MC Division Board Meeting Minutes (11/17/18)

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

Daniel DeGravel, Representative at Large, Newsletter Committee Chair

Rida Elias, Representative at Large

Jeffrey Moore, Representative at Large, Newsletter Committee

Steve Munkeby, Doctoral Consortium Chair

Arpita Gentela, Social Media Officer

Emmanuel Monod, Volunteer

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

0800-0810 Close out action items from last meeting

0810-0815 AOM Connect

0815-0830 Budget & sponsorship

0830-0845 Newsletter

0845-0850 Plaques outstanding from 2018

0850-0900 Round robin

1. **OLD BUSINESS:**
2. **AOM Connect:**

There are tutorials available for setting up the site. Tonya will forward emails related to site administration to Uzonna, as she does not have all of the same details that have been provided to Tonya and Eric.

1. **Budget & Sponsorship:** 
   * Plaques: Plaque orders (Søren’s 2nd year as chair and the Keyword committee- Jean, Gary, and David) are delayed, pending receipt of the final costs from the August conference.
   * Budget: We don’t have a clear understanding of how much we have at this time, as the report sent to Rickie by the Academy indicated a balance of roughly $13,000. This amount is too high to have included the conference costs from 2018.
   * Sponsorship: We used to have somewhat robust support but have fallen off in recent years. Since our division doesn’t sponsor a journal, our impact for sponsors is smaller, calling for a less complicated approach.
     + The board agreed to take a simplified approach to sponsorship, deferring more sophisticated levels and packages for now.
     + Rickie and Tonya will develop a simple letter to solicit sponsorship of the social and dinner, with suggested donations ranging from $500 to $2500.
     + Rickie will provide a list of prior sponsors to Tonya and Richard and reach out to some of these organizations.
     + We discussed benefits to sponsors and the Academy’s prohibition of perceived “quid pro quo” arrangements. We may elect to give a plaque to acknowledge significant donations. We may display a sponsor’s logo at our events and allow organizations to publicly acknowledge their support of the division. Where the Academy draws the line is on any implication of co-branding.
     + Once a sponsor agrees to provide financial support, there is not an invoicing process. We send Rickie an email detailing the agreement and he will provide the sponsor with wiring instructions to get the funds to AOM.
2. **Communications:**
   * **Newsletter:** Daniel still needs content for two sections**.** Tonya will resend the “from the leadership” paragraph and reach out to Joanne Preston for high impact consulting content. Uzonna has made significant international contacts of late and will reach out to her network for content for this section as well. Emmanuel will provide an 80-word input regarding the 2020 China conference, suggesting that members plan ahead and noting its openness to additional methodologies.
   * **Videos:** The response to Joanne’s video was very positive. We need to leverage the content even more. About 1000 people viewed it in the first few days. Uzonna agreed to assist Arpita by pushing it to Instagram and YouTube. There was consensus that the 3-minute format works well. An iPhone camera worked well for this, although we did use professional lighting.
   * **Promoting the Doctoral Consortium:** Steve Munkeby has written a paragraph promoting the consortium. Steve also highlighted the common need among doctoral students for research subjects and access to those in the consulting field. The team brainstormed and arrived at a solution. We will establish a LinkedIn group; Uzonna will set it up and Jeff (admin privileges), Steve, and Arpita will support by participating and keeping the discussion flowing.
   * **Calls for Papers, PDWs, and Reviewers:** 
     + Eric put out the link to the call for papers on LinkedIn. He asked that Daniel include the link to the calls in the newsletter.
     + Uzonna’s call for PDWs is out and she has engaged in significant outreach with Emmanuel’s students in China. She is willing to Skype with them again and we asked that they consider recording the session if it is convenient, so it can be shared more broadly.
   * **Additional Content:** There is a PowerPoint that Emmanuel and Rida did last year that we can disseminate, and Emmanuel just wrote a nice paper offering advice for MC paper submission.
   * **CSUN Student Project:** See below. Next semester we will likely have Eric’s class follow up on the survey work and Daniel’s students consult with us on strategic planning.
   * **Division web Site:** Daniel asked for bios from the new members of the board. Uzonna also needs to update her bio and Daniel agreed to update and correct the positions listed, as they need updating.
3. **NEW BUSINESS:**

* **Membership:** There were several suggestions for improving our process for welcoming new members. We don’t typically send them a welcome email or publicly acknowledge them. We decided to request permission from the new members to show their photos and recognize them at the business meeting and discussed options for small incentives we might offer, such as tee shirts, etc. At a minimum, we will have some stickers that say new member at the meeting. Tonya will reach out to the new members after the first of the year and again in August to facilitate recognizing them at the business meeting and welcoming them to the Division. In the long run, we will want to solidify an intake process that improves retention.

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-*** *Tonya will do an email blast to the Division addressing the calls for papers and PDWs, Sponsorship, the video, and making the MC Division your home division*
  + Get the videos encouraging more submissions done/Tonya, Rida, Arpita, Eric*---* ***OPEN*** *Eric agreed to work with Tony Buono on this.*
  + Division history documentation/Amandine*---* ***OPEN****. In work*
  + Interface with Daniel regarding student support/Tonya--- ***OPEN.*** *Additional demographic data have been requested from AOM but probably won’t be available in time for this project. The team’s out-brief is the evening of 10 December, 7:00 PM PST (Tonya, Uzonna, & Eric to Attend via Skype/voice call). and their project ends on 30 Nov. Eric indicated that his own students may be able to build on the CSUN team’s work. All board members are requested to take the students’ survey at the following link as a pilot test so that we can build upon this baseline in refining a member survey for the division and collecting data, perhaps using future classes.*

<https://docs.google.com/forms/d/e/1FAIpQLSduvUsfwYVoXRbjXCv6kwMh47xnz6LyBcvtYcRR2SUWpZUTdQ/viewform?usp=sf_link>

*Eric and Daniel are willing to have their spring students do follow on work, tentatively having Eric’s class build upon the survey work and Daniel’s class assist with the strategic planning efforts that have been deferred for the moment.*

* + Communicate the board’s decision regarding the China conference/Tonya—***OPEN.*** *No change. A correction is needed to the China letter and the Lyon letter is pending. Dates for the Shanghai conference are 8-14 March 2020, to be specified in the corrected letter of support. Emmanuel asked that we include the Division Logo as well. We have started to reach out and see if there are additional conferences we should consider supporting. Eric and Suzanne Cromlish will both have an opportunity to seek input from David Cooperrider this week and will let us know if he has any suggestions.*
  + Join AOM Connect/All- ***OPEN***
  + 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.*
  + Continue revising the domain statement based on inputs received to date, keywords, etc./Tonya, Jean (as available)- **OPEN** *We have to get even small changes approved by the AOM board and the other divisions. Søren will support us in this process and we have a request in for the details of the process.*
  + Encourage others to ensure they are registered as an MC member with the Academy/All- Push ahead of the January count- **OPEN**
  + Collect data from the Academy regarding our constituents (incl. primary language)/Tonya- ***OPEN.*** *No change.**Some information received, but not enough.*
  + Respond to Daniel’s call for Newsletter content- All- ***OPEN***
  + Attend the student out-brief on 10 Dec for the CSUN students who are making suggestions to improve our communications efforts. – ***OPEN-*** Tonya, Uzonna & Eric
  + Promote the doctoral consortium- Steve & All-- ***OPEN***
  + ~~Reach out to David Cooperrider to see if he has any recommendations regarding conferences we should consider supporting- Suzanne~~***~~-CLOSED-~~*** *~~Eric received some recommendations and will share them offline.~~*

**NEW**

* + Tonya is to do an email blast to the Division addressing the calls for papers and PDWs, Sponsorship, the video, and making the MC Division your home division.
  + 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.
  + Rickie will provide a list of prior sponsors to Tonya and Richard and reach out to some of these organizations.
  + Uzonna agreed to assist Arpita by pushing Joanne Preston’s video to Instagram and YouTube.
  + ~~Tonya will forward AOM Connect admin training links to Uzonna. -~~***~~CLOSED~~****~~- sent 11/17~~*
  + 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.
  + ~~Tonya will resend the “from the leadership” paragraph to Daniel for the newsletter-~~ ***~~CLOSED~~****~~- Sent 11/17~~*
  + ~~Tonya will reach out to Joanne Preston for impactful consulting content for the newsletter-~~ ***~~CLOSED-~~*** *~~Email sent 11/17~~*
  + Uzonna will reach out to her network for newsletter content.
  + 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.
  + Uzonna agreed to set up a LinkedIn group to assist doctoral students in search of research subjects and engagement with the consulting community. She will give Jeff administrator rights.
  + *Monitor the Student Engagement LinkedIn Group and actively promote conversation: Jeff, Steve, & Arpita (principal) All (supporting role)*
  + *Daniel, Jeff, and Suzanne will include the links to the calls for reviewers, papers and PDWs in the newsletter.*
  + *Daniel will update the division web site to correct titles and include the new bios as he receives them.*

1. **Closing comments:** Tonya thanked everyone for their time and all of the efforts between meetings. **Next Meetings: 8 December and 12 January (tentative) 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.*

**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**

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**APPENDIX B: Domain Statement Revision Notes**

11/17- 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.