

## **Gender and Diversity in Organizations Winter 1999 Newsletter**

***A Division of the National Academy of Management***

***Michele A. Bowring, Editor***

### **Have we Become GDO Yet?**

***Roy Jacques, University of Otago***

Well, the (three-year!) name change process is behind us. Much to the credit of several previous chairs and members, there has been an overwhelming mandate behind the change from WIM to GDO. We have had our first Academy meeting under the new name and celebrated it, as we should well have.

But at the risk of being the dog in the manger, I have to ask, 'what has changed'? So far, not a lot. We have put a new label on the same activities of the same group of people. That's OK, if we see ourselves at the beginning of a process. As the process expert among us would advise, change takes time. We must also remember that it takes guidance and commitment.

I am convinced that most of us sincerely try to be open to new influences, but openness by itself will not be enough. If we really desire to represent diversity as well as gender, we must actively build new relationships. Cliff Cheng and dt ogilvie are working on this in a formal capacity by trying to make connections between GDO and the various identity-based caucuses. This is important work, but for it to be successful, it must be supported by the efforts of the rest of us as well.

The most critical determinant of what we will become is the submission / review process. No division officers, however committed, can put together a program from anything other than what members send in. Once a paper is submitted, the program chair has some power as a gatekeeper, but most of the power belongs to those who rate the paper. Not only do we need contributors whose interests go beyond gender, we need to recruit these people as reviewers and the program chair must become aware of their areas of expertise.

What we do is an inherently group-level process. An individual cannot participate profitably without being a member of an active community of practice. I have seen other organizations in the field fall into a type of vicious circle. They ask 'where are the people of color?' (you can analogize to other identity groups). Then, when a few people of color do join, they find the norms and forms of the group so monolithically dominant-culture that they feel out of place and drift off. Subsequently, other people of color entering the group find no people of color and the question is asked again. We need to attain a critical mass of members interested in each new cluster of research we have included under our new, larger umbrella if we are to foster the development of active participation. This might happen spontaneously, but we can't count on it. We must do everything we can to nurture its growth. And to do so, we need to hear the voices of these people in our presentations and business sessions. This is best done by recruiting them as members. You can help by spreading the word to those with whom you work.

Does our domain statement inadvertently privilege gender or North America despite our best intentions? Does the form sent to reviewers that permits one to check off areas of research interest fairly reflect the topical and paradigmatic interests of those we would like to see participating? Will our slate of officers give the appearance that in order to serve the division officially you need to be a member of the old WIM club? These are but a few examples of the thousand and one ways we can inadvertently perpetuate the old boundaries under the new name unless we actively work to do otherwise.

We will sometimes fail in our efforts. I say this because it is not important (or possible) to never screw up. What matters is whether these failures are swept under the rug or faced openly. We need a degree of conflict, because how else are we to know what needs to be done? When and if this happens, let's try to be good consultants and treat it as diagnostic information and a sign of engagement. To me, this in no way compromises the old WIM norm of being a friendly division. Good friends will say tough things to each other when necessary. The family that always has to smile at each other is the one that experts call dysfunctional.

Finally, one of the important roles WIM has played has been to function as a haven for women to network and feel welcomed in an often stiflingly masculine Academy. Personally, I think this is one of the most important roles the division can continue to serve, but how is this to be realized? Perhaps we can just open the doors and spontaneously become a haven for gender, race and other identities, but we should not assume this will necessarily happen. The division has held a marginal identity as a representative of women relative to gender. But as these have been primarily white women, this same identity is now dominant relative to race and national identity. We are in a much more complex environment than before and may have to be creative in determining as we go how a women's networking function can be affirmed without stifling other interests now in our nominal domain.

A little confused? Good. Our only insurmountable problem is complacency. This can be a very exciting adventure we've begun. The thing to remember is that it is an adventure and (pace Karen Carpenter) we have only just begun. What will make or break us in the long run is not our leadership, but our membership. If many of us do a little, that will be the work that eventually makes WIM into GDO. Shall we start?

## **Reflections from the Past Division Chair**

### ***Lisa Mainiero, Fairfield University***

1998 was a year that will remain memorable for our division. It was the year when our membership returned a strong mandate to change our name from "Women in Management" to "Gender and Diversity in Organizations". I was, and am, so proud to have been part of the division during that historical year. And, I have so many people to thank – the truly "behind the scenes" division members who worked quietly and effortlessly to understand our division's needs and make changes happen.

First, I would like to thank Eileen Kaplan, whose tenure as Division Chair coincided with our division review. Eileen began the work that resulted in our historic vote last year. When our division was reviewed, it was clear that change was necessary in order to continue to recruit and attract members, and that review identified ways and means for productive change to take

place. Next, I would like to thank Joy Schneer, the Division Chair who followed Eileen's footsteps. Joy discussed changes at our Business Meeting and offered an open forum for discussion on the question of a name change. Alison Konrad, who followed Joy, deserves high praise for her work in developing and administering a survey to all division members the year she served as Division Chair. Kim Mourouney served as Committee Chair of the Name Change Committee, making certain that alternative names and domain statements were explored. I also want to thank the various heads of the caucuses, who came to our open forum meetings to discuss the possibility of being a part of our division. Gerry Hunt, David Ford, David Thomas, Stella Nkomo, Cliff Cheng and members of the Ibero American caucus, the Diversity caucus, the Gay and Lesbian caucus, and the Asian American caucuses were all very supportive and helpful. Barbara Gutek also provided strong support in the board meeting of Academy officers at which our proposal to change our name and division statement was openly discussed and approved. In addition, the officers who worked tirelessly alongside me, notably Roy Jacques and Laura Graves, providing unwavering support.

Now we must meet the challenges ahead. First, we must extend a warm welcome to members of other caucuses who wish to join our division, recognizing that their input will be so very valuable in the future. Next, we must work to preserve the interests of our stronghold members who appreciate the solidarity of women and networking among women that our division has provided in the past. These two tasks are not orthogonal to one another. Rather, I see our division as a spoke and wheel, in which our division becomes the research home to all of us who are touched by our new domain, yet the caucuses and networks, including the women's network of the past, remain strong and vital as they intersect and connect with the research interest of the whole. Our future division leadership will have the responsibility of bringing all these disparate parts into a unified and integrated whole, without diminishing any of its parts. I look to Roy and Laura, and Audrey, and I can tell you that our Division is in very strong, capable hands for the years to come. It has been an honor to serve the Division, and I honor each of you with your historic decision and courage. I am so pleased to have been a part of it – all of it.

## **Fun Facts About GDO Members**

*Gayle Baugh, University of West Florida*

Those of you who were able to attend the social activities of the GDO Division in San Diego will remember that there was a contest involving "fun facts." For those of you who were unable to attend, here's how it went in August. Each person, on arriving at the GDO Division's afternoon ice cream social, received a list of interesting (but not necessarily widely known) facts about some GDO members. The goal was to identify who was described by each fact, and then to obtain that individual's signature (if he/she was in attendance).

This set of facts shows how diverse and interesting the GDO Division membership is. I thought I would share them with you to let you know a little bit more about the membership. And maybe you'll be inspired to find out what makes each and every individual in the Division unique and interesting. If so, then I'll have accomplished my goal!

Gayle Baugh had to make a choice between a career as a ballet dancer and a career as an academic (some days I still think I chose wrong!)

Rosemary Booth was the personal escort for Mother Teresa for two days on one of her early visits to New York City, and was on the Andrea Doria for its last SAFE crossing of the Atlantic (from New York to Genoa—it sank on the return trip)

Cliff Cheng was abducted by aliens, and had a secret affair with Princess Diana (I never restricted anyone to true facts!)

Lucretia Coleman was the newsletter editor when GDO was "Women in Management," and it was still an interest group; is on the Board for the Academy

Betsy Cooper collects vintage women's compacts—she has over 100 and is still buying

Ellen Fagenson-Eland: Dated a researcher who concluded that a woman still not married by age 35 had a better chance of being hit by terrorists than of getting married

Laura Graves her favorite activity is figure skating, and she takes lessons with a coach

Roy Jacques has played "We've Only Just Begun" at several hundred weddings, and is a former advisor for the use of statistical decision support systems in health care

Alison Konrad in high school and in college was an outstanding piano and flute player

Ellen Ernst Kossek has four children, and never took a maternity leave on the way to tenure; worked in Japan and wore a uniform and in Geneva and spoke bad French; and was raised in the center of the universe (Dubuque, Iowa)

Lisa Mainiero was in a coma for five days 2 ½ years ago after giving birth to her beautiful baby daughter

Fiona McQuarry a competitive figure skater (she came to the Academy from a skating competition)

Kim Morouney is learning to fly an ultra-lite plane, and has produced a series of outdoor jazz concerts

Diana Page is nicknamed "Miss Communication"

Gary Powell is a great fan of rock-and-roll—his favorite concert of Summer 1998 was Lillith Fair

Belle Rose Ragins has sky-dived; also, her grandfather was a Bolshevik Revolutionary who married his niece; she was raised a Socialist (not too surprising, given her grandparentage!)

Terri Scandura was completely potty-trained at 18 months (her mother verified this!)

Greg Stephens served as a missionary in Chile, South America for his church from 1976 to 1978

Sherry Sullivan doesn't eat anything with a face, is a bronze-level ballroom dancer, and had her first publication at age 8 (it paid \$5, more than anything else so far!)

If after all of this fascinating detail, you're still not convinced that we're a fairly diverse bunch, then do some asking around. I'm sure that there are even better stories just waiting to be told among our membership!

### **1998 Winners and 1999 Nominations Invited**

1999 Sage Award for Scholarly Contributions to Management and the 1999 Janet Chusmir Service Award for Service  
*Sherry E. Sullivan, Chair*

The Sage Award for Scholarly Contributions to Management is awarded annually to an individual judged to have made an outstanding contribution to research on women in organizations. The committee makes this judgement based on the individual's publication record in the field.

The Janet Chusmir Service Award is presented to a nominee who has made an outstanding contribution to the Division and who has personally provided support for women in the field.

Congratulations to Dr. Alison Konrad and Dr. Belle Rose Ragins who were the recipients of the Sage Award for Scholarly Contributions.

Dr. Barbara Gutek, in a letter of nomination for Dr. Konrad wrote: "Although Prof. Konrad has a fairly heavy teaching load at Temple University, she has continued doing a steady stream of excellent research and has engaged the interest of Temple's best graduate students. Her work is systematic and of uniformly high quality."

Dr. Gary N. Powell in a letter of nomination for Dr. Ragins wrote: " Few scholars have made a research area their own as much as Belle has with the topic of gender and mentoring. Belle's research offers a shining example of how to increase our understanding of gender issues in particular and diversity issues in general pertaining to an important interpersonal process in organizations."

I wish to thank Sage Publishing and its representative, Ms. Marquita Flemming, for their strong support of this award. I would also like to acknowledge the contributions of the Sage Committee members: Sue Greenfeld, C.V. Harquail, Claudia Harris and Judith Hunt. It was a pleasure working with them.

I am pleased to announce that Gayle Baugh is the new chair of the Sage Committee. In order to nominate a person for either award, please send five copies of a letter of nomination, five copies of the nominee's vita, and a stamped self-addressed postcard to acknowledge receipt, to Gayle by March 17, 1999 to this address:

Gayle Baugh  
Chair, Sage Scholarship and Awards Committee

Dept. of Management, College of Business  
University of West Florida  
Pensacola, Florida 32514-5752

And now a note from the new Chair:

PLEASE send nominations! Don't be shy--this is your chance to recognize someone who has influenced your work, as well as influenced the field. Nomination for either award is one of the greatest compliments you can give, and I encourage you to think about people who have been important in your professional life. So for the next three months, I'll be sitting in my office just waiting for the nominations to pour in. I'm sure that you won't disappoint me!

### **1999 GDO Doctoral Consortium**

*Jeffrey Greenhaus, Doctoral Consortium Co-chair*

This year's GDO Doctoral Consortium runs from Friday August 6 at 6 p.m. to Saturday August 7 at 12:20 p.m. The consortium covers a variety of exciting topics—from new research directions in gender and diversity to personal career management—and features an international panel of outstanding scholars. Students participating in the GDO Doctoral Consortium must be nominated by a faculty member at their institution. Nominations should be sent to Saroj Parasuraman or Jeffrey H. Greenhaus at [Saroj@drexel.edu](mailto:Saroj@drexel.edu) or [Greenhaus@drexel.edu](mailto:Greenhaus@drexel.edu) respectively, and should include the nominated student's name, address, and email address.

#### Program Highlights

Finding A job that's right for you

Time: Friday, August 6 at 6 pm

Panel – Michael B. Arthur, Suffolk U., D. Anthony Butterfield, U. of Massachusetts, Virginia E. Schein, Gettysburg College

Continental Breakfast

Time: Saturday, August 7 at 7 am

New Directions for Research on Gender and Diversity

Time: Saturday, August 7 at 8 am

Panel - Martin N. Davidson, U. of Virginia, Suzan Lewis, Manchester Metropolitan U., David A. Thomas, Harvard U.

The Journal Review Process as a Vehicle for Improving Research

Time: Saturday, August 7 at 9:30

Panel - Robin Ely, Columbia U., Denise Rousseau, Carnegie-Mellon U., Phyllis Tharenou, Monash U.

Developing a Research Program

time - Saturday, August 7 at 11 am

Panel - Ella E. Bell, U. of North Carolina, Charlotte, Michelle Duffy, U. of Kentucky, Alison Konrad, Temple U., Jason Shaw, Drexel U.

## **1999 Preconference Workshop to Explore Intersection of Race and Gender**

*Laura M. Graves, Chair-Elect*

The GDO Division will host a preconference research workshop at the upcoming Academy of Management meeting in Chicago. The research workshop, which will be held from 1:30 to 5:30 p.m. on Saturday, August 7, will focus on the intersection of race and gender. To date, there has been little attention to the combined effects of race and gender on individuals' work experiences. In this research workshop, participants will be exposed to four examples of groundbreaking research on the intersection of race and gender. Participants will then consider how they might incorporate the study of the combined effects of race and gender into their own research.

At the beginning of the workshop, Karen L. Proudford (Morgan State U.) and Stacy Blake (Harvard U.) will facilitate a lively and thought-provoking structured exercise that allows participants to explore how race, gender, and other dimensions of social identity affect their lives.

Next, the following distinguished panelists will present their groundbreaking research on the intersection of race and gender:

**Refracted Images of Black and White Women**

Ella E. Bell, U. of North Carolina, Charlotte

**The Plight of the British Black and Ethnic Minority Female Manager**

Marilyn J. Davidson, U. of Manchester Institute of Science and Technology

**Examining Race and Gender Effects in Promotions to Top Management**

Gary N. Powell, U. of Connecticut

D. Anthony Butterfield, U. of Massachusetts, Amherst

**Exploring Demographic Differences in Attitudes towards Affirmative Action: Who, What, and Why?**

Myrtle P. Bell, U. of Texas, Arlington

Following these stimulating presentations, participants will meet in small groups to share ideas for incorporating the study of combined effects of race and gender into their own research programs.

The workshop is open to all interested individuals. Please pass on information about the workshop to your colleagues. For more information, contact Laura Graves ([lgraves@clarku.edu](mailto:lgraves@clarku.edu)).

The GDO Preconference Reception will take place immediately following the workshop. Please stop by and greet your colleagues, even if you are unable to attend the workshop.

**Breakfast and Networking: Forming New Partnerships for Conducting and Publishing your Research**

*Ellen Fagenson – Eland*

We would like to invite everyone who has an interest in publishing to our pre-conference session to be held on Sunday morning, August 8th from 8:30-10:30. The purpose of the session is to encourage partnerships and collaboration between junior and senior researchers and between individuals with similar or complimentary backgrounds and experiences. We would like people from all different levels , with all different types of experience to participate in our networking session.

Here's what we want to do. Our goal is to facilitate the "matching" of people with common research interests and complimentary research needs. Our plan is to help you find research partners who can help you meet your publishing goals. Senior level, junior level and Ph.D. level individuals are encouraged to come to the session - your needs, abilities, skills and resources should complement one another.

Session participants will be asked to share some of the following information:

Current and future research interests

Research needs: co-authors, readers

Resources and skills available and needed: a data base, a statistics person, someone to write up a finished project; guidance on a revision request

Background and expertise: Provide any evidence (bring your mentor, your vita, a colleague)

Time availability ( can start now, can devote one day a week, available May, June, July)

The session will be informal and fun. Space is limited, so make your reservations early . We hope you can join us! (FREE FOOD! FREE FOOD! FREE FOOD! FREE MONEY!) (WELL MAYBE NOT THE LAST PART!!!)

Please contact Co-Chairs (one will be fine):

Ellen Fagenson- Eland, George Mason University

email: [fagenson@gmu.edu](mailto:fagenson@gmu.edu)

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**Conflict Management Division's Junior Faculty Research Incubator on Diversity and Conflict**

*Ray Friedman*

Are you interested in Diversity and Conflict? Are you looking for others to work with you on

research and publications? Are you approximately 3-5 years away from coming up for tenure? If so, you may be interested in the CM Division's "Junior Faculty Research Incubator." This pre-conference event is designed to help junior faculty meet other junior faculty who have similar research interests, form them into research teams, provide each team with the assistance of a senior faculty member/mentor, and allow them time to produce plans for a specific research project that will lead to publications.

Goal: Form research teams that will enhance collaborative research among junior faculty, and help them produce articles needed for tenure.

When: Friday and Saturday before the Academy meetings (August 6-7)

Process: Friday morning – all participants briefly describe their interests and some ideas for research at the intersection of conflict and diversity

Friday afternoon – junior faculty organize themselves around topics to form research teams. Each senior faculty member joins a team.

Saturday – teams develop specific research agenda including all team members

After Academy – teams work together to do research and produce articles

Senior Faculty: Joel Brockner, Columbia University, Martin Davidson, Darden, Ray Friedman, Vanderbilt University, Barbara Gray, Penn State, Ety Jehn, Wharton, Judi McLean Parks, Washington University, David Thomas, Harvard University

Who: Junior faculty who are approximately 3-5 years from tenure. These faculty should be past the "start up" phase of being new faculty members, but far enough from tenure that new research from the incubator can help them get tenure.

Applying: Deadline: May 1, 1999. To apply for a position, send a letter of interest to Judi McLean Parks or Ray Friedman. Include a description of your research interests, a C.V., and a sample of your work. If you have any questions, feel free to contact Judi or Ray.

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## News from the Liaison Committee

*Cliff Cheng, University of Southern California*

d.t. ogilvie, Elaine Yakura, Betsy Cooper and I have formed a GDO Liaison Committee. This Committee is working with the Asian/Asian-American Caucus, Gay-Lesbian Caucus, Ibero-American Academy (IAM), and the All-Academy People of Color Committee to coordinate matters of mutual concern. Anyone who interested in participating, please contact Cliff Cheng at [cliffc@mizar.usc.edu](mailto:cliffc@mizar.usc.edu)

## Editor's note

*Michele Aglaganian Bowring, Athabasca University*

Thank-you to all who contributed to this issue. I'm sure you've noticed that this is our first division newsletter of the year. Some technical difficulties as well as an initial shortage of submissions made it necessary to roll together the fall 1998 and winter 1999 newsletters. We will publish another newsletter this academic year, and will return to three newsletters for next year. I encourage all members to send in announcements, news items, and items of general interest to the membership for the next issue. The submission deadline is MAY 15th. To submit something, please send an email with a WORD or WordPerfect attachment to [michele@athabascau.ca](mailto:michele@athabascau.ca). If you have any questions or comments about the newsletter or about an item that you're thinking of submitting, please contact the editor at the above email address, or call me at 780-460-6484.

The newsletter is available on our web page at <http://www.aom.pace.edu/wim> (we're working on updating the link to /gdo)

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