

Gender & Diversity in Organizations Division

Spring 2001 Newsletter

Lynn Bowes-Sperry, Western New England College, Editor

Call for Nominations: Janet Chusmir Award for Service

Yasmin Purohit, Chusmir/Sage Nomination Chair--St. Joseph University

Deadline for submission is May 15, 2001

The Janet Chusmir Service Award sponsored by Sage Publishers is presented to the nominee who has made an outstanding contribution to The Gender and Diversity Division and who has personally provided support for women in the field. Members of the committee are: Yasmin S. Purohit, (Nomination Chair), Lisa Mainiero, Jamie Moore, Gary Powell, Claire A. Simmers, and Sherry E. Sullivan (Committee Chair).

To nominate, we require a letter of recommendation outlining the nominee's outstanding contributions and a copy of the nominee's vita. For the first time, we would like to encourage electronic submissions.

Past winners of the Janet Chusmir Award are: Gary Powell, Bette Ann Stead, Dot Moore, Lynda Moore, Janet Adams, and Stella Nkomo.

Please specify the word processing program you used and send email nominations to Yasmin Purohit at ypurohit@sju.edu. Please include "Chusmir/Sage Award" in your email subject header. If you prefer U.S. mail, please send six copies of the materials to: Yasmin Purohit, Chusmir/Sage Nomination Chair, Management & Inf. Systems Dept., Erivan K. Haub School of Business, St. Joseph's University, 5600 City Avenue, Philadelphia, PA 19131



2001 GDO Elections

Laura Graves, Past Chair--Clark University

By now, you have received your ballot for our annual elections by "old-fashioned" mail. This Spring, we are selecting a Program Chair-Elect, as well as five new members for our Executive Committee. I hope that you will participate in choosing the future leaders of our division. You may vote by mail or by fax, but you must **return your ballot to me by May 25, 2001.**

We have an exceptionally qualified, diverse slate of candidates for office this year. The candidates for Program Chair-Elect are Bernardo Ferdman (Alliant U./ CSPP) and Elaine Yakura (Michigan State University). The candidates for the Executive Committee are Roya Ayman (Illinois Institute of Technology), Lynn Bowes-Sperry (Western New England College),

Jeanette N. Cleveland (Pennsylvania State U.), George Dreher (Indiana U.), Jocelyn Finley Hervey (Florida A&M), Josephine Olson (U. of Pittsburgh), David M. Porter, Jr. (UCLA), Orlando Richard (University of Texas at Dallas), Jasmine Tata (Loyola U. Chicago), and Susan Vinnicombe (Cranfield U.). I am especially grateful to all of these talented individuals for their willingness to serve the division. I would also like to thank those of you who participated in the nominating process by sending your suggestions to the nominating committee. Finally, I would like to thank Gayle Baugh, Betsy Cooper, David Ford, Ellen Kossek, and Audrey Murrell for their willingness to serve on the nominating committee.

PLEASE MAKE SURE THAT YOU VOTE BY MAY 25.



An Invitation From the Program Chair

Gayle Baugh, Program Chair--University of West Florida

What a wonderful program the Gender and Diversity in Organizations Division has to offer this year in Washington, D.C. I am a little concerned, though. With all of the exciting activities that are being offered during the pre-conference session (Friday, August 3 through Sunday, August 5), I'm afraid that you'll all be "conferenced out" before the regular program even gets started!

Please don't give up before Monday, though, because the Gender and Diversity in Organizations Division has a lot to offer throughout the conference. We're working with the philosophy that "if you feed them, they will come." So we start out Monday morning with a relaxing, social activity—Breakfast with the Gender and Diversity in Organizations Division. The breakfast will give you a chance to relax with friends, plan your activities for the day, catch up with people that you haven't yet seen at the conference, and meet some new friends, as well. You know how we've always been told that breakfast is the most important meal of the day. In this case, I know it will be true.

The Division has sessions throughout the day on Monday in the Hilton Washington and Towers Hotel. We also have several shared sessions, including a Showcase Symposium at 12:20 pm (shared with the Organizational Behavior Division). The title of this Showcase Symposium is "Men, Women, Money, and Markets." It will be presented in the Marriott Wardman Park Hotel. I suggest an early arrival, if at all possible, as the subject matter (money) is inherently interesting to all of us! There are two sessions on Monday afternoon (at 2:30 pm and at 4:10 pm in the Hilton Washington and Towers), which will bring an international dimension to our program. The first is entitled "Doing 'Diversity Work': Snapshots from Around the World," and it is followed immediately by a symposium on "The Effects of Different Governments on Chinese Women's Work."

There are also several paper sessions on Monday, which might pique your interest. The Best Interactive Paper, "It Takes Two to Tango: The Support Roles of Spouses/Partners in Families With Working Women," will be presented in an interactive paper session entitled "Work-family Support and Conflict" at 10:40 am in the Washington Hilton and Towers. This paper was written by Judith R. Gordon and Karen S. Whelan-Berry. There is a Division Special Session at 2:30 pm. I haven't been very forthcoming about this session because I don't want to make promises that I can't keep. With Washington being what it is, there are a variety of individuals in various governmental capacities indicating a willingness to join us, but actual commitments

are hard to get! So look for information on site that will tell you what promises I can actually keep. Finally, a session at 4:10 pm on Monday entitled “ ‘Invisible’ Diversity” includes the Dorothy Harlow Award-winning paper. The paper, “Walking the Line: Fear and Disclosure of Sexual Orientation in the Workplace” was written by Belle Rose Ragins and John Cornwell.

We will have our business meeting and social hour on Monday evening, immediately following the session on “ ‘Invisible’ Diversity.” Please try to be with us for both of them. Please feel free to bring a friend—or several! Our Division has a reputation for being “open” to newcomers, and we would really like to maintain it. I promise I won’t sing or dance at the social hour this time, so you can bring friends without fear of embarrassment!

Tuesday morning we will start off with a very important session for the Division. This session is entitled “Confronting the Powers that Be: Should the Gender and Diversity in Organizations Division Pursue an Activist Agenda?” This session is the result of the collaboration of a number of our more experienced and newer members, and presents a question that the Division needs to address. There is no better setting than Washington, D.C. to discuss this issue, and I encourage everyone to attend this session at 8:30 on Tuesday morning. I’m sure that the discussion will be lively, so you won’t have to worry about staying awake!

Tuesday also provides an interesting session on “Organizational Outsiders Within” which is shared with the Careers Division (at 10:30 am). A group of emerging scholars will examine the paths to career success that are available to “outsiders within.” Again, there are a number of tempting paper sessions on Tuesday. Affirmative action is highlighted in two sessions on Tuesday morning at 8:30. It will be difficult to decide whether to attend the Interactive Paper session on “Affirmative Action, Equal Opportunity, and the Value of Diversity” or the Shared Interest Track session entitled “Affirmative Action: Some New Perspectives.” The Shared Interest Track session includes a paper presenting a meta-analysis of the effects of 25 years of government mandates on attitudes toward affirmative action. I wish you luck in making the decision!

The Division will present its “Theme” session on Tuesday at 2:30 pm. I am again withholding details about this session, as I don’t really trust Washington-style commitments! But you won’t want to miss this session, as it highlights the importance of the research that the Division members do. Our work is important in shaping public policy, a responsibility that will be highlighted in this special session.

Wednesday morning starts us off again at 8:30 am with a Showcase Symposium session, which is shared with the Research Methods Division. You won’t want to miss “Beyond Race and Gender: Alternative Research Methods for the Study of Alternative Identities in Organizations.” Wednesday also includes a session on leadership at 12:20 pm (“The Effect of Diversity on Leadership and of Leadership on Diversity”). We finish up our conference with a look at a special population—the military. The symposium entitled “Road Warriors, Civilian and Military: Issues and Solutions” (at 2:30 pm) will look at the family experiences of frequent travelers and expatriates in both military and civilian settings.

While I’m tempted to say “That’s all, folks!” you know much better than that. I hope that you will leave the conference having learned something, having met some new colleagues, and inspired to start writing that paper for next year’s conference. I know that Betsy Cooper will be most appreciative when submissions come in EARLY because you all went home and set to

work immediately on submissions for the next great program for the Gender and Diversity in Organizations Division.

I look forward to seeing you in Washington. It has been a pleasure to be associated with the Gender and Diversity in Organizations program, and even more so to work with the Division's members. While I have highlighted only a few of the Division's sessions, it took a lot of talented people to put together such a fantastic program. I want to take this opportunity again to thank the authors and reviewers who have been so generous with their time and talent. I'm looking forward to August in Washington!



Gender and Diversity in Organizations 2001 Doctoral Consortium

Ellen Ernst Kossek, Chair-Elect/2001 PDW Co-Chair--Michigan State University

All doctoral candidates of any rank are invited to apply to come to the Gender and Diversity in Organizations Doctoral Consortium from Friday night August 3 to noon Sat. August 4. ***Space is limited so please indicate your interest as soon as possible.*** The doctoral consortium will include sessions on survival in school, job search and transition to colleague, and collaborative research. Doctoral students are then invited to participate in the GDO preconference beginning Saturday afternoon.

For more information on how to register, students should send an email to Elizabeth Cooper (University of Rhode Island) who is Doctoral Consortium Chair at ecooper@uri.edu.



Gender and Diversity in Organizations 2001 Preconference

Ellen Ernst Kossek, Chair-Elect/2001 PDW Co-Chair--Michigan State University

The preconference will be held Saturday afternoon August 4th through Sunday August 5th. Highlighted sessions include: Gender and Diversity in Organizations in the New Economy: Perspectives from Europe, Using the Internet to Create Virtual Thinktanks on Research and Teaching, Teaching to a Globally Diverse Workforce, and Work and Family: New Research Directions. ***Preregistration is STRONGLY ENCOURAGED.*** Please contact Ellen Ernst Kossek, Michigan State University at kossek@msu.edu.

On Sunday morning, August 5th, we will host a continental breakfast (NEW THIS YEAR) for family and friends of GDO members.

Ellen Eland Fagenson, Workshop Co-Organizer--George Mason University

Two Heads are Better Than One: Networking and Research in Progress Workshop

Please mark your calendars and palm pilots for GDO's professional development workshop "Two heads are better than one: Networking and research in progress workshop" to be held on **Sunday, August, 5th from 9:00 a.m.- 12 p.m.** This workshop will provide participants with a way to give and receive feedback, ideas, and connections to each other regarding research-

in-progress in areas related to gender and diversity.

We will hold the **networking session from 9:00 -10:30** and the **research-in-progress session from 10:30-12:00**. Please come for one or both sections of the workshop. For the networking session, all you need to do is show up (like in previous years) and state what you are looking for in a research partner and what you need.

The purpose of the session is to encourage partnerships and collaboration between junior and senior researchers and between individuals with similar or complementary backgrounds and experiences. We would like people from all different levels, with all different types of experience to participate in our networking session. Our goal is to facilitate the "matching" of people with common research interests and complementary research needs. Our plan is to help you find research partners who can help meet your publishing goals. Senior level, junior level and Ph.D. level individuals are encouraged to come to the session. The session will be informal and fun. Those who came the last two years should come again. Those who never came or came only once should come this year.

For the research in progress section of the workshop ONLY - *Ellen Ensher will need a brief summary of your research-in-progress* prior to the workshop so that we can best match you with colleagues that will be most helpful to you.

Please let Ellen Ensher know if you will be coming to our session and for which part by June 30th.

For more information, please contact workshop organizers,

Ellen Ensher at (eensher@lmu.edu),

Ellen Fagenson-Eland at (efagenso@som.gmu.edu),

or Belle Rose Ragins at (ragins@uwm.edu.)



AOM 2001 Caucuses of Potential Interest to GDO Members

Martin B. Kormanik, President and CEO--O.D. Systems

GDO members may be interested in participating in two caucuses at this year's AOM Conference in Washington, DC.

The caucus "***Whiteness' as a racial issue in a socially constructed culture: Exploring the impact of threat to social dominance***" is scheduled for August 6 at 2:30pm. Discussion of race as an issue in a socially constructed culture has traditionally focused on disadvantaged groups, making ethnic minority populations the focal point of research. Recognition of race as an arbitrary-set system, emergence of distinctions within artificially constructed racial classifications (e.g., Hispanic, Latino), and the increase in identifying as "other" in self-reporting one's race are examples of the shift in the social construction of race. In the United States, this shift has been magnified by substantial demographic changes shown in the 2000 census. The result is a challenge to the traditional social dominance of "whiteness." This

caucus seeks to identify the emerging issues and explore a potential research agenda.

The caucus "***Appreciative inquiry and workforce diversity: Developing a research agenda***" is scheduled for August 7 at 2:30pm. This caucus will explore the use of appreciative inquiry (AI) in organizational diversity work to create and sustain an inclusive and effective workplace culture. Arguably representing the future of organization development, AI works from a socio-rationalist theory of change. AI is a form of action research that attempts to help groups and organizations create new and affirming images of themselves by building on the best of their past. Change is enhanced by amplifying the best of what is rather than analyzing and fixing what is not working. The process is inclusive of all levels and members of the organization. AI assumes that people want to be valuable in the workplace and that their experiences of positive relationships are valuable across race, gender and other areas of differences. It allows for inclusion of differing voices and shifts the process to one that is iterative and generative. The process creates connections between people that impact workplace diversity dynamics. Through dynamic storytelling, the imagination of the group is moved. This strengthens communication, builds relationships and meaning. This causes people to feel confident and committed as the process is grounded in their and the organization's own reality. Interested individuals are invited to participate in the discussion and contribute to a potential research agenda.

Both caucuses will be chaired by Martin B. Kormanik, President & CEO of O.D. Systems, an Alexandria, Virginia-based management consulting firm and Adjunct Graduate Faculty member at the George Washington University, Graduate School of Education & Human Development, Educational Technology Leadership Program and the Johns-Hopkins University, School of Professional Studies in Business and Education, Division of Business & Management. Mr. Kormanik was previously O.D. Systems' Director of Human Resources and Diversity Programs.

The Diversity Research Project

Invites you to attend the concluding conference of

The Effects of Workplace Diversity on Corporate Performance: A Feasibility Study

At the Academy of Management Meetings, Washington, DC

SUNDAY, AUGUST 5, 2001, 8 am- 1pm

Marriot Wardman Hotel, Room: TBA

The Diversity Research Project is a joint academic-industry research project aimed at assessing the conditions by which managers and organizational participants achieve higher levels of performance through management of a diverse workforce.

For the last two years, a group of researchers have been studying the relationship among work force diversity and business performance in several organizations. This will be the concluding conference of the Diversity Research Project and will be open to the research community. The intent is to share and disseminate results from the group's feasibility study and determine future directions for research.

The Diversity Research Project was formed under the auspices of the BOLD initiative (Business Opportunities for Leadership Diversity) a non-profit organization of business leaders committed to developing and implementing a comprehensive approach to help corporate America diversify its leadership to gain competitive advantage in the global economy with a grant from the Alfred P. Sloan Foundation.

If you would like to attend and want more information, please contact:

Professor K. ETTY Jehn, Research Director, jehn2@management.wharton.upenn.edu Fax: 215-898-0401

Professor Thomas Kochan, Project Director, tkochan@mit.edu Fax: 617-253-7696



Teaching a Course on Diversity? GDO Can Help!

Carolyn Wiethoff, GDO Division Webmaster--Indiana University-Bloomington

Thanks to input from many members of the Division, the GDO website (located at <http://www.aom.pace.edu/gdo/>) has an exciting new feature: resources to aid you in the development and execution of courses and/or course activities dedicated to diversity. But: to make this feature work as it should, we need your help! Please take a moment to review the site. Then, please take another moment to contribute your favorite course syllabi, in-class exercises, Internet resources, books, or other materials that are useful to you when presenting diversity management topics to your students.

First, when you review the "Teaching Resources" section of the website, you will find three different areas. The "Diversity Course Syllabi" section features sample syllabi for both graduate and undergraduate level courses. (Special thanks to Stacey Blake-Beard, Lorraine Dyke, Marlene Fine, Dale Finn, Linda Hite, and Linda Ross for submitting their syllabi.)

Second, in the "Other Diversity-Related Teaching Materials" section, you will find three excellent books listed. One, "A Resource Guide for Teaching and Research on Diversity", was prepared by the GDO Division's own Bernardo Ferdman. I am sure there are other resources that members find helpful. Please take a moment to send the full citation to me so I can include it on the site. This is also the place to list course exercises, articles, videos, or other resources you have found useful when sharing diversity-related topics with your students.

Finally, one section of the website is woefully empty. Please take a moment to share any online resources of which you are aware that aid you in sharing diversity-related topics with your students.

If you would like to submit a syllabus, resource, or exercise from your own course (or one from a willing colleague), please send it to me electronically at cwiethof@indiana.edu. As we receive more materials, I will continue to reformat the website to categorize items in ways that make them easy to locate. You can send your information either in the text of an e-mail or as an attachment: I can format almost any kind of text file for the web page, but would prefer attachments in Microsoft Word or Rich Text Format (RTF). Thank you for helping to create this valuable and exciting resource.



Get This! New Column on GDO Research & Teaching

Mary Graham--Clarkson University

Welcome to the inaugural column of article and book recommendations, a contribution suggested by our esteemed newsletter editor, Lynn Bowes-Sperry. The column is intended to facilitate the sharing of valuable research and teaching sources among GDO members. While tapping into the reservoir of knowledge and contacts of our members is a worthy goal, it is also important that it be done in a time-effective way for both contributors and readers. In that spirit, I took the liberty of focusing today's column on sources I have encountered in the course of my research and teaching this year. In future columns, I would like to highlight recommendations from an array of GDO members.

Suggestions on format and content are welcome. Please send them to me at grahamm@clarkson.edu.

Cognitive emphasis in discrimination research ...

In my observation, there is an increasing trend toward the integration of theories of cognition with macro-level theories of employment discrimination. While research literatures on stereotypes, categorization, and bias are certainly well-established, consideration of cognitive processes in structural studies of discrimination has the potential to yield new insights. For example, cognitive approaches might explain the co-existence of disparate group outcomes in the workplace with the fact that many employees and managers think they are not biased and try hard not to be (ourselves included). Some useful articles in this area:

Fiske, S.T. 1998. Stereotyping, prejudice, and discrimination. In D.T. Gilbert, S.T. Fiske, & G. Lindzey (eds.), Handbook of Social Psychology: 357-411. New York: McGraw-Hill.

Krieger, L.H. 1995. The content of our categories: A cognitive bias approach to discrimination and equal employment opportunity. Stanford Law Review, 47: 1161-1248.

Perry, E.L., Davis-Blake, A., & Kulik, C.T. 1994. Explaining gender-based selection decisions: A synthesis of contextual and cognitive approaches. Academy of Management Review, 19: 786-820.

Reskin, B.F. 2000. The proximate causes of employment discrimination. Contemporary Sociology, 29: 319-329.

Selmi, M. 2000. Family leave and the gender wage gap. North Carolina Law Review, 78: 707-782.

Interesting Articles on Teaching-Related Subjects

Arbaugh, J.B. 2000. Virtual classroom versus physical classroom: An exploratory study of class discussion patterns and student learning in an asynchronous internet-based MBA course. Journal of Management Education, 24: 213-233.

This article presents an empirical comparison of classroom participation patterns in a traditional classroom versus an internet-based course. Substantial gender differences were found, with women participating more extensively on line as compared to the classroom setting.

Mueller, H.J. 2000. It takes a community to create an American Indian business and management course. Journal of Management Education, 24: 183-212.

This article presents an in-depth case study of the introduction of a business course geared to American Indian students, at the University of New Mexico. The author discusses the process of developing the course, as well as the challenges and opportunities presented.

Broadening Horizons ... Recommendations from my Clarkson Colleagues

Dr. Laura Ettinger, History:

More, E.S. 1999. Restoring the balance. Women physicians and the profession of medicine, 1850-1995. Cambridge: Harvard University Press.

Dr. Rick Welsh, Sociology:

Naples, N.A. & Sachs, C. 2000. Standpoint epistemology and the uses of self-reflection in feminist ethnography: Lessons for rural sociology. Rural Sociology, 65: 194-214.



GDO Member Highlights

Max Wortman has been elected to the Faculty Senate at Iowa State University. In the past two years, he has chaired the initial committee on the status of women and minorities and the Academic Affairs Council, which has dealt with non-tenured temporary appointments, concerns about student athlete grades, and major curricular matters. Max has also developed a new course on the Management of Diversity, which was placed on the GDO-List serve.

Congratulations to **Ellen Ensher**, from Loyola Marymount University, for winning the *Ascendent Scholar Award from Western Academy of Management*. I thank Elisa Grant-Vallone, CSU San Marcos for bringing Ellen's accomplishment to my (and now your) attention.



The Society For Business Ethics Annual Meeting

Laura P. Hartman, SBE Program Chair--DePaul University

The Society for Business Ethics Annual Meeting will be held this year from August 2 - 5, 2001, in beautiful Washington, DC. The conference will take place at the lovely, convenient Hotel Washington (<http://www.hotelwashington.com/>) located at Pennsylvania Ave at 15th Street NW, Washington, DC, 20004.

A registration form can be found at <http://www.luc.edu/depts/business/sbe/registration.htm>.

Please register early (you get a lower rate!) and contact the hotel for your room reservations before July 3. The hotel can be reached directly at 202-638-5900 (or toll-free at 800-424-9540). Please make sure to mention that you are attending the Society for Business Ethics annual meeting for special conference room rates.

The conference will begin with a reception on Thursday evening and will conclude by midday on Sunday. For those interested in also attending the Academy of Management's Annual Meeting, the Hotel Washington is not far from the Academy's location. For more information, please contact program chair Laura Hartman at Lhartman@wppost.depaul.edu or telephone (312-362-6569).

See you soon!



Submissions for the GDO Newsletter

If you:

- * Have information to share with other GDO Members
- * Would like to take an active role in writing the newsletter

Then please contact Lynn Bowes-Sperry at lbowessp@wnec.edu or (413) 782-1254

Deadline for information for the next issue is **August 30th** (to coincide with deadline for AOM newsletter)