitioners
4. Develop Practitioner-Related Activities at the HCMD Annual Meeting
5. Encourage HCMD Members to Write/Publish/Research With Practitioners

At the Annual Meeting in Denver, we spent considerable time thinking about ideas for putting these priorities in action at the 2003 Meeting in Seattle. Here are some of our accomplishments and activities to date:

1. We have organized a panel session at the PDW that will highlight practitioner-researcher partnerships and will include practitioner representatives. Look for more information on this session in the PDW materials.
2. Thanks to Program Chair Kathryn Dansky, those submitting papers to the Annual Meeting were asked to briefly identify the practice implications of their research.
3. Committee Member Vicky Parker now serves on the AOM-wide Practice Committee.

We hope to work with Membership to identify existing practitioner members of the Division to invite their active participation at the Annual Meeting and solicit their views on how the Division might better serve practitioner members.

We are encouraging all HCMD division members to invite Seattle-area health care practitioners to attend the meeting. To that end, please help us identify individuals in the Seattle area to whom we could send a letter of invitation (send ideas to Christy Lemak, clemak@hp.ufl.edu).

We look forward to continuing our work to achieve our mission, which includes the development of long-term relationships with practitioners and the practice community to foster the exchange of ideas and knowledge between the worlds of healthcare practice and research.

Christy Harris Lemak

Practice Committee Chair

Research Committee

At the AoM annual meeting in Denver, the committee met and discussed a number of possible ways of enhancing the research mission of the HCM division (see below). The committee has already been working on many of these ideas and will continue to develop others.

1. The incoming program chair will ask all those whose papers have been accepted for presentation at the next meeting to include a one paragraph summary (at the beginning of the paper) that discusses how their work advances general management (OB, OT, Strategy, etc.) theory.
2. Either try to have a distinguished speaker (perhaps every other year) who is a distinguished HCM researcher, or if a practitioner, encourage that person to devote part of his/her talk to issues related to research.
3. Michael Powell is working on putting together a symposium for next year's meeting that would include researchers that are highly visible to AoM members outside our division. The idea is to have a symposium that would be well-attended by those outside our division that would make a clear case for the broad appeal of the HC sector for building theory and for studying and understanding basic management and organizational issues.
4. Louise Fitzgerald and Ewan Ferlie are trying to organize a PDW session.
5. Keith Provan, Myron Fottler, and Tom D'Aunno developed and submitted a proposal for a special issue of AMJ, focusing on health care management and organization. The proposal was recently turned down, primarily because of a concern by AMJ editorial team that the topic was too narrow for the interests of Academy of Management members. However, the proposal will probably be resubmitted at a later date, once the editorial team changes and if health care becomes more of a critical issue in the minds of Academy members.

Any additional ideas that might further the research mission of the division are most welcome. Please pass on your ideas to either of the co-chairs or any of the committee members.

Keith Provan and Michael Powell, HCMD Research Committee Co-Chairs

Membership Report

As of 3/6/03, HCM had a total of 555 members. This is slightly down from 565 that was reported at the Denver meeting, but usually the increase continues until the annual meeting. While the number will probably rise, all HCM members are urged to “talk up” the division and solicit academicians, students and executives that can benefit from our shared interest. This division has experienced a resurgence in interest and the credit goes to membership. We hit a low ebb in 1988 with only 525 members. Since that time, membership has increased And should continue to experience “significant growth” Given the quality and level of support we enjoy. Both Donna and my self have been busy contemplating membership efforts and look forward to input from others. Hope to see you in Seattle and keep on explaining the benefits of HCM membership.

THANKS

Donna Melvey and John C. Hyde
Membership Chairs

Check out our newly designed website:

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

Many thanks to our webmaster, Nir Menachemi, for developing a web site that is informative, professional, and attractive!

Call for Volunteers

We are looking for a new division Treasurer to replace Chris Shook, who is departing after three years of superior service in this position.

The treasurer is appointed by the division chair with approval by the executive committee and serves as a member of the executive committee. All division accounts are maintained by the financial officer of the Academy of Management. Division treasurers act as a liaison between the divisions and the Academy to assure that the divisions are familiar with the financial guidelines established by the Academy.

In addition, the treasurer's duties include preparing the division budget (in consultation with the chair and the executive committee), reviewing the financial statements provided by the Academy of Management financial officer, interacting with the Academy of Management financial officer regarding expenditures and allocations, and reporting to the division membership at the annual meeting.

If you are interested in this three-year position, please contact division chair Kathleen Montgomery at kmont@mail.ucr.edu.

Coming early to the annual meeting?
Remember, the Professional Development Workshop is open to members at all stages of their careers. Check out the program on pages 4-6!

Please take a few minutes to vote! (See ballot on last page. Your volunteer leadership will appreciate your support!



UNIVERSITY OF CALGARY



CHAPS

CENTRE FOR HEALTH AND POLICY STUDIES

CALL FOR ABSTRACTS

**4th International Conference on
Organizational Behaviour in Health Care
19-21 April 2004**

**The Centre for Health and Policy Studies
University of Calgary* Alberta, Canada**

*** In collaboration with University of Alberta School of Business -
Health Organization Studies Group and
University of Calgary's Faculty of Management**

*@ The Banff Management Centre
in the Rockies of Western Canada*

This is a leading research conference for people interested in organizational behaviour in health care. Conference size, format and venue are meant to allow interactive presentation and discussion among individuals with specific interests in organizational behaviour in health care environments. This is the first time this international conference has been held in North America. The themes and related question are:

“Innovation in Health Care: A Reality Check”

- *When does research make a difference?*
- *When does practice lead the way?*
- *What is evidence-based management?*
- *How do organizations manage across boundaries?*

Instructions for Abstract Submission: Abstract - Maximum of 500 words...Received no later than 15 May 2003. Notification acceptance of abstracts by 31 August 2003. Final Papers received by 15 January 2004. Please provide the following information: Title of Abstract; Abstract itself; Authors; 1st Author's full name; 1st Author's address; 1st Author's e-mail; 1st Author's telephone number; 1st Author's fax number. Send (In Word Format only) to: Ms. Wendy Spragins e-mail: spragins@ucalgary.ca. To view the Advisory Panel, Key speakers and Steering Group please visit our web site: <http://www.chaps.ucalgary.ca/>

**Call for Nominations
BEST STUDENT PAPER AWARD**

Due by May 15, 2003

To encourage greater student participation and visibility in the Health Care Management Division, the HCMD has established a Best Student Paper Award. The award carries a \$500 stipend toward the cost of attending the HCMD Professional Development Workshop (PDW) at the annual meeting of the Academy of Management. The winning author will be announced at the Friday evening opening session of the PDW (August 1) and again at the HCMD Business Meeting on Monday, August 4 (at 5:30 pm).

This award is distinct from the HCMD's Best Paper from a Dissertation Award and is intended for papers written prior to the dissertation. A 3-member committee chaired by the Division Chair-elect will select the winner. The winner will be announced by June 15, 2003.

To be eligible, the following guidelines should be met:

A pre-doctoral student must be the lead author on the paper. Co-authors are permitted, so long as the majority of the creative and technical work on the paper was done by the first-author student, who will be the recipient of the award.

Papers should be submitted to the Division Chair-elect no later than **May 15, 2003**. Student authors also should send a current c.v. and a letter of nomination from their faculty advisor, which attests to the student's role on the paper. The paper submissions may be sent electronically to Len Friedman, Division Chair-elect, Leonard.Friedman@orst.edu. The faculty letter of nomination should be sent via regular mail to Professor Leonard H. Friedman, Associate Professor and Coordinator, Health Care Administration Programs, Oregon State University, Department of Public Health, Corvallis, OR 97331-6406.

**Call for Nominations
MYRON D. FOTTLER EXCEPTIONAL SERVICE AWARD**

Due by June 2, 2003

The MYRON D. FOTTLER EXCEPTIONAL SERVICE AWARD is considered by many to be the most distinguished award given by our Division. It was established to recognize a member of the Division who has provided extraordinary service to the Division and to the profession. It is not an annual award; rather it is given only when nominees meet the following requirements:

The individual must have dedicated at least ten years to the Health Care Management Division and to the profession, and have established a consistently strong presence in the Division over a long period of time.

The individual must have served as a meaningful mentor, not only to colleagues and students at his or her own university, but also to others in HCMD.

If the individual has served as a Division officer, he or she must have continued active participation in the Division long after serving as a Division officer (this requirement automatically exempts anyone for consideration while a current officer.)

Please send nominations by June 1, 2003, to the selection committee chair, Len Friedman, HCM Division Chair-Elect; nominations may be sent electronically to Leonard.Friedman@orst.edu. Nominations must include a detailed description of the nominee's involvement with HCMD and an explanation for why this individual is a good candidate for this award.

Health Care Management Division Information on the Candidates

Division Chair-Elect

Kathryn Dansky is Associate Professor of Health Policy & Administration at Pennsylvania State University. Kathryn's teaching and research focus on management issues in healthcare organizations, with an emphasis on technology. Currently, she is the principal investigator of a funded study, "The Impact of Telehomecare on Recruitment and Retention." Her research findings have appeared in *Journal of Healthcare Management*, *Telemedicine Journal* and *The Journal of Information Technology in Healthcare*, among other journals. Kathryn earned a PhD from Ohio State University, College of Business, and MBA from Ohio University. She is a registered nurse from the Johns Hopkins Hospital School of Nursing, and was formerly Director of the Athens County Visiting Nurse Association in Athens, Ohio. Her professional affiliations include the Academy of Management and the American College of Healthcare Executives. She has served as reviewer and participant for over 10 years in the Academy and is currently the Program Chair for the Health Care Management Division.

Program Chair-Elect

Jane Banaszak-Holl is an Assistant Professor of Health Management and Policy at the University of Michigan. She received her Ph.D. in sociology from Cornell University in 1991. Jane's research focuses on organizational change among health care providers and the interorganizational dynamics, market factors, and strategic planning that lead to organizational change. Currently, her work also examines social structural factors affecting health outcomes and transitions in care for elderly with disabilities and is driven by the question of how organizational and institutional structures define the quality and types of services available to the elderly. With a fellowship from the NIH under the Building Interdisciplinary Careers in Women's Health program, she is examining how gender differences affect the availability of social supports for nursing home residents. She also has an ongoing study of the role of chain corporations in the nursing home industry, funded in part by the Blue Cross Blue Shield of Michigan Foundation. Jane's research has been published in a wide variety of health care and organizational theory journals, including *Administrative Science Quarterly*, the *Gerontologist*, *Health Services Research*, *Journal of Health and Social Behavior*, *Managerial and Decision Economics*, *Medical Care*, *Medical Care Research and Review*, and *Social Science and Medicine*. She is also currently co-organizing (with Jeff Alexander) the Fifth Annual Health Care Organizations Conference to be held in Ann Arbor, MI in June 2003. Jane has been active in the Academy of Management Health Care Management Division (HCMD) since 1992. She has served as a reviewer, moderator and discussant of Academy sessions over the last decade. She has contributed to the HCMD doctoral student and junior faculty consortium over the last five years and currently serves as the Academic-at-Large for the division. While still learning what an Academic-at-Large is, she has been able to contribute to the leadership of the division through helping design the current web page (and serving on the web page design committee), reviewing student papers for division award, and contributing to on-going evaluation of the by-laws and division mission and strategy. As Program Chair-Elect, she would look forward to continuing the past successes of the Junior Faculty & Doctoral Student Consortium through broad participation among division members and reinforcing the interdisciplinary nature of the division's mission.

Academic At-Large Representative

Alison Evans Cuellar is an Assistant Professor in the Department of Health Policy and Management at Columbia University. She received her doctorate in Health Services Research and Policy from the University of California, Berkeley and her MBA from the University of Texas at Austin. Her current research focuses on two areas: the organizational relationships between mental health systems and juvenile justice systems; and how new organizational forms, such as hospital and physician alliances, affect inpatient quality and prices. Her work has been published in journals such as *Medical Care*, *American Journal of Public Health*, *Health Affairs*, and *Inquiry*. Her teaching responsibilities include a graduate course on Research Methods for Management for which she has prepared new cases. Alison joined AOM/HCMD four years ago as a graduate student. She has been involved in the HCMD professional development workshops and the HCMD research committee, in addition to participating as a discussant in HCMD annual meeting sessions, and reviewing papers for the annual meeting as well as for AMJ and AMR. In 2001 she received an Outstanding Review Award from the Division.

Timothy Hoff is an Assistant Professor of Health Policy and Management in the University at Albany, SUNY School of Public Health. Since coming to academia in 1998, he has published 20 articles addressing topics of physician work roles, physician attitudes and behaviors in response to managed care, organizational restructuring in health care, and medical errors. These articles have appeared in both health services research and sociology journals. Currently, he is working on two AHRQ funded patient safety projects addressing medical residency training around failure and uncertainty and improvement of error reporting in hospital settings. Before coming to academia, Tim worked for a decade in health administrative and consulting positions. He is a sociologist and organization theorist by training. He has been active in the Health Care Management Division since 1995. This activity consists of regular paper and symposium presentations, participation in doctoral and junior faculty consortia, and serving annually as a reviewer. In 1998, he won the Best Paper Award in the Division for a study of job involvement among physician executives. He has also reviewed for and presented several times in the Organization and Management Theory and Public and Nonprofit Sector Divisions of the Academy, where he also retains membership.

Trish Reay is currently the *Eric Geddes/ Alberta Heritage Foundation for Medical Research* Post-Doctoral Fellow in Health Organization Studies at the University of Alberta School of Business. In July 2003, she will begin her appointment as Assistant Professor in the Department of Strategic Management and Organization at the U of A. Prior to completing her PhD in Organization Theory, Trish was employed as a registered nurse and health policy analyst. Her research interests include: organizational change in the health sector, knowledge transfer and organizational learning. Trish has been an active participant of the HCM division of Academy for the past five years. In addition to serving as a regular reviewer, she has participated annually in Professional Development Workshops, Multi-divisional Symposia and Paper Sessions at Academy conferences. In 2000, her paper was named as 'Best Paper based on a Dissertation,' and nominated for the AOM Newman Award. Trish is currently a member of the newly formed Research Committee for HCMD.

Practitioner At-Large Representative

Michael Burcham is Senior Vice President for Business and Product Development at ParadigmHealth, where he is responsible for the strategic direction, design and development of ParadigmHealth's product lines for both the Group Health and Workers' Comp Divisions. The organization provides solutions for managing catastrophic events, including trauma, burns, transplantation, and neonatal conditions. Prior to his position at Paradigm, Michael was President of Theraphysics, a venture-backed specialty healthcare firm managing orthopedic and rehabilitation services. He founded Theraphysics in 1993, and Beverly Enterprises acquired the company in 1998. Prior to Founding Theraphysics, Michael was Vice-President for Managed Care at HCA's Centennial Medical Center in Nashville, TN. He received his undergraduate degree in Physical Therapy from the University of Mississippi Medical Center in 1983 and his Masters Degree in Business Administration from Belmont University, Nashville, Tennessee in 1989. He recently completed his Doctoral Degree in Health Administration (DHA) from the Medical University of South Carolina. Michael teaches Entrepreneurship at Vanderbilt University and provides strategic consulting to a variety of healthcare firms and venture funds involved in healthcare start-ups. He has numerous publications and is a frequent national speaker on healthcare strategy and entrepreneurial thinking in healthcare.

**Have you registered yet
for annual meeting?**

<http://www.aomonline.org/>

PENNSTATE



**Health Care
Management Division
Academy of Management**

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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.

Important Dates

July 11, 2002 Deadline to reserve room with the Housing Bureau

July 18, 2002 Deadline to register in advance at the lower registration fee

<http://aom.pace.edu/meetings/2003/>

Election Ballot
**Health Care Management Division
Academy of Management 2003**

Please vote for **one** person for **each** office. Indicate your vote by marking an "x" in the blank. Please vote for **one** person for **each** office. Indicate your vote by marking an "x" in the blank next to the nominee's name. Write-in votes are allowed.

Division Chair-Elect

_____ Kathryn Dansky
_____ Write-In Candidate

Program Chair-Elect

_____ Jane Banaszak-Holl
_____ Write-In Candidate

Academic At-Large Representative

_____ Alison Evans Cuellar
_____ Timothy Hoff
_____ Trish Reay
_____ Write-In Candidate

Practitioner At-Large Representative

_____ Michael Burcham
_____ Write-In Candidate

All Ballots must be received by **May 12, 2003**. Return ballot to:
Sharon Topping
University of Southern Mississippi
Box 5012
Hattiesburg, MS 39406
Fax: 601-266-4630
Email: sharontopping@comcast.net