MC Division Board Meeting Minutes (3/23/19)

1. **Overview:** The MC Division Board met via Zoom conference, with Division Chair, Tonya Henderson presiding.
2. **Attendees:**

Tonya Henderson, 2019 Division Chair

Eric Sanders, 2019 Program Chair

Uzonna Olumba, 2019 PDW Chair

Rida Elias, Representative at Large

Daniel DeGravel, Representative at Large, Newsletter Chair, Domain Statement Committee Lead

Jeffrey Moore, Representative at Large, Newsletter Committee

Steve Munkeby, Doctoral Consortium Chair

Rickie Moore, Treasurer

Suzanne Cromlish, Volunteer, Newsletter Committee

Emmanuel Monod, Volunteer

Jose & Eduardo (Student Consultants)

1. **Agenda (Mountain time):**

0800-0810 Close out action items from last meeting

0810-0815 Budget & sponsorship

0815-0820 Doctoral Consortium

0820-0825 Communications

0825-0830 Elections

0830-0835 Domain Statement

0835-0840 Possible new journal

0840-0850 Program details

0850-0855 Division history

0855-0900 New business

0900-0910 Round robin

**OLD BUSINESS:**

1. **Budget & Sponsorship:** *Rickie*

**Numbers from 2018 & Budget for 2019:** We closed 2018 out with $6650, from a total operating budget of $27K. Last year’s conference cost $19700. Our allocation for next year is $16688 (based on June membership numbers). We need to find a sponsor for the dinner. Rickie and Steve will discuss options for bringing in a Doctoral Consortium speaker from industry. Benedictine owes us money from previous award sponsorship. Plaques cost about $100 if we want to have an organization sponsor an award. In the past, we have contributed up to $2000 per small conference we support and we may be able to afford some small promotional items in the future.

***Sponsors are wanted for:***

*MCD Social (Goal $3K)*

*MCD Members &Friends Dinner (Goal $5K)*

*Doctoral Consortium (Goal $1K)*

*PDWs (Can be small to cover catering for a specific session)*

*Awards (Goal?)*

*We arbitrarily set these to cover just roughly half the costs for these events. The group did not offer another suggestion, but we can adjust these as needed.*

**Plaques:** *Rickie has mailed out the plaques for the key word team and for Søren.*

**Call for Sponsors:** *Have we gotten any responses? Not yet.*

1. **Doctoral Consortium Planning:** *Steve has put together a new flyer.*
2. **Elections:** *Nominations are closed. Amandine is in charge. We have a nominating committee to select from the potential nominees and will put out the slate for voting in the next two weeks. Amandine is reaching out to those nominated to confirm their willingness to run.*
3. **Communications:**
   * + **Newsletter:** *Daniel- The newsletter has been very well received. 1 May: deadline for the next newsletter issue.* We need to document the newsletter process and pass that forward now that we have the new format and are beginning to produce them regularly.
     + **Additional Content for our Members:** Tonya-*We have good content, just need the AOM Connect file repository so we can share it. – No change*
     + **Student Project:** *Eric has a new group of students building on the CSUN project results. Jose and Eduardo joined us on the call. They intend to look at how we keep our members engaged, looking at students, academics, practitioners, and consultants. In looking at how we provide value to our members, they will look at the different audiences and figure out what works and what doesn’t*
     + **Division web Site:** *We need to convert to AOM connect microsite (requested) and we need to make sure Daniel has write permissions when we set up the division’s AOM Connect presence.*
     + **AOM Connect:** *In work.* [*https://connect.aom.org/home*](https://connect.aom.org/home)
     + **New Member Communications:** *No change*
     + **LinkedIn Group:** *Jeff-.**The group needs energy. Assignments for posting weekly and engaging with the group are as follows.*
       - *April: Daniel*
       - *May: Suzanne*
       - *June: Rida*
       - *July: Tonya*
       - *August: Uzonna*
       - *September: Eric*
4. **Domain Statement:** *Daniel-Our submission must be in by 1 June for DIGR consideration in August. Daniel is leading the effort. He noted that it is difficult to find dates when we all can meet. There is a Googledocs form for collecting inputs. The wording is important, as it affects the direction of the division going forward. A review of the other divisions’ statements shows some basic dimensions: the covered discipline, goals, object components/sub-topics, the types of work they want people to submit, their philosophical stance, and their epistemological stance. The domain statement team will meet after this call.*
5. ***Creating an MC-Sponsored Consulting Journal:*** *Amandine- Results of follow up with Bob Gephardt? No change.*
6. **Program details:** *Eric and Uzonna*
   * *Registration waivers are due by July/Eric*
   * *The distinguished speakers are Fred Miller and Judith Katz and Eric is still working on the Members and Friends speaker selection.*
   * *Eric suggested that we have more than one person check the awards. Some are self-nominated, but we are not limited to those who put themselves in when choosing things like best practice paper, etc. He noted that we don’t have a well-documented process for selection, but we are building documentation now.*
   * *Eric was able to negotiate to get an extra session because we had ¼ hour left-over when he put together the sessions,. We were able to accept 24 papers this time. More submissions will result in more acceptances going forward.*
   * *Uzonna noted that the PDW selection process is done and we are on track. The schedule is out now.*
7. **Division History:** *Amandine. No change.*

**NEW BUSINESS:**

* Rida suggested we work on engaging people more at the dinner and social, perhaps having the leadership team wear the same color, perhaps printed tee shirts, etc. We need to see what the budget will support.
* The board voted to support the Artificial Intelligence conference the day before AOM, at Harvard, per Emmanuel’s suggestion. We will co-brand.

1. **Action items:**

**OLD:**

* + Promote the Division/All: Request that all board members & volunteers post to the MC Facebook group, LinkedIn, & AOM Connect every few weeks. It could be an article you read and want to share a link to, something about the division, an honor or award received by one of our members, etc.**--- *OPEN***
  + Encourage others to ensure they are registered as an MC member with the Academy/All- Push ahead of the January count- **OPEN** *Please keep recruiting!*
  + Collect data from the Academy regarding our constituents (incl. primary language)/Tonya- ***OPEN.*** *It looks like the last full survey was in 2016. Results requested.*
  + Promote the doctoral consortium- Steve & All—***OPEN—****Steve is working on a flyer and would appreciate having it pushed via social media.*
  + Tonya and Rickie will develop a basic, simple call for sponsorship that can be shared with potential sponsors in time for end of year giving. -**OPEN The** *email blast addresses this to some extent. More formal letter DRAFTED.*
  + Rickie will provide a list of prior sponsors to Tonya and Richard and reach out to some of these organizations. **-OPEN**
  + Tonya will reach out to the new members ~~around the new year~~ and again in August to facilitate recognizing them at the business meeting and welcoming them to the Division. - **OPEN**
  + Emmanuel will provide the newsletter team with an 80-word input regarding the 2020 China conference, suggesting that members plan ahead and noting its openness to additional methodologies. -**OPEN** *This may have to go in the next edition (1 May deadline)*
  + *Monitor the Student Engagement LinkedIn Group and actively promote conversation: Jeff, Steve, & Arpita (principal) All (supporting role).* ***Status?*** *More engagement is needed. We have added several members and we have two groups, one that was set up a while back and forgotten.*
  + *Eric and Tonya will work the transition of the division web site to AOM Connect. -****OPEN (revised).***
  + Tonya and Eric will create a folder on AOM Connect for Doctoral Consortium materials and references. /Tonya & Eric- **OPEN**
* Follow up with Bob Gephardt about the idea of a consulting-focused journal and let the board know his thoughts/Amandine- **OPEN**
* Secure payment from Benedictine for previous award sponsorships/Eric and Rickie- **OPEN**
* Reach out to past leaders to see who initially set up the Twitter account so we can consolidate/Tonya- **OPEN**
* Reach out to universities to seek sponsors for the consortium/ Eric-**OPEN**

**NEW:**

* *Rickie and Steve will discuss options for corporate sponsorship of the Doctoral Consortium.*
* *There was a 2005 celebration of the past chairs. Rickie will share the information with Amandine.*
* *Write a letter authorizing co-branding of the AI conference- Tonya*

**DEFERRED:**

* + Accept inputs and work the strategic plan building on the foundation Amandine set/Tonya- ***OPEN.*** *Delayed pending Domain Statement work. We agreed that the existing strategic direction is still sound in the meantime. We will continue working on the goals Amandine put in place last year.*

1. **Round Robin:** We polled those still on the line, although consensus was that we had covered the bulk of relevant topics. (Note: If the Zoom link drops during a meeting, just click on the link again to rejoin the conference.)
2. **Closing comments:** Tonya thanked everyone for their time and all of the efforts between meetings. **Next Meeting: 27 April at 0800 Mountain Time.**

*Tonya’s vision for MC this year: We are an inclusive, multi-generational division that welcomes all who study and/or engage in responsible management consulting. We have adequate resources and are the home division of true scholar-practitioners. We welcome newcomers with open arms and appreciate the richness of varied perspectives while cherishing our heritage and “standing on the shoulders of giants.” The MC division is thriving- maintaining and growing its niche through the efforts of its dedicated board and volunteers.*

*For Your Reference:*

**MC Division YouTube Channel**

<https://www.youtube.com/watch?v=IvbVScJe2nk&app=desktop>

**APPENDIX A**

**REFERENCE MATERIALS TO KEEP US FOCUSED**

**2019 Board Goals (as of 8/14/18):**

* + **Find sponsorships**
  + **Increase membership**
  + **Record 2 podcast videos with Tony & Joanne to help submitters design an acceptable MC paper**
  + **Review domain statement:**

*MC Division---Specific domain: is to advance knowledge and understanding of management consulting and to aid in the development of consultants from the perspectives of research, practice and teaching. The focus of the Division is on the discipline of consulting, as well as the consulting industry. The Division encourages interdisciplinary and integrative approaches to management consulting which lead to the continuing development of the discipline. Major topics include: the consulting process, ethical issues in consulting, the roles and responsibilities of academics in the field, the role of consultants in leading change initiatives, the management of consulting firms, the marketing of consulting, and the expanding role of consultants in organizations and society. (Revised Statement and Name 3/99)*

* + **Review Catering ambition? (increasing costs)**
  + **Newsletter format**
  + **Write the history of the division by the founding fathers/mothers**
  + **Best non-profit sector board management practices**

**APPENDIX B: Domain Statement Revision Notes**

11/17/18- We will reengage on this shortly. It must be worked through the formal Academy process for even minor changes. Søren agreed to help us.- TLH

**Domain Statement DRAFT.**

*MC Division---Specific domain: is to advance knowledge and understanding of management consulting and to aid in the development of consultants and scholar-practitioners from the perspectives of research, practice and teaching. The ~~focus of the~~ Division is focused on the ~~discipline of consulting, as well as~~ the impacts and discipline of consulting ~~industry,~~ and the industry as a whole. The Division encourages interdisciplinary and integrative approaches to management consulting which ~~lead to the continuing~~ contribute to the development of the discipline. Major topics include: the consulting process, ~~ethical issues in consulting, the~~ roles and responsibilities of academics in the field, ~~the role of~~ consultants ~~in~~ leading change initiatives, the management of consulting firms, the marketing of consulting, ~~and~~ the expanding role of consultants in organizations and society, boundary-spanning, strategy, change management, ethics of consulting, scholar-practitioner education, and organization development.*

* + There are too many specific areas listed. Which ones do we keep/eliminate?
  + Comments on the old domain statement from last meeting:
    - The domain statement is very broad and inclusive, perhaps too much so. While it serves to be inviting, it may require a more specific mission statement in order to drive strategic direction going forward.
    - The major topics listed are dated. It was noted that the division as it currently exists does much to address boundary-spanning, strategy, change management, ethics of consulting, and organization development.
    - We should go back to the research that was done to establish our new keywords, since it captures what is important to the division. It was developed using a survey and interviews and was very thorough. --- *Need to do this*
    - We need to think about who we serve. Considerations included the voices of consulting clients, keeping the research component of our identity in mind, beginners in the industry, students, intercultural and virtual aspects, etc.
    - It was noted that the domain statement doesn’t sound very academic, but our paper acceptances tell a different story; the academic approach to consulting is a non-negotiable item since we are a part of the Academy.
    - Professional doctorates are on the rise, in the US and in China in particular. Our appeal to these programs is what drew Steve Munkeby to the division and he suggests that we strengthen that component even further. It was reiterated that executive doctorates, DBAs, etc. are increasing, with start-ups including online and blended programs. This brought us back to the notion of being boundary-spanners.
    - We want to keep the old domain statement’s open and welcoming aspects, perhaps adding something subtle to communicate this (multi-generational or some other term?)
    - Daniel reminded us that the danger in emphasizing practice is that we could sacrifice quality, as is often the case. Consensus was that we must not dilute the academic side of things as we step toward this inclusiveness. We must maintain our quality and theory-based approaches. Whether we bluntly state that in the domain statement or use our processes to continue institutionalizing quality, we have to be careful about this.