



**THE FIRST 25 YEARS:
A HISTORY OF THE AUSTRALIAN AND
NEW ZEALAND ACADEMY OF
MANAGEMENT (ANZAM)
1987-2011**

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The First 25 Years: A History of the Australian and New Zealand Academy of Management
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Foreword from the President (2011)



The writing of a history of the Australian and New Zealand Academy of Management (ANZAM) 1987 – 2011 was a project that had been discussed first by the Executive Committee (now the Board) in 2008 as a fitting culmination of 25 years of what was initially started in 1987 as the Australian and New Zealand Academy of Management Educators (ANZAME) and eventually emerged as the Australian and New Zealand Academy of Management (ANZAM). Over that time there have been various conceptualisations of what a history of ANZAM would look like. This ranged from a published book to the current concept of the ANZAM history as a living document, one which will grow and develop as all good histories should do. The initial publication of this history will be as an on line publication which will enable past members to add their comments and contributions (hopefully non-libellous!) about their memories of what has become a significant peak organisation representing management academics in Australia and New Zealand.

The ANZAM History Project was undertaken by Margaret Patrickson who was funded by a grant from ANZAM to interview past presidents of the Academy and to write the initial history. I wish to thank Margaret for her work and the effort she has made in making this project a success.

Finally, I especially would like to acknowledge the contribution to this history of the ANZAM secretariat officers, Peggy Hui and Anne Anderson in providing Margaret with the support for her to prepare this history.

Ross L. Chapman (PhD)
President ANZAM
27 November 2011

Foreword from the author



Writing a history of ANZAM began as a desire to mark the milestone of its twenty-fifth birthday celebration in 2011. The idea was initiated by the Executive Committee in 2008 and the project finally came into being early in 2011, when I agreed (in a moment of madness) to undertake the task. Since then I have been exceedingly grateful for the time and cooperation of many people in assisting with gathering the necessary information. Past Presidents have been especially generous of their time, those more easily accessible in their offices, and those more remote from me via Skype. Other key contributors have been Peggy Hui and Anne Anderson who between them and Richard Howson (now deceased) undertook the challenging task of keeping the secretariat running and were responsible for the archives from which much of this narrative has been compiled.

Margaret Patrickson (PhD)
University of South Australia
28 October 2011

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The Early Beginnings- 1980 to 1990

The origin of any new organisation can always be traced back to those circumstances that brought it into being and the Australian and New Zealand Academy of Management (ANZAM) is no exception. Events leading up to ANZAM's birth arose in the early 1980s, several years before there was an ANZAM or any other kind of formalised organisation for management educators and researchers. This was a period when Management Education in Australia was still in its infancy. The initial years of Management Education in Australia were dominated by the Australian Graduate School of Management (AGSM) at the University of New South Wales. The dominance of the AGSM emerged in consequence of the Cyert Commission report into postgraduate Management Education commissioned by the Commonwealth Government in 1970. Subsequent government grants to establish the AGSM enabled it to gain a reputation as the premier institution for Management Education in Australia.

This dominance, however, was soon challenged. Small numbers of academics teaching in other emergent Master of Business Administration (MBA) programs throughout Australian and New Zealand had begun to meet each year. This started in 1982 with a small group meeting with the aim of informally exchanging their experiences and to discuss aspects of Management Education developing in their own institutions. The MBA award was still evolving and no standardised MBA model existed at that time. Institutions were experimenting with different formats for developing academic programs that would appeal to the market and at the same time, offer an integrated academic grounding in both management theory and practice. Clearly, the new MBA award had become popular and filled a niche providing a graduate qualification for senior managerial staff. The degree promised growth and expansion potentially providing additional income opportunities for those tertiary institutions that offered such a program.

Teaching management was, however, not without its problems. The multi-disciplinary nature of Management Education helped dilute its standing as a theoretical discipline. It needed an educational model that recognised this diversity and capitalised on Management's ability to integrate a wide range of disciplines into both a practical and a theoretical domain. The development of a best practice format for a successful MBA program quickly became a key concern for institutions. This was combined with a pressure on academics to define and capture the nature of what was the academic domain of Management. The search for this ideal format and the need for a firm foundation for Management Education engendered the desire to meet and exchange

ideas. In turn, this led to the establishment of annual meetings, initially fairly informally at first, and then later, more formally, and being designated as conferences.

These conferences attracted attendees from academic institutions across Australia and New Zealand. The first such conference was held in Sydney in 1982, followed by Melbourne in 1983, Brisbane in 1984, and Phillip Island, Victoria in 1985, all with the emphasis on sharing a broad approach to Management Education. By the time of the Adelaide conference in 1986, the foundation was ripe to investigate the formalisation of this group and lay the foundation for what later became ANZAM. The new organisation became official at this conference calling itself ANZAME, the Australia and New Zealand Association of Management Educators. Its first constitution was prepared by Robert Newman and soon accepted, initial office bearers were elected, and its formal history began.

Keystones of the first constitution included the following aims and objectives:

1. To advance scholarship in management and related disciplines by
 - 1.1 Furthering the development of management education and associated disciplines in universities and colleges of advanced education in Australia and New Zealand,
 - 1.2 Encouraging research,
 - 1.3 Holding conferences and publishing material as means for disseminating ideas and information and for promoting their discussion,
 - 1.4 Promoting closer between management educators and practicing managers or others who may be interested in the advancement of these objects.

John Rickard, who had been the main initial driver to set up this community of Management scholars, was elected as the first President aided by Graham Arnold as Secretary and Robert Newman as Treasurer. Membership of the first committee included John Rickard, Murray Wells, Avril Baynes, Graham Arnold, Geoffrey Kiel, and Robert Newman.

Throughout the remainder of the 1980s, Management Education programs continued to expand, so much so that the Commonwealth government set up a second enquiry (The Ralph Committee) to investigate whether this proliferation was desirable, or whether such program offerings should be restricted to a smaller number of tertiary institutions. This report led to the Melbourne Business School being set up under John Rose as foundation director, which then claimed a leadership role in Victorian Management Education, and shortly after moved into new

premises. Nonetheless despite some criticisms, the Ralph report endorsed the formation of widespread MBA programs and to some extent this stimulated recognition that Management, as a discipline, had acceptance, and was here to stay. New providers were encouraged to further develop their programs and consortiums developed across some Business Schools in different institutions in both Australia and Europe. The report's recognition of Management as a program of tertiary level study helped even further to legitimise the role of ANZAME, who then, nationally and internationally (with New Zealand) began to be seen as the voice of this academic community. Building membership fees into conference attendance charges helped maintain a strong and gradually expanding membership base as the 1980s unfolded.

Initial years were devoted largely to three major activities: the annual conference; the distribution of a regular newsletter; and the exchange of views on both Management Education and the emergent nature of Management research. A part time secretary, Richard Howson was appointed to assist with record keeping, correspondence and maintaining member contact. By far, the major activity of the early years was the annual conference, which, according to tradition, was held each year at a different location. The first New Zealand conference, organised by Kerr Inkson and held in Auckland in 1989, did much to highlight the nature of cross Tasman cooperation and strengthen the feelings of cooperative endeavour.

In four short years, by the end of the 1980s, membership had increased threefold and ANZAME had become legitimised as the voice of this community. Looking back to these early years, a range of viewpoints have developed about how ANZAME evolved. Speaking to those who played key roles at the time, one understands that they are keen to communicate their sense of sharing despite some minor quibbles, their spirit of camaraderie, their feeling that they were facing up to the challenges of getting established, claiming the domain, and acquiring legitimacy. It was an exciting time and the committee shared a strong sense of contributing to something worthwhile and important.

There were many stories that illustrated this sense of togetherness. Murray Wells tells one story where the key players were all together in a hotel in Kuala Lumpur where rooms were decorated and named after legendary characters such as Cleopatra and Neanderthal providing much amusement for them all. Many of the early pioneers were also members of other academic bodies such as the Australian and New Zealand Marketing Academy Conference (ANZMAC), the Australian Society of Accountants, or the International Association for Accounting Education and Research. Often these pioneers considered that ANZAME provided similar services to their members. While comments from some members on later committees looking back on these earlier activities may

suggest that the early pioneers had focused their attention too strongly on the annual conferences, such actions are understandable if one considers that their foremost concern was to consolidate their domain. The early committee members believed this to be the first step in becoming a credible voice for their constituency. Certainly, they succeeded in this endeavour and they established the foundation on which others then began to build.

The next stage- the early 1990s- ANZAM becomes a political lobbying force

By 1991, ANZAME had established itself firmly as the conference venue for local academics to present their research findings. Membership had grown and attention began to turn to what else the organisation might tackle. Given the diversity of its membership tensions were inevitable. Some members championed local publishing opportunities, others aimed internationally. Some members wanted to focus more on discipline specific knowledge, while others wanted to concentrate more on cross disciplinary debates. It was time for ANZAME to expand its reach. But at this time, the way forward offered a range of options and this led to many discussions about which path to follow. Change was in the air.

The 1989 conference saw the first ANZAM logo developed by Bob Berg, a logo which has managed to survive almost without change to the present day. The logo shows the two national flags of Australia and New Zealand juxtaposed on two sides of emblem, highlighting the two forms of the Southern Cross and bearing the flag colours of both countries, namely red, white, and blue. At the same conference in 1989 in Auckland, a change of name for the organization was proposed by Kerr Inkson.

The change of name from the Australia and New Zealand Association of Management Educators (ANZAME) to The Australia and New Zealand Academy of Management (ANZAM) came into being in 1991. Within a formal meeting of the Academy at the 1990 conference, the change of name was moved as a formal motion by Kerr Inkson and accepted in a majority vote. This change in name signified that the organisation had broadened from being simply a group that staged an annual conference to an association of professional members with diverse, but related academic interests. The objects were little changed from those of the earlier ANZAME, though there were newly emergent membership categories recognised such as Professional members, Distinguished members, Associate members and Institutional members. These increased membership categories recognised the diverse range of academics that were interested in ANZAM membership.

Professional members were predominantly full time academics in Business, Management, or Public Administration; Distinguished members were nominated by the Executive Committee as an acknowledgment of advanced standing in education, research, scholarship, and leadership, and; the Associate member category was predominantly restricted to postgraduate students. A new category of Institutional member was created. This category focussed on Departments, Faculties, Schools and Colleges that had similar interested in the development of the Management discipline. The

Institutional member category provided a forum for these organizations (what were separated by geography) to come together and share their experiences and learn about how to best advance the Management discipline. Institutional members were not entitled to become office bearers of the Academy nor were they entitled to vote in any election.

The Institutional membership category had been first proposed in 1991, at the suggestion of Murray Wells. This category was based on an existing practice that emerged during conferences for Heads of School from tertiary institutions that offered Management Education to meet informally and to exchange views and information. These informal meetings became the foundation for the new category of Institutional members whose appointed representatives met once or twice a year at the same time and location as the ANZAM Executive Committee. The Institutions member group had a different agenda and focus to the Executive Committee. This Institutional members group concentrated on shared administrative issues facing business schools across Australia and New Zealand.

Thus, ANZAM now had two membership groups. Individual academic members could be Professional members, Associate members or Distinguished members. Institutional membership was restricted to organisations. The Executive Committee was elected by individual members to address matters of mutual interest to individual members of the academy. The Executive Committee focused on providing member services such as the annual conference. Institutional members focused on organisational level issues such as the development of programs, and other issues of potential mutual significance to organisations such as the impact of government policy and accreditation. This helped open the door for ANZAM to venture into political activity as a force representing Australian and New Zealand Management Education and research. Slowly, but surely, during the first five years of the 1990s its political lobbying activity increased. This is exemplified by a number of activities that ANZAM was involved in during this period.

In 1992, ANZAM was invited to advise the Minister for Employment, Education and Training on Management Education and articulation between the various sector providers, and assist with the preparation of Australian case study material. Later in that year (1992), ANZAM was invited by the Australian Vice Chancellor's Committee (AVCC) to assist develop policies for credit transfer between Technical and Further Education (TAFE) institutions and Australian universities. In 1993, ANZAM became a founding member of the Australian Training and Development Council of Australia. Other lobbying tasks for ANZAM in that year included the issue of accreditation. At this time, there was a debate over whether Australian and New Zealand institutions should follow the international trend towards accreditation of Business Schools. There were also debates over which

accreditation process to adopt. In 1994, ANZAM participated as an information source to the Australian Industry Task Force on Leadership and Management Skills. Throughout 1994, ANZAM was active in striving to articulate a joint institutional response to the Australian Industry Task Force, by then, better known as the Karpin enquiry. During this time, ANZAM strongly resisted any attempts to participate in efforts to rank Business Schools or departments against each other.

By the mid 1990s, and following the subsequent 1995 publication of the Karpin task force, report, ANZAM cemented its role as a political lobby group to its academic role in Management Education and research. Its lobbying efforts during the first five years of the 1990s had been extensive and had had led to it being recognised by government as the voice of Management Education. ANZAM had also helped drive awareness of the need to reach agreement between Management Education providers on issues that affected them all and to consult with one another when thought desirable to reach positions of common interest.

In addition, in 1993 ANZAM resolved to investigate branching out beyond Australia to join the International Federation of Scholarly Associations of Management (IFSAM) and create links to other national academies in the United States, Germany, Britain, and Europe. This initiative was seen as an opportunity to open the way for ANZAM to more fully explore international affiliations in later years and further confirmed that it was ANZAM that spoke for the academic Management community within both New Zealand and Australia. The Executive Committee made the decision to join IFSAM in 1996.

The late 1990s - ANZAM strives to improve its research record

With its political base established, ANZAM next turned attention to upgrading its sponsorship and enhancing its facilitation of Management research. Alerted by a feeling that, in the drive towards expansion of the flagship MBA program, and consequent income from rising student numbers and fees, research activities had been comparatively neglected, ANZAM strove to redress this imbalance. Feelings ran high amongst the Executive Committee that management research suffered by comparison with other university departments and further lost out in the competition for research funding. As an exploratory effort to get a measure of what actually was being undertaken, the Executive Committee sponsored and helped finance two major reviews to gather information about how much research activity was being undertaken and published in the management discipline. The focus of these reviews was to uncover what type of research was being pursued and by whom, and what level of research quality was being achieved.

The first of these reviews, sponsored by ANZAM in 1995 and coordinated by Geoff Soutar, sought to discover how much published research was undertaken by management academics in Australia. Geoff's 1997 report, based on survey data, found that the norm was around one or two publications per staff member per annum. Yet, the data revealed that many staff did not publish at all. Speculation as to how such a situation had arisen abounded. These opinions ranged from assertions that that many staff had been recruited to teach Management on the basis of successful practitioner careers and therefore had no interest in original research. Others argued that the focus of many university departments on the lucrative MBA program had diverted the focus of academics from original research. This emphasis on teaching by Management schools did not enable them to exert sufficiently strong research pressure on publications. Finally, there was an argument that many staff found consulting activities more lucrative and focussed on these, rather than research.

Furthermore, a finding of the Soutar study revealed that many of those who did publish concentrated on research into Management Education, rather than Management practice. In the mid 1990s, universities themselves had begun to change. This occurred partly in response to external government scrutiny and demand for quality in Management Education and partly in response to internal university changes as former colleges of advanced education joined the ranks of the more established universities and achieved university status. This, in turn, helped drive the need for change. To strengthen their claim for university status, the new universities demanded all their staff, including those in Management departments, contribute to the academic research output.

Many Management schools further facilitated this practice by offering attractive redundancy packages to current employees who were not researching and publishing. These schools also actively sought newer recruits holding higher academic qualifications who were keen to research and publish their findings. This new direction permeated only gradually through faculties. However, this decision was aided by institutional practices that no longer recruited staff without publication potential. Still, it took some years before all staff realised they needed to obtain publications and compete for grants if they were to achieve and maintain credibility in the wider university system.

Such broader movements in education policy and practice helped increase awareness of the need to research among academics. This found a supportive and receptive audience within the ANZAM community as ANZAM moved to carve out its role as a supporter of research activity and a provider of assistance to those seeking to upgrade their performance in this field.

ANZAM had heeded the research message early. By 1995, its Executive Committee had highlighted the need to upgrade research performance by its members. Geoff Soutar's initial survey was augmented by a further and broader enquiry into Management research in Australia endorsed by ANZAM and jointly funded by ANZAM and a grant from the Australia Research Council (ARC). Gill Palmer was the principal coordinator of this project and gained support from Vicky Sara of the ARC. The report was compiled with assistance provided by staff at the University of Wollongong coordinated by Tim Turpin. This committee's findings published in 1997 were damning for the academic management community. Indeed, the findings of this research suggested that publications from Management departments were assessed as inadequate when compared with many other disciplines.

The low quality and output of Management researchers was explained partly due to the strong emphasis on teaching in Management schools and partly as a result of nature of the emergent complex interdisciplinary field that was Management. The argument was made that these factors mitigated against publication and grant successes when competing against more narrowly defined research areas. This report provided a strong wake-up call for Management academics and recommended improved research training, coordination of research strategies between industry and academe, and stronger efforts to calibrate and benchmark research quality through becoming more internationally competitive. By far the greatest impact, however, was to raise the level of research awareness together with the knowledge that research performance in the form of publications and grants was an essential ingredient into a successful academic career and a successful Management school.

This was even more evident with the increasing measurement of academic achievement within the range of academic disciplines and within the broader tertiary education system. At this time within Institutional member meetings, there was an exchange of views that further reinforced the emergent trend towards new models for the recruitment of academic staff. MBA teaching staff members who were originally employed because they were experienced high achieving managers were being replaced by more inexperienced practicing managers who had the potential to become competent research academics. This new cohort could not only teach good management skills, but could base their teachings on research findings and could support and prepare the researchers of tomorrow.

One significant outcome of this initial research productivity report was the creation of Management research as a recognised category within the Australian Research Council (ARC) funding schemes. This made it easier for Management applicants to target their projects to a broader assessment panel and facilitated a more empathetic assessment process. As part of this new direction to formally recognise Management as an academic field of research, Geoff Soutar was appointed as the first Management representative on an ARC funding panel. Given his expertise in both Management and Marketing he was appointed to the ARC assessment committee on Social, Behavioural and Economic Sciences. This helped further to legitimise Management as a legitimate discipline within the ARC. Together with higher quality applications that emerged from Management schools, this gradually raised the success rate for Management research funding. By 2000, the amount of ARC funding being received by Management academics in Australia had risen to \$3.5 million.

A related effort to boost the Management research performance in Australia and New Zealand was to provide an outlet for publication amongst its membership. ANZAM therefore undertook to publish its own journal. Initially known as The Australian and New Zealand Academy of Management Journal, the journal was established in 1995 under the editorship of its foundation editor, Lawson Savery. The journal was later renamed the Journal of the Australian and New Zealand Academy of Management (JANZAM) under the editorship of Geoff Soutar. From its early beginnings, JANZAM soon found itself receiving quality papers from Australia and New Zealand and a number of other countries. The number of annual issues rose, as did the rejection rate of the JANZAM. Its reputation as a quality publication improved, even though in these early years its readership was largely confined to Australian and New Zealand subscribers with the journal only being distributed in hard copy.

Towards the end of the century, ANZAM significantly expanded its activities. In 1996, ANZAM became an incorporated association with an updated constitution comprising regional representation throughout both Australia and New Zealand. Such expansion required far more work to be undertaken by the Secretariat than could be handled by one part time person. Accordingly, the ANZAM Executive Committee resolved to appoint a full time Secretariat and house the Secretariat within office accommodation provided by one of the participating Institutional members. The first permanent secretary, Peggy Hui was appointed on a permanent part time basis in 1998 and the Secretariat was located at Macquarie University, where it remained until 2003.

By the time the twentieth century drew to a close ANZAM had not only further broadened its scope, but had consolidated its position on a number of fronts. It now had two active membership groups based on individuals and institutions, a permanent part time Secretariat and a university based home. ANZAM had developed a history of successful lobbying in the political arena and had firmly established itself as the voice of Management academics in both Australia and New Zealand. Further, it was beginning to expand its role as a research sponsor and publisher. Institutional membership had grown to 41, 33 based in Australia, 7 in New Zealand and one from the UK. Individual membership now exceeded 300. The 1990s had been a period of dramatic change, away from its beginnings as primarily an organiser of an annual conference supplemented by intermittent newsletters towards becoming a broader based association of scholars with a number of additional roles.

It was also a time for fun with conferences providing ample opportunity to explore the fun side of participation in ANZAM conferences as well as the more serious side. Two conference locations, in particular, Western Sydney and Hobart provided interesting locations where the serious side of academic exploration, discussion and debate was held in a venue that also offered the more dubious (for some the fun) side of gambling. Conferences held among the poker machines of the Panthers Leagues Club in Western Sydney and the gambling venue of the Hobart Casino provided ANZAM participants with a different view of life. Some registrants at these conferences even wondered later whether they gained more from their academic audience or from their gambling winnings.

Similarly, the Wollongong conference saw the first (and only to date) ANZAM theatre production. The show was put on by the faculty members and students of Wollongong University and outlined the history of workers in Wollongong. This performance showcased the talent of Wollongong faculty members and their students with Steven Linstead in the starring role. This highly professional production was a style of entertainment reminiscent of Broadway or The Strand.

Regretfully, however this level of professional entertainment by ANZAM members has not been repeated. This conference also provided memories with a Keynote speaker, Geert Hofstede, completing his keynote presentation in a Buddhist temple – with his presentation being punctuated (interrupted, actually) by the monks of the temple ringing a huge bell as a call to prayer.

Book launches for new member publications offered other opportunities for the fun side to be displayed. On at least two separate occasions, former Prime Ministers of both Australia and New Zealand (in both the genuine article and the imposter variety), performed the role of the person launching the book. Greg Bamber was especially adept in persuading both the real David Lange (former New Zealand Prime Minister), and the bogus Paul Keating (former Australian Prime Minister played by Gerry Connolly) to take on this task. David Lange, aptly demonstrated his wit and humour in launching a book by Margaret Patrickson, Greg Bamber and Val Bamber in Wellington, and David even excelled by showing he had read at least one chapter of it. However, it is doubtful if the same judgment could be made of the other notable book launch. At the Wollongong conference, imposter Paul Keating (played by Gerry Connolly) was launching a book by John Forster and Michael Browne. The word soon went around the conference that Paul Keating was doing a book launch. Even though he looked the part, the fake Paul Keating's comments were so outrageous he was soon rumbled as a fake.

Weather also was an issue for many conferences. Given the variety of locations and the consequent diversity of climates encountered in many ANZAM conference venues, it was not surprising that many delegates arrived without appropriate clothing. Add to this that in many venues there was extreme unpredictability in the actual weather from one day to the next and it was a recipe for strange behaviours. It became common for both the top end shops and the recycling clothing stores in the vicinity of the ANZAM conference to be inundated with ANZAM members either seeking something warm to wear due to an unexpected cold snap, such as in Dunedin or alternatively purchasing bathers to enjoy after hours time in the pool or the Jacuzzi, in either Yeppoon or Townsville. Evening entertainment at Yeppoon provided an interesting sport for many when attempts to show a film on screen in the middle of the pool were thwarted by high winds that made the screen wobble beyond most of the watcher's ability to follow the action.

ANZAM had extended its focus from running conferences and providing a forum to talk about Management Education, to a platform where members could present their serious research endeavours and investigate and establish new research networks among themselves. ANZAM had changed, not only away from its early beginnings as an "old boys club". It was now a recognised professional organisation, it had political credibility, it had established standards for research

quality and output, and was a publisher of academic research both for its own members, and to share international research findings. It had arrived. It was growing. It was successful. It was time to explore additional endeavours.

The Early 2000s - Consolidation, Formalisation of Practices and Procedures; Further Research Effort; An improved focus on developing young talent; Internationalisation.

With the new century came new challenges. Almost the first matter to be tackled was the need for greater formalisation. The incorporation that occurred in 1995 and ANZAM's status as a not-for-profit organisation required minor constitutional changes. These issues and the growth of the organisation, in turn, raised the requirement for auditing, taxation, and other related activities. Consequently, there was a need for a review of existing practices and updating them to facilitate record keeping. This greater level of documentation of procedures ensured smooth handover at each AGM and made life easier at subsequent Executive Committee meetings. At this time, records were required to be standardised with standard operating procedures being developed for conference management, journal management, sponsorship of events and awards, and other membership services such as fees collection and provision of information about future events, job vacancies, and matters under discussion.

To avoid quarterly Executive Committee meetings getting bogged down with information overload, the Executive Committee was broken into a number of sub committees. Each sub-committee tackled one specific area of responsibility making recommendations to the Executive Committee later. This move streamlined the quarterly Executive Committee meetings and allowed Executive Committee members to handle the ever increasing amount of general business over two days they met each quarter. Sub-dividing the Executive Committee into a series of small sub-committees each with a portfolio of focused responsibility, rather than the previous mode of operation where everyone was involved in every issue, added to its efficiency and helped reduce the burdening demand of coordinating so much diverse activity.

In addition to the creation of sub committees, other efforts were directed to ensuring geographical representation by developing regional groups as well as the national body. Regions and regional representation became a focus in ANZAM with seminars being sponsored in particular regional centres, rather than everything being offered only in capital city locations. Consideration was given to the re-emergence of Special Interest Groups though formal approval was still for a few years away. First cab off the rank was the Operations Management sub-group which had operated more or less independently for a few years and which had proved very successful. It was a process that continued for almost a further decade. Thus the ANZAM structure continued to further expand get more complex. Keeping track of all that was happening required the Secretariat to operate on a

full time basis, so Peggy Hui's role became full time. After 2003, the secretariat moved to University Technology Sydney requiring Peggy to relocate her operation on another campus, however, the Secretariat remained in Sydney.

As the voice for Management scholars, ANZAM needed to get its own house in order and the appointment of a full time Secretariat, made this easier to tackle than previously. Membership services that had initially been computerised in 1996 were further streamlined. All records were computerised and the Secretariat's location on a university campus added to the organisation's professionalism. While these structural changes in ANZAM's internal management reflected the more diverse nature of ANZAM's expanding activity list, they also facilitated a more speedy responses to member queries. ANZAM also produced a brochure outlining its activities for distribution to interested parties, members, government representatives and others.

During this time, the Executive Committee formulated guidelines for many of its activities including

- . the role and expectations of research fellows,
- . guidelines for conducting the annual doctoral workshops,
- . guidelines for sponsorship of the mid-year doctoral workshop,
- . criteria for new researcher awards,
- . guidelines for the management educator award,
- . a policy for special issues of the journal,
- . a policy for appointment to the board of the journal,
- . protocols for the specification of conference streams, and,
- . guidelines for the appointment of stream chairs.

Membership also expanded with an increasing emphasis on developing young and up and coming new talent. This led to ANZAM making an effort to provide assistance for newly emergent early career researchers. The first PhD forum, which had been added to the regular conference activities in 1998, was followed in 2001 by the appointment of a student representative to the Executive Committee. Kate Bettinson was the inaugural student appointed to the Executive Committee as a co-opted member of that group. Kate's presence, then later her replacement with another student representative, helped spread the word amongst students, especially postgraduate research candidates that ANZAM might have something worthwhile to offer to assist them in their research and career. The student representative position also provided an avenue for student

member's viewpoint to be heard directly within Executive Committee meetings and acted as a two-way conduit of information between students and their academic body and potential mentors and publishers.

A new honorary grade of membership, Research Fellows, was introduced in 2002. The appointment of Research Fellows for 3 year terms further expanded ANZAM's role as a research sponsor by providing senior academic input to run the PhD forum. This PhD forum later emerged as the Doctoral Workshop and became a regular event in the ANZAM calendar. The purpose of these initiatives was to provide mentoring input for young scholars in their special field of knowledge. Both postgraduate students and their newly graduated counterparts were actively encouraged to attend and participate in the conference and contribute to the journal.

Further evidence of the stronger research focus was provided when awards were introduced at each annual conference to acknowledge research excellence, beginning with an award for Best Paper in 2000, then later augmented by awards to the Best Paper in each stream once streams had become formalised. By 2004, there were 14 Stream Awards each sponsored by member institutions. These complemented the Teaching Award introduced by Pearson in 2003 to recognise teaching excellence in Management.

At this time, a second academic productivity survey was conducted with the data being published in 2003. This second survey was again prepared by Geoff Soutar and the success of this initiative and the wide spread use of this document resulted in ANZAM setting aside funds for future updates in subsequent years.

Internationalisation had always been a part of ANZAM given even its initial years reflected a cross-national focus between Australia and New Zealand. As noted earlier, ANZAM had affiliated with IFSAM in 1996 signalling that it was part of an international community with linkages throughout Europe, Asia, and the Americas. In 2000, this widened further with a visit from Dave Whetton, the Immediate Past President of the Academy of Management in the United States and the subsequent later signing of a memorandum of understanding between ANZAM and the Academy of Management to provide reciprocal rights to each other's members at annual conferences and to acknowledge the international nature of the scholarly community. This was followed with additional agreements signed with both the Asian Academy of Management and the British Academy of Management in 2003, and the European Academy of Management in 2004. An ANZAM Executive Committee member attended each of these international conferences in 2003 and 2004 and AoM Executive members attended ANZAM conferences. One ANZAM member reports fondly of how

Bruce Avolio representing AoM learned to produce a reasonable “cooee” on a Rockhampton beach whilst drinking champagne at 3.00am with a small but dedicated group of Aussie companions. The year of 2002 also saw the first global management conference of management held on Australasian soil with a combined ANZAM/IFSAM conference held on the Gold Coast. During this time ANZAM Executive Committee members were invited to attend the affiliated societies meetings and some Executive Committee members were appointed to AoM committees.

Internationalisation was further demonstrated by the increasing numbers of Australian academics who had papers accepted and attended international conferences abroad such as the Academy of Management conference in the United States, The British Academy of Management conference in the UK and the European Academy of Management conference. Cheaper air fares, shorter travel times, greater industrial globalisation, improved success in receiving research funding all helped expand the travel opportunities and with them the inevitable development of interpersonal ties across borders and the formation of cross national research groups, both individually and institutionally. It was a process that ANZAM fostered and enjoyed. Internationalisation was also reflected by rising numbers of Australian and New Zealand contributors to publications in international journals and the rise of both formal and informal research group whose members engaged in joint research undertakings and information exchange. By the middle of the decade it was obvious that the number of publications featuring authors from different counties had more than trebled within the previous five years.

The late 2000s - Consolidation and Review

These most recent years have seen a number of earlier changes expanding and becoming more firmly established. Policies, and practices were further refined with the newly restructured ANZAM Executive Committee and the introduction of specialist subcommittees endorsed as the norm. Strategic planning was initiated as a matter of routine with a specific sub-committee appointed and dedicated time being put aside both at mid-year and at each Executive Committee meeting.

By far the most comprehensive document prepared during this period was the ANZAM Conference Organisation Guidelines completed by Delwyn Clarke and Gael McDonald in 2007 to assist convenors in managing the annual conference. Agreeing to organise the annual conference had become a demanding activity with increasingly larger numbers of participant. In order to achieve and maintain the quality and consistency of future events, Delwyn and Gael embarked on a complex task of outlining the tasks and responsibilities involved in running the conference each year. At this time, a decision was also made to contract professional conference organisers to maintain continuity from year to year. The appointment of the conference organiser was to be reviewed every three years.

Political activity was maintained with ANZAM preparing a submission for the Bradley Review into Australian Higher Education in 2008-2009. The successful inauguration of the Australian Business Deans Council (ABDC) in 2005 with a brief to promote business research and share their experiences within business schools, was further augmented by the formation two other new groups later in the decade. In response to a perceived need for Research Deans to meet and discuss the implications of new government policy on research, ANZAM suggested and partially funded a new body that was linked to the ABDC called BARDSNet, the Business Academic Research Directors Network. BARDSNet had a brief to support, encourage, and facilitate research efforts in business departments however ANZAM identified another constituency that was not being represented. ANZAM developed and funded the Heads of Business Schools which was a group of Heads of Departments and Heads of Schools who were responsible for Management disciplines.

Thus there were now separate groups to represent various matters associated with business education and research within Australia, with marginally overlapping membership though each had a separate focus. BARDSNet was primarily charged to address research matters whereas the Head of Business Schools Group, later renamed the Heads of Schools of Management (HoSoM) group was more concerned with matters of administration, policy and staff management with respect to

Management Education. ANZAM maintained its focus as a provider of member services, organiser of conferences and publisher of journal papers.

Research encouragement and sponsorship continued to occupy the meeting agenda for the Executive Committee. Following the broader moves within the university environment to benchmark research productivity and quality in New Zealand through the Performance-Based Research Fund (PBRF) and in Australia through the Research Quality Framework (RQF), additional ANZAM effort was devoted to striving to rank the wide scope of academic journals where members published. In Australia at this time, two ranking systems were being formulated. The Excellence in Research Australia (ERA) journal ranking list (a new system that replaced the RQF) and the Australian Business Deans Council (ABDC) journal ranking lists were put together with much overlap and agreement but nonetheless some discrepancies.

A project completed by Liz Fulop and BARDeNet under the auspices of the Australian Business Deans Council helped form the basis for what later became the ERA journal rankings. This task was massive given the proliferation of journals that abounded within the multidisciplinary field of Management. In many ways, it resembled the challenge being addressed by all universities in both Australia and New Zealand seeking to develop some form of grading system that would enable comparison both within and between academic disciplines to judge the relative quality of research output for funding, and other related purposes.

Benchmarking, in one form or another, had become part of academic life as it impacted on individual career progress and was used by those desirous of promotion to underpin their quest. While there seemed little divergence on the need for such a ranking exercise, there was considerable debate on how to tackle it to achieve fairness and equity. There was also considerable debate at the same time about who should be involved in such an exercise. ANZAM helped with the task through canvassing within its membership about their views and ensuring that the original Panel 10 of the Research Quality Framework (RQF), chaired by Ian Palmer represented the “broad church” view of ANZAM.

During this period also it was recognised that there were advantages to having the secretariat able to move around within Australia and New Zealand and to facilitate this flexibility the organisation became a company, limited by guarantee, ANZAM Ltd, under the companies act. This complex initiative, guided by Ross Chapman, has enabled ANZAM to be truly international and operate in both Australia and New Zealand. In 2010, a new integrated membership/website became operational to assist with providing efficient and timely management services and information.

Perusal of this website provides much information to those seeking information about the company. The new constitution incorporates a number of additions. The focus has expanded to reference to the multi-disciplinary nature of Management, and the global nature of Management Education.

The new constitution provides for matters of disciplinary concern to be handled by the Board where appropriate. Procedures for preparation and conduct for Annual General Meetings (AGMs), Special General Meetings (SGMs) and the procedures for meetings and voting are listed. The former Executive Committee is now reconstituted as a Board of Directors with all the legal responsibilities this entails and their powers are as specified under the Corporations ACT 2001(Commonwealth).

Under the new constitution new membership categories were created. Professional membership now entitles members to use the acronym MANZAM (Member of the Australian and New Zealand Academy of Management) while the category of distinguished membership was changed to Fellow status and entitles the bearer to use the acronym of FANZAM (Fellow of the Australian and New Zealand Academy of Management). Fellow status of membership can be proposed by any member (including self nomination), according to detailed guidelines outlined in the constitution. The final new category introduced in the constitution was the Life Fellow category which is awarded by the ANZAM Board as an honour for those that have provided notable service to ANZAM and the profession.

At this time there was also a focus on expanding the membership base of ANZAM. Roadshows were first introduced to publicise ANZAM throughout New Zealand to showcase the benefits of membership earlier in the decade were repeated in northern Australia with presentation in Cairns, Townsville and Darwin.

In addition the journal was revitalised and changed its name to the Journal of Management & Organization with the word organisation spelled in the American way to signify its potential as a global publication. Its appearance was redesigned and relaunched. A new editorial board was recruited with the assistance of Neal Ashkanasy. A new editor, Ken Parry, was appointed and the newly-badged journal was published commercially for the first time in 2006. The journal was listed on the Thomson Scientific Social Science Citation index in 2007 making the journal a truly international contributor to Management research.

Contracting with a commercial publisher (E-Content) signified that ANZAM had moved beyond striving to undertake this task in house and had developed to the stage where its publication was handled professionally. Shortly thereafter, the journal then moved to an on line system for

manuscript submission that enabled a significant speed up of the review turnaround process. By 2010, the journal had moved to on line delivery, though it retained the option for subscribers to receive hard copies of the journal if desired.

Special Interest Groups (SIG) began to emerge at this time with the first of these being an Operations Management SIG followed by Health Management SIG and a research group looking at mixed method style investigations. These interest groups were formalised and individuals appointed as Chairs of the SIGs with the responsibility of organising interim meetings between conferences and putting together special issues of the ANZAM journal. The Operations, Supply Chain and Services Management SIG was chaired by Amrik Sohal. The Health Management SIG was coordinated by Anneke Fitzgerald and Liz Fulop, and the Mixed Method Research SIG was chaired by Roslyn Cameron.

An Early Career Researcher award was introduced sponsored by Tilde University Press and a further award introduced in 2007 by ANZAM for the Best Doctoral Dissertation. In 2010, these initiatives aimed at recognising new researchers were followed by another new ANZAM award for the Best Doctoral Research Proposal.

Advances were also being made in the annual conference. Scholar One software was adopted for handling conference submissions. This speeded up the review process and also helped improve the professionalism of the conference. Awards were maintained for the best papers in all conference streams, sponsored by either member institutions, publishers or local businesses. At the same time regional activities were actively encouraged with Board meetings being held across the region and regional activities being arranged on an annual basis in most Australian states and in New Zealand.

International activities changed their focus. ANZAM withdrew its membership of IFSAM in 2010 and focussed its efforts on cementing the relations between ANZAM and other scholarly academies such as the US Academy of Management (AoM), the British Academy of Management (BAM), the European Academy of Management (EURAM) and the Asia Academy of Management (AAoM). The decision by the Board to not maintain affiliation with IFSAM, though actively debated and lamented by some, was made as the Board considered that international alliances with other individual Academies with active roles in funding research publications and developing Management Education in other countries could offer more to individual members than membership of an association that acted as a peak body only.

The desire of Australians and New Zealand Management academics to connect with international academics and the extent of links to other international academics was emphasised by the numbers of Australian and New Zealand members attending the annual AOM conference. The numbers had grown to such an extent that they now represented the largest group of foreign delegates outside North America. In 2008, funds were set aside to sponsor an official function at this conference, originally in the form of a dessert invitation then later repeated in subsequent years. This extremely popular (with Americans) initiative has provided international recognition and branding for ANZAM, Australian Business Schools, and the Journal of Management & Organization.

The last five years have been characterised not so much by new initiatives, but rather by an embedding and reinforcing of those initiatives that had been emergent in earlier times. By now ANZAM had achieved greater professionalism in its operations. Decisions were made that some of these operations were now contracted out to specialised providers (e.g., web design). ANZAM had established itself as the voice of Management academics and had clearly carved its mark as a research mentor, sponsor, evaluator, and disseminator. ANZAM also had gained both international recognition and localised political representation and had become a force in its academic domain. But there was still much to be done.

Membership numbers remain relatively low given the total number of Management academics employed in Australian and New Zealand universities. Attendance at the annual conference and at other ANZAM sponsored events is lower than desired, and the recent downgrading of ANZAM's flagship journal in the ERA ratings, was a temporary blow. The ANZAM Board is actively addressing these issues. One of issues that is being confronted by the ANZAM Board is the rising cost of holding annual conferences. These increasing costs impact on ANZAM's ability to provide an affordable conference experience and its profitability which is fed into underwrite member activities such as Doctoral scholarships and BARDSnet.

One major change contributing to Management Education organisation and practice in recent years has been the growth and changing composition of student cohorts enrolling in our Institutional members universities. While Management courses were originally dominated by local enrolments as in the early years of these programs, most management course places and especially postgraduate programs are now filled with almost as many overseas students as local students. To add to this complexity Institutional members are also offering program both at home and overseas. This has added not only rich cultural exchange, but also placed new demands on making courses global and consequently has helped to highlight the global nature of current management practice.

Furthermore growth in postgraduate research enrolments has reinforced the demands on research and publication. Postgraduate research candidates help the research quantum and management alumni now work in so many countries that the scholarly community's reach has broadened far beyond the aims of its early pioneers. This inevitably exerts pressures for change in academia but also for ANZAM.

Future activities will revolve round overcoming these challenges with efforts to become more meaningful to both the local scholarly community and to its outreach constituency. ANZAM recognises its future lies in discovering strategies that cement its role as the key voice for this group, and promote internal agreement within it. It needs to consider perhaps how it can be all things to all members of its constituency.

Key Achievements

Looking back over the last twenty-five years highlights a number of key achievements. Perhaps the most noteworthy of these have been in strategy and culture. While strategy may not have changed in a broad sense in that the Academy was always focused on doing its best for its members, the nature of what is considered 'best' has changed. In the beginning, the best was a lot simpler. The major task was to organise a conference for a small number of people interested in sharing their views on what a Management Education was all about was the only objective. As the years unfolded, striving for the best gradually became much more complex. Members needed more than a forum for the exchange of views on education. They also needed to feel recognised, they needed to present their research findings, they needed to publish their research, and they needed to network with others of like mind, initially within the Australian New Zealand boundaries then later in the wider global scene.

Moreover the composition of the ANZAM constituency has changed as the world has shrunk. Many more senior established academics have now spread their wings beyond the local shores and belong to international research networks, attend international conferences and publish in international journals. Local emphasis has begun to shift toward increasing support for postgraduate students and early career researchers to facilitate their movement to join international ranks. Balancing the competing demands of both international and local research networks presents a delicate and ongoing challenge for the ANZAM Board, as it deliberates how to best allocate its resources between participating internationally and resolving local issues.

Members further need an association that will facilitate their academic lives and careers. ANZAM has provided that. What began as an annual conference has blossomed into an operation with some quarter of a million dollars in assets, sponsorship of research through a number of channels and awards, a politically recognised spokesperson role, an internationally recognised Academy and a voice within broader academic domains.

Culturally too the organisation has changed partly in reflection of the changing nature of university life. Twenty-five years ago Management was viewed as the poor cousin within most universities and often seen as an educational task to be undertaken within colleges, rather than universities. There were fewer universities, and the majority of Management Education took place within the Colleges of Advanced Education, which did not achieve university status until the 1990s.

This relatively lower status of Management Education was reinforced by evidence that academics in colleges often did not have Doctoral qualifications and did not research. They were primarily teachers. Even within the traditional universities many Management academics published less than their counterparts in other departments, gained a lesser proportion of research funding, and did not become members of the more prestigious academic societies. All this changed markedly once the former colleges transformed themselves into universities and consequently drastically changed their demands on staff qualifications, and research performance. Research achievements became mandatory for those staff who wanted a career. It was a change that ANZAM was quick to notice and quick to support.

Research support, encouragement, recognition, and reward now comprise much of the ANZAM effort in the form of conference support, workshop offerings, publication opportunities, and professional recognition. More than any other movement, this focus has helped underpin the transformation into a professional Academy and ultimately into the multifaceted organisation that ANZAM has now become, twenty-five years later.

The Future

Where the future lies is both an opportunity and a potential challenge and several directions are being pursued. Two major recent initiatives include the new face for ANZAM's journal and strategies to move ANZAM's activities towards becoming a more inclusive group of scholars. A third initiative involves efforts to improve the organisation's technology through website upgrades and easier access to information. At the same time, there is a continued emphasis both on promoting international linkages with a joint conference with AAOm scheduled for 2014, whilst not neglecting more local regionalised activities at home.

The journal, rebranded in 2005, and now known as the Journal of Management & Organization not only has a new look, it also has a new editorial board, a new editor, and a new policy to publish papers from both local and international sources and across all management disciplines as long as they reach acceptable and rigorous standards. Efforts are also underway to work with a new publisher once the current contract is completed in 2013. Acceptance rates for papers are currently around 20% with six issues published each year. Regaining a "B" rating from journal rating agencies has assisted the process of strengthening the journals' reputation both locally and abroad.

The second major initiative of adopting more inclusive practices is the stated strong commitment by the incoming president, Charmine Härtel, who sees this as a mechanism whereby ANZAM can recognise and applaud not only its high flyers but others who are perhaps less conspicuous but still contribute and are committed to improving the quality of Management Education and research. She would like to actively recruit new faces to join the Executive Committee, encourage more regional participation, raise the level of indigenous participation, and try to break down some of the segregation barriers that tend to exist in any such academic society over time when the achievements of the elite may tend to eclipse the viewpoints of the remainder and deter from recognising that if all work together more can be achieved for the organisation as a whole.

The third initiative, upgrading technology to improve member services and access is well underway and constantly continuing to improve. ANZAM's website is fully functional with information available on just about every issue of concern to members and other interested parties. Furthermore the secretariat provides a full member service with frequent email communication to supplement the web-based glossary.

For ANZAM, as with any organisation that grows and survives, the initial founding fathers gradually become history, and many of the present Board will also move into history within another decade. The next twenty-five years are in the hands of the upcoming group of early to mid career academics willing to be committed to supporting ANZAM and prepared to devote their energies to ANZAM's continued development. At this point, the future looks bright, membership numbers continue to rise, albeit slowly, services continue to expand, and new faces keep adding to the quantum of expertise available to keep the organisation working and growing. Even with the growth of other groups such as BARDSNet and the Heads of Schools Business Group (both of which were initiated by ANZAM), ANZAM has continued to flourish. Its focus on the support and encouragement of research excellence would appear to be paying dividends in that those younger emergent academics, those who will become the future, are coming to conferences, offering their research for publication, reaching out into international networks, and participating in ANZAM sponsored events. In their hands ANZAM should continue to prosper.

Table 1 – List of ANZAM Presidents 1987-2011

1987	John Rickard
1988	Geoff Kiel
1989	Robert Newman
1990	Gill Palmer
1991	Murray Wells
1992	John Rickard
1993	Kerry Burke
1994	Greg Bamber
1995	Paul Ryder
1996	Dai Gilbertson
1997	Bernard Carey
1998	David Lamond
1999	Paul Ryder
2000	Geoff Soutar
2001	Ian Palmer
2002	Elizabeth More
2003	Ray Cooksey
2004	Gael McDonald
2005	Peter Dowling
2006	Alan Brown
2007	Delwyn Clark
2008	Alison Sheridan
2009	Amrik Sohal
2010	Neal Ashkanasy
2011	Ross Chapman

Table 2 – List of ANZAM Journal Publications and Editors

Year	Volume	# Issues (# Special)	Journal title	Editor
1995	01	2	JANZAM	Geoff Soutar
1996	02	2	JANZAM	Geoff Soutar
1997	03	2	JANZAM	Geoff Soutar
1998	04	2	JANZAM	Geoff Soutar
1999	05	2	JANZAM	Geoff Soutar
2000	06	2	JANZAM	Geoff Soutar
2001	07	2	JANZAM	Colin Campbell-Hunt
2002	08	2	JANZAM	Colin Campbell-Hunt
2003	09	3 (1)	JANZAM	Colin Campbell-Hunt
2004	10	2	JANZAM	Ken Parry
2005	11	2	JANZAM	Ken Parry
2006	12	3 (1)	JMO	Ken Parry
2007	13	4 (2)	JMO	Ray Cooksey
2008	14	5 (3)	JMO	Ray Cooksey
2009	15	5 (2)	JMO	Ray Cooksey
2010	16	5 (2)	JMO	Charmine Härtel (<i>Acting</i>)
2011	17	5 (1)	JMO	Charmine Härtel

Table 3 - Life Members of ANZAM 1987-2011

Pre-2000	Richard Howson Robert Newman John Rickard
2000	Gill Palmer Paul Ryder Murray Wells
2001	Kerry John Burke André Morkel
2005	Geoff Soutar Kerr Inkson
2007	Ian Palmer
2008	Gael McDonald
2009	Delwyn Clark
2011	Alan Brown Greg Bamber Ray Cooksey Alison Sheridan Amrik Sohal