

To: Peter McNamara  
Chair, Management Education and Development Division

From: Maureen Ambrose, University of Central Florida  
Chair, Division and Interest Group Relations (DIGR) Committee

CC: DIGR Committee Members  
Jackie Coyle-Shapiro, London School of Economics  
Carrie Leana, University of Pittsburgh, Chair-elect  
Michael Lounsbury, University of Alberta  
Milorad Novicevic, University of Mississippi  
Quinetta Roberson, Villanova University

Re: Feedback on MED's 5-year Report Revision

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Thank you on behalf of the Academy of Management Board for the time and energy you and your team invested in the MED Division 5-year Report revision. We appreciate your interest in responding quickly to the feedback you received in May. The committee found the additional information provided by the Division informative. I am happy to inform you that the Management Education and Development Division will be renewed for another five years. As the five-year report may be referenced by future Executive Committee members, it would be useful to have a single document. Thus, we request that you either integrate the original report and the responses provided in the revision or that you append the response document to the original report and resubmit it.

After reviewing your report and response, the DIGR committee members identified strengths and offered recommendations for building on the strengths of the MED Division, exploring additional avenues for analysis and thought, and continuing to provide valuable services to your members. Some of these are issues and actions were identified in the report and are reiterated here; some were identified by the committee.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or e-mail.

Thank you for your service to your members and the Academy. We look forward to the continued development of the MED Division.

### **Strengths**

- A revised and distinctive mission.
- A comprehensive list of initiatives and approaches for dealing with division challenges also provide opportunities to better serve members and stabilize/grow membership.
- A focus on building relationships.
- Plans to approach other divisions for sharing of practices.

## Recommendations

The DIGR committee encourages the Division to continue the work started by the task force and executive committee in preparing the response to the original review and continue to consider the challenges and opportunities that face the Division and how these might be leveraged to best serve its members in the future. Below are several suggestions that might be useful to consider as the Division moves forward. Of course, the executive committee and the MED Division members are in the best position to determine the appropriate course of action for the division.

- As the new mission/domain statement reflects a significant change for the division, the continued consultation with the division membership and consideration of the implications of the revision for members and their needs is necessary. As you recognize, continuing the actions underway to ensure members' support for the new mission statement and strategic direction should be useful.
- The revised report identifies a number of external factors influencing (e.g., meeting locations & costs, competition, etc.) trends in membership and involvement. The issue of membership and conference attendance are conflated and it is not clear how the conference location might affect a decline in membership (is this because members opt in and out of the membership renewal based on whether they plan to attend the conference?). To better understand and address this issue, some initiative, such as a task force to analyze the qualitative data or focus groups to garner a range of member perspectives, would likely be effective.
- Additional analysis of the MED Division's activities and fit to member needs might be useful. For example, an analysis synthesized into a Performance/Importance Matrices that would identify strengths (e.g., critical MED activities that are performed well) and areas for development (e.g., critical MED activities that are weak but are viewed as highly important by the MED members) could be beneficial. This synthesis would clearly identify the actionable agenda for the MED based on members' expressions of interest/need. If another wave of the surveying could be conducted if it is deemed beneficial as a way to capture which activities is viewed as critical by the MED membership.
- Similarly, a more detailed MED stakeholder analysis summarized in a language specifying how the division's purpose and focus reinforce the mission and coherence of the AOM as a community might reveal the links that would guide the MED members in identifying the paths leading from their "home" AOM division to the "linked" AOM divisions. For example, these links may indicate how the MED could 1) link its desired emphasis on management of business schools with the OT and BPS divisions; 2) link its desired emphasis on management development with the MC division; and 3) link its emphasis on capitalizing on its growth in international membership with the IM division with the goal of attracting more members from emerging and transition countries.

Finally, in terms of the specific action plan outlined, the DIGR committee also notes:

- The action plan is ambitious and raises a question of whether the Executive Committee in its current form has the resources/manpower to achieve these. The Executive Committee currently is heavily invested in the division. A consideration of the structure needed to achieve these objectives, perhaps broadening the role of others in the division may be helpful.

- For the initiatives described, a more actionable plan would be beneficial. For example, articulating the role of the international liaison, strategies for "clearly signaling and communicating mission," developing a program for partnering with OBTS & TLC, strategies for partnering with other divisions (possibly for PDWs or other programmatic initiatives), etc. In general, an action plan with a timeline and progress metrics would provide a mechanism by which progress and success can be assessed.
- MED has benefitted other divisions by sharing its best practices in the Leadership Forum. A list of the best practices from the Leadership Forum and other sessions are warehoused by HQ. In terms of benchmarking (#10), examining these best practices might complement the actions identified in the report.
- Partnering with journals such as AMLE, Management Learning, International Journal of Management Education, and Studies in Higher Education may produce some interesting new opportunities. The MED Division has a successful history of managing these relationships and the DIGR committee appreciates the benefit that such relationships have for the MED Division members. Please be mindful of the AOM policies about relationships with publishers and non-AOM journals. Kerry Ignatz can provide guidance for you if necessary as you consider expanding these relationships.
- As the Division considers how to build from the strength of increased international membership, we note the Division's interest in workshops or other sessions is consistent with the AOM small conferences initiative. The small conference initiative may provide a springboard for developing such meetings in conjunction with a host university. Additionally, we wonder if the Division might benefit from coordination with the International Theme Committee.

Again, thank you for your service to the MED Division and the Academy of Management. We appreciate the time and effort you and the review team invested in the review process and your commitment to the MED Division and its members.