

**SPECIAL  
POINTS OF  
INTEREST:**

- Information about AOM 2008 in Anaheim, CA

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# Gender and Diversity in Organizations

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## Report from the Division Chair

Hello GDO Colleagues:

An important topic of interest to the GDO division is outreach to members outside of the U.S. who have difficulty attending the AOM conference. We are in the process of developing a survey of international members to ascertain how the division can best serve their interests. If you have insights to offer regarding items for the survey, please contact me at [lbow-essp@wnec.edu](mailto:lbow-essp@wnec.edu) before June 15, 2008.

Another objective of the division this year is to improve the use of the GDO list-serve to leverage the great body of expertise of our members. If you are not currently subscribed to GDO-L, you can do so by going to [http://division.aomonline.org/gdo/comm/comm\\_lists.htm](http://division.aomonline.org/gdo/comm/comm_lists.htm). GDO-L can be much more, but it is up to all of us! As a start, I thought it might be valuable for me to propose several ways the list-serve might SERVE us and help us become a community of practice in the true sense of the term (of course, this is not an exhaustive list):

Research:

- Tell us about research you have done related to GDO
- Deliberate with us about research you would like

to do

- Ask for our comments on research you would like to publish
- Find national and international research partners

Teaching:

- Share your resources – tell us about GDO exercises, films, assignments, readings and other teaching ideas you have used successfully
- If an exercise didn't go well, let us help you figure out why and make suggestions regarding how to improve it
- Deliberate with us about how to accomplish various objectives in your classes
- Find other GDO members with whom you can work to bring different cultural perspectives into your classroom

The rest of life

- Tell us about GDO related news and events in your corner of the world
- Tell us about something you have read or seen lately that got you thinking and ask what the rest of us think about it
- Deliberate with us about how to raise GDO awareness in our organizations and society

- Anything else you can think of!

For those of you attending the annual meeting in Anaheim, I would like to bring your attention to two social events and the Business Meeting (all being held at the Hilton). The GDO Welcome Continental Breakfast will be held on Monday, Aug 11 from 8:30AM - 10:20AM (Malibu). Our Business Meeting, which will be held on Monday from 5:30PM - 7:00PM (Malibu) will be followed by the GDO Social and Reception from 7:00PM - 9:00PM (California Pavilion A). I hope to see many of you there!

Take care,

Lynn Bowes-Sperry



**Lynn Bowes-Sperry**  
Western New England  
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# Report from Immediate Past Chair



Myrtle P. Bell  
Past Division Chair  
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## Election Results and Farewell

Myrtle P. Bell, Immediate Past Chair

The results of the 2008 election for Program Chair-Elect/Professional Development Workshop Chair and Executive Committee are in. Elected were:

- Diana Bilimoria, Program Chair-Elect/PDW Chair
- Joy Beatty, Donna Blancero, Charmine Hartel, and Mustafa Özbilgin, Executive Committee.

Their terms begin on August 15, 2008, after the meeting in Anaheim. We had an outstanding slate of candidates, due in part to using the Academy's electronic nomination system for the first time this year. Members nominated almost 40 people to run for executive committee and more than a dozen for program chair elect. If willing to run, those nominated were asked to complete a standardized information package explaining their previous GDO service (e.g., committee memberships, conference participation, etc.), relevant service (for example, at their university, other institutions, consulting, etc) and other pertinent information. The nominating committee members, Lynn Bowes-Sperry, Jan Cleveland, David Kravitz, and Quinetta Roberson, and I determined the final slate based on this information.

All candidates were strongly supported by the membership. Many thanks to Douglas Johnson, Robyn Berkley, Caren Goldberg, Beth Livingston, Ray Trau, and Carolyn Wiethoff who stood for office and to those who were nominated and submitted materials but were not selected to run. Your willingness to serve the division in this capacity is greatly appreciated. Many thanks also to the members who nominated people and voted. Of the 1195 current GDO members, 468 (39%) voted. In 2007, 472 (42%) of the 1103 members voted. In 2006, 484 (45%) of 1087 members voted.

Serving as nominating chair for the elections is my last official role as Immediate Past Chair of the division, after taking on the role

of Program Chair-Elect in 2003 and progressing through the leadership chain. As I report the election results, I think it's appropriate for me to also report on some of the accomplishments of the past few years. First, as is clear from the election results and proportions reported above, the division membership is growing. In my view, growth of the division is a good thing, and is indicative of what a wonderful division GDO is and of the increasing importance of the field. Keep telling Academy of Management members and others about the division.

Another accomplishment is our new domain statement which was passed overwhelmingly by the membership earlier this year. Work on the statement began 2004 or before, and through the hard work of a subcommittee of division members and former EC member Lotte Bailyn, a more representative statement was created. Many thanks to those who worked tirelessly over the years to craft the statement and to Jeanie Forray for her work to get it through the AoM requirements and on the ballot for GDO members this year.

Also during the past 5 years, we added the positions of division Secretary and Treasurer, both of which help the division run more smoothly and efficiently. We began using senior and junior newsletter editor positions to increase continuity and ease the transition. The division began recognizing the Emerald Best Student Paper in 2007 and, for the first time this year, the Saroj Parasuraman Paper. We celebrated our 20 year anniversary as a division during the past 5 years, and are now approaching 25 years (next year!). We have much to celebrate and more worthwhile work to do.

Thank you for allowing me to be a part of these and other many accomplishments of our division. Many thanks also to Betsy Cooper, Gayle Baugh, Bernardo Ferdman, Martin Davidson, other past chairs, the current leadership team, executive committee members, and members whose ideas and work led to these and many of the other accomplishments of the division. I have enjoyed my service tremendously and look forward to the future of GDO.

Myrtle Bell

## Report from the Program Chair



Quinetta M. Roberson  
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### **2008 ACADEMY OF MANAGEMENT ANNUAL MEETING**

**August 8-13, 2008**

**Anaheim, California**

**Theme: The Questions We Ask**

Known as the place for trendsetters, it is only fitting that Orange County is the place in which we will explore what we do *not* know about the world of organization and management – and what questions we might dare to ask. We have a wonderful group of symposia and paper sessions on a variety of topics, including global diversity, work-family, immigration, invisible diversity, and gender disparities. With over 30 scheduled sessions, there is something for everyone! In addition to the scholarly program, we have the following events planned:

#### ***GDO Welcome Continental Breakfast***

***8:30-10:20am Hilton Anaheim: Malibu***

The purpose of this event is to welcome all new, international, and continuing members of the GDO Division. We hope that you will join us!

#### ***Coalition on Faculty Diversity Town Hall Meeting***

***4:10-5:20pm Hilton Anaheim: Malibu***

The Coalition on Faculty Diversity is a grass-roots group comprised of Academy of Management divisions and members interested in increasing faculty diversity in business schools and their affiliates within and outside the U.S. The Coalition is concerned with recruitment, retention and promotion, as well as climate and glass ceiling issues faced

by AOM members of under-represented groups. What started as an ad hoc group within the GDO Division has blossomed into an Academy-wide endeavor, supported by 18 divisions and interest groups of the Academy, and includes over 100 individual Academy members and 15 advisors representing Academy leadership. Now in its fourth year, this Town Hall session is critical for allowing new members to become active in the Coalition projects, and, as important, offers a platform for us to share our progress and plan our future course, directions and activities. Specifically, progress reports will be provided on three key initiatives: A Diversity Census, a Diversity Best Practice Award, and AoM Member Support.

#### ***GDO Business Meeting***

***5:30-7:00pm Hilton Anaheim: Malibu***

If you attended the Town Hall Meeting, stay to get an update on the division and to congratulate members who are receiving awards. If you didn't attend the Town Hall Meeting, please come over to the business meeting to see what interesting things we are up to and volunteer your time and ideas to the division. And don't forget about the *GDO Social and Reception, which will be held from 7:00 - 9:00 p.m. in California Pavilion A*, immediately following the business meeting!

Please feel free to contact me at [gdoprogramchair@hotmail.com](mailto:gdoprogramchair@hotmail.com) if I can answer any questions about this year's conference program. I look forward to seeing you in Anaheim!

Quinetta Roberson

# Report from the PDW Chair



**David A. Kravitz**  
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The GDO Division is the primary sponsor of 12 pre-conference Professional Development Workshops (PDWs) and a co-sponsor of 13 additional PDWs. These stellar workshops address research, teaching, and practice issues of importance to the GDO membership. They have much to offer participants at every stage of their careers and are relevant both to those in academia and to those in practice. Furthermore, many take a global perspective. All PDWs relate to the 2008 conference theme, "The Questions We Ask," which is particularly relevant to those of us in the GDO Division. I hope you will plan to join us.

To whet your appetite, I briefly describe the PDWs below. More information is available online.

All 12 PDWs for which the GDO Division is the primary sponsor will be held in the Hilton Anaheim. They are listed below by date. Note that pre-registration is required for three PDWs plus the doctoral consortium.

## **GDO PDWs scheduled for Friday, August 8**

### ***Relocating Diversity: New Questions from New and Old Places***

***1:00 to 5:00 p.m. in Hilton Anaheim, California Pavilion A***

The goal of this PDW is to challenge the hegemony of U.S.-centered perspectives on workplace diversity in the management literature. We do this by bringing together diversity scholars who come from, live in, or conduct research on, other areas of the world, where history and culture provide different contexts for attempting to understand diversity. These scholars will share questions about workplace diversity that are informed by these distinctive histories, cultures, and contexts. This PDW resonates strongly with the 2008 conference theme: The Questions We Ask. Through a series of presentations and explicit provocations, we will be taking stock of how questions at the intersections of diversity, social identity, history, culture, and the workplace are posed in the AoM and the management literature. We will explore how changing the socio-historical and

geographical contexts for these questions can re-frame our research agendas. This PDW also resonates with the PDW calls of several divisions other than GDO, including the OB, HR, and Critical Management Studies Division. The contributions of this PDW will be enhanced by several questions including: • Which questions have defined the theoretical and empirical frontiers of diversity research? • How do these questions reflect U.S.-centered perspectives on diversity? • How can these questions be reconsidered in light of a different social geography of diversity? • Which taboos or silences are broken in this process and which remain? • What are the implications for issues of inclusion and social justice, and for research and practice?

### ***Coalition for Faculty Diversity Publishing Workshop***

***1:00 to 5:00 p.m. in Hilton Anaheim, Huntington C***

Junior faculty face significant challenges in the early stages of their careers and one of these challenges is to publish their work in refereed academic journals. A core goal of this session is to advance the careers of junior faculty – especially those in under-represented groups – by helping them publish diversity research in refereed academic journals. This assistance will come from leading senior scholars in the field who will review manuscripts submitted by junior faculty in an open discussion, roundtable setting. In summary, this PDW is designed to: a) increase participants' ability to conduct high quality research and to publish in refereed journals; b) provide an opportunity for participants to meet and network with senior scholars, which can lead to the development of long-term developmental and mentoring relationships; c) advance the careers of junior faculty who conduct diversity research; d) ultimately increase the proportion of tenured under-represented faculty in business schools. This session reflects a key initiative of the AoM grass-roots group, the Coalition for Faculty Diversity. The goal of the Coalition is to increase faculty diversity in business schools and their affiliates within and outside the United States. Publication in refereed journals is a critical step for achieving this goal. Thus, this PDW will support the careers of junior faculty who conduct research on gender and diversity in organizations. [Pre-registration is required. Authors and participants register by sending an email to Raymond Trau by June 30th at [raymond.trau@college.monash.edu.au](mailto:raymond.trau@college.monash.edu.au).]

### ***Best Disability Employment Practices: Creating and Implementing Changes in Recruiting and Hiring***

***3:30 to 5:30 p.m. in Hilton Anaheim, Sunset***

The U.S. Bureau of Census (1996) has reported that the population of persons with disabilities, between the ages of 16 and 65, has risen from 35.6 million (1980) to 49

## Report from PDW Chair, Continued

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million (1990) to 54 million (1994). Even after implementation of the ADA, persons with disabilities struggle to find practical and career-oriented positions in the workplace. Consequently, the technological revolution has had a major impact on the workforce. Organizations have slowly evolved from the use of brawn to that of brain power to keep abreast of the new innovations created in this century alone. There is a need to change behaviors in organizations and to identify new opportunities for growth (Boyett & Conn, 1992). The role and influence of internal and external stakeholders with the development and implementation of best disability employment practices (BDEP) in one's organization can help improve the hiring practices in today's workforce. These practices are: 1) recruiting; 2) training; 3) job accommodations; 4) work experience opportunity; and 5) career advancement. The main focus of this presentation is to help participants determine the key stakeholders in their community and who can help make changes in the recruiting and hiring practices of persons with disabilities. The presenter will walk participants through the process of identifying stakeholders, networking with various disability and government agencies, and establishing their own networking efforts to help persons with disabilities obtain quality employment. Thus, this interactive session will help participants learn more about BDEPs and how they can help change how we recruit and hire personnel – and thus increase diversity in the workplace.

### ***GDO Doctoral Consortium (Evening reception)***

***6:00 to 8:00 p.m. in Hilton Anaheim, California Pavilion A***

The Gender and Diversity in Organizations Doctoral Student Consortium at the Academy of Management meetings includes a number of activities for those in the pre-Ph.D. phase of their academic career. It is always a lot of fun, relaxed, and informative! Some of the topics we plan to cover include:

**SERVICE:** General service to the academy, service to the profession, service to the division (and why you can start doing this kind of service work now as a doctoral student).

**SCHOLARSHIP:** Defining diversity more broadly and also creating your research agenda using gender and diversity lenses, framing your research, publishing/presenting studies.

**JOB SEARCH:** Building a CV, finding the right posi-

tion, and getting jobs at different kinds of schools/organizations.

**WORK-LIFE BALANCE:** Living holistically—mechanisms and strategies for surviving the doctoral process. [Pre-registration required by July 11; contact Stacy Blake-Beard (stacy.blakebeard@simmons.edu). To register go to <https://secure.aonline.org/PDWReg>.]

### ***GDO PDWs scheduled for Saturday, August 9***

#### ***GDO Doctoral Consortium***

***8:00 a.m. to 5:00 p.m. in Hilton Anaheim, California Pavilion A***

The Gender and Diversity in Organizations Doctoral Student Consortium at the Academy of Management meetings includes a number of activities for those in the pre-Ph.D. phase of their academic career. It is always a lot of fun, relaxed, and informative! Some of the topics we plan to cover include:

**SERVICE:** General service to the academy, service to the profession, service to the division (and why you can start doing this kind of service work now as a doctoral student).

**SCHOLARSHIP:** Defining diversity more broadly and also creating your research agenda using gender and diversity lenses, framing your research, publishing/presenting studies.

**JOB SEARCH:** Building a CV, finding the right position, and getting jobs at different kinds of schools/organizations.

**WORK-LIFE BALANCE:** Living holistically—mechanisms and strategies for surviving the doctoral process. [Pre-registration required by July 11; contact Stacy Blake-Beard (stacy.blakebeard@simmons.edu). To register go to <https://secure.aonline.org/PDWReg>.]

#### ***Diversity & Social Justice: Questions that Transform Lives***

***9:00 to 11:00 a.m. in Hilton Anaheim, Sunset***

In this PDW, we will engage participants in innovative ways to engage in true dialogue that is based on principles of authenticity, curiosity and truly valuing the diverse perspectives of others. In this work, we have found that QUESTIONS are much more valuable than providing answers. We will draw upon principles of

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## Report from PDW Chair, Continued

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transformative learning to explore the range of questions that are most likely to engage differences constructively, and on Milton Bennett's developmental model of intercultural sensitivity, and Hardiman's and Jackson's model of social identity development to propose questions that are best suited for individuals at various stages of development in regard to both of these domains. We have found that "meeting people where they are" is the most productive and also the most challenging approach to learning about diversity and social justice. Rather than assuming homogeneity across differences, we will help participants learn to acknowledge and explore an individual's level of competence in dealing with difference, and the meaning they make of their own gender and racial identities, and to tailor our interventions based on their developmental levels. In a highly interactive format, this PDW will create a safe place to surface questions participants have and challenges they have faced in dealing well across differences, both within and across social identity groups. Rather than providing answers to these dilemmas, the learning community in the workshop will dialogue about the issues raised in order to deepen our understanding of the complexity of dealing with differences constructively.

### ***Sexual Harassment: Ethical, Methodological and Practical Considerations***

***3:00 to 5:00 p.m. in Hilton Anaheim, Sunset***

The aim of this PDW is to reinvigorate the discussion around sexual harassment in the workplace. It will begin by taking stock of what we know about the area and, perhaps more importantly, the gaps in knowledge and the questions that remain unanswered. The PDW will then highlight the different motivational aspects of sexual harassment by exploring this topic from a number of different perspectives, including ethnic minorities, gender (men and women) and disability. It will highlight the factors that support the continuance of sexual harassment in the workplace and the role of organizations in managing this problem. It will also examine issues that are raised by the process of conducting research on sexual harassment. This consideration of issues will underpin the workshop discussion, which will seek to explore the gaps in the current knowledge and areas for future research. It will also question why, with so much evidence, organizations fail to effectively address this form of harassment. Finally, this PDW will provide a forum for the development of cross-cultural collaboration in researching the identified gaps in knowledge.

### ***Do Ask, Do Tell: A Provocative Dialogue on GLBT Research***

***3:00 to 5:00 p.m. in Hilton Anaheim, Capistrano A***

The purpose of this PDW is to gain insights and perspectives from diversity scholars who have researched (asked) and published (told) germane research questions in an area that some deem taboo – gay, lesbian, bisexual, and transgender (GLBT) issues – and to inspire others to "do ask, do tell" in order to create a network of scholars who will sustain this critical line of research that informs both individuals and organizations. The panelists, viewed by some as organizational outsiders within (Proudford & Thomas, 1999), were selected to represent an array of perspectives and experiences as researchers in this domain as well as at different academic stages (e.g., doctoral students, pre-tenure, post-tenure), religions, GLBT insider/outsider status, and racial/ethnic group membership, yet to have a common interest in GLBT research. Further, their motivation for engaging in this line of research varies and, as such, they can offer unique insights regarding their experiences and provide advice and guidance to those considering conducting research in this perceived (actual) risqué domain. The challenges, rewards and risks associated with GLBT research will be explored based on career stage, personal identity, and motivation for research.

### **GDO PDWs scheduled for Sunday, August 10**

#### ***Diversity Research Incubators: Collaboration across Countries***

***8:00 to 10:00 a.m. in Hilton Anaheim, Huntington C***

Each incubator will consist of members from different countries who have interests in the same area of gender/diversity. Members of each incubator will be provided with contact information for all members in their group and dialogue among group members will begin before the Academy meeting. When participants pre-register, they will indicate the country in which they reside and the countries in which they teach and/or conduct research as well as their specific area of interest within the field of gender and diversity. Research incubators will be designated before the AOM meeting. This PDW is unique in that it will require participants to interact by email and/or teleconference before the Academy meeting in Au-

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gust. [Pre-register **before June 25** by contacting Lynn Bowes-Sperry (lbowessp@wnec.edu). Indicate your research interests and country.]

### ***Teaching Diversity in Multiple Contexts and Creating a Diversity Minor***

**8:00a.m. to noon in Hilton Anaheim, Capistrano A**

This session will help participants learn to teach gender and diversity courses at undergraduate, MBA/MA/MS, and doctoral levels. Specific sessions on each level will be offered, along with sessions on teaching diversity in ethics, human resources, and organizational behavior courses; facilitation skills, class conflict, and the instructor as medium; using experiential exercises; building support for and creating a business diversity minor; and teaching diversity in the Asia Pacific Rim context. We believe this PDW is important because the demand for such courses has increased along with the increasing workforce diversity and the increased awareness that diversity management affects organizational performance. Teaching such a course or incorporating it into other course content is challenging, because few faculty have taken such courses themselves, the range of potential goals is large, the number of potential topics is large, and there is no standard model of what a course should incorporate or how it should be taught. This PDW will give experienced teachers an opportunity to share their expertise with others and may also increase the number of courses or the inclusion of such content in other courses by increasing participants' skills and confidence about their ability to teach the material.

### ***In Support of Shared Sisterhood: Creating a Space for the Questions We Need to Ask***

**9:00a.m. to noon in Hilton Anaheim, Manhattan**

Despite the growing numbers of women in the professions, they still hold a small number of the top positions in organizations (Catalyst, 2004). Women make up only 15.7% of corporate officers, 13.6% of Board directors, and a handful of Fortune 500 CEOs. Women's relationships are central to their abilities to advance in their careers and to gain satisfaction from their work. Women of color are at the same time uniquely important to the workforce and particularly vulnerable. To support the success of women of color is to support the success of each and every one of us. This PDW will provide an opportunity to explore what we mean by shared sisterhood, the special qualities and needs of women of color, and how others (e.g., white men, men of color, white women and women of color) can help women of color survive and thrive in organizations and in the academy. [Pre-registration is required. To register online, please visit <https://>

[secure.aonline.org/PDWReg](https://secure.aonline.org/PDWReg). The **deadline to register is July 11, 2008**. For additional information, please contact Stacy Blake-Beard (stacy.blakebeard@simmons.edu).]

### ***If, When and How? Combining Parenting and Academic Life***

**10:00 a.m. to noon in Hilton Anaheim, Santa Barbara**

The purpose of this workshop is to provide an opportunity for participants to discuss challenges and career implications of a diverse set of parenting situations. We have all heard the standard advice about becoming parents in the course of our academic careers. "Time childbirth after tenure." "Try not to stop the clock." "Take advantage of campus child care, and hire good help at home." We have also heard about the benefits of being academics... "You won't find this kind of flexibility anywhere else." One gets the sense that academia is a sort of parenting nirvana, yet the questions are there and the answers often not simple. What happens when some of the underlying assumptions of the standard advice do not hold? Our panelists will share their personal stories, we hope you will too.

What about those who are in a contractual (non tenure-track) administrative position that requires regular office hours? What if one entered academia well after college-having already put off having children for the sake of a first career-and are still slogging toward a PhD at an age when putting off childbearing until tenure would make the former unlikely to happen at all? Or, what happens when one transitions through various changes while still keeping her role as parent in the forefront - a commitment that does not disappear or can be put temporarily on hold? What if one embarks on the parenting journey as a single dad, challenged with societal prescriptions and expectations? And, what about raising a child in a broader climate that is often hostile to the very idea of you as a parent and a family, a reality that gay and lesbian parents often face? What then? Our panelists will offer their own first-person accounts as a springboard into further discussion in which you as a participant will, hopefully, share your own experiences. The common ground we discover will serve as a basis for generating suggestions for affecting more inclusive and supportive environments for parents of all stripes in the Academy of Management and at our home institutions.

Cannot come but would like to join the discussion? Do you have an issue/idea that cannot wait? We

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have set an on-line forum to facilitate the discussion. The forum is located at: <http://division.aomonline.org/GDO/forum/> under the 2008 category.

Please contact Ron Ophir ([ophir@yorku.ca](mailto:ophir@yorku.ca)) to gain access to the forum.

***Not Either/Or, but Both/And: A Balanced Experiential Inquiry Approach to Diversity Audits***

**10:00 to noon in Hilton Anaheim, Huntington C**

This session links research and teaching in positive organizational scholarship and positive psychology with research and consulting on diversity and inclusion to the conference theme, "The Questions We Ask." Our interest in inquiry strategies (the types of questions posed in organizational change work) began with an empirical study, examining the different types of questions used to drive organizational development and change (ODC). We have examined strength-based (Appreciative Inquiry; AI) and problem-based (diagnostic) techniques, finding that they both have unique benefits, which may complement different forms of change. In this Professional Development Workshop, we introduce the Balanced Experiential Inquiry (BEI) approach to inquiry within the context of the organizational diversity audit.

The GDO is co-sponsoring 13 additional PDW; check the on-line program for location and time

**Other PDWs scheduled for Friday, August 8**

*Ways of Seeing: Appreciative Inquiry, Visuals, Aesthetics & "World Cafe" as Change Agents*

**Other PDWs scheduled for Saturday, August 9**

*¿Quién Soy? ¿Quiénes Somos? Latino/a Life Stories and the Questions We Ask and Don't Ask [Pre-registration is encouraged. Contact Bernardo Ferdman (bferdman@alliant.edu).]*

*How Can We Improve the Teaching of Theory and Practice in Multicultural Classes?*

*Ethics in Publishing*

**Other PDWs scheduled for Sunday, August 10**

*The 16th Annual Craft of Reviewing Workshop*  
*High Impact Consulting: Ensuring Tangible Client Results*

*Leadership Research, Practice, and Theory: Asking Critical Questions and Forging Collaborations*

*The Questions Non-US Scholars Ask*

*The Questions We Ask about Balancing Work and Life: Learning from Our Colleagues*

*Dare We Ask More Questions about Employee Participation?*

*The Dark Side of Employees' Behavior: Evaluating Our Questions, Answers, and Future Directions*

*So You Are Going to Teach, Now What? Tips to Not Only Survive but Also Thrive!*

*The Nuts and Bolts of the Multicultural Scholars Program: Undergraduate Mentoring at Its Best*

**GDO Business and Social Events**

Finally, join us for the following business and social events.

***All in the Family: Annual Reception for LGBT Persons and Friends at the Academy***

**Sunday, August 10, 8:00 to 10:00 p.m. in Anaheim Marriott, Grand Ballroom – Salon E**

Allies, friends, gay, lesbian, bisexual and transgendered persons invited. Sponsored by the University of Utah. <http://group.aomonline.org/glb/>

***GDO Welcome Continental Breakfast***

**Monday, August 11, 8:30 – 10:20 a.m. in Hilton Anaheim, Malibu**

The GDO Division would like to welcome all new, international and continuing members. We hope that you will join us!

***GDO Business Meeting***

**Monday, August 11, 5:30 – 7:00 p.m. in Hilton Anaheim, Malibu**

*The GDO Division officers will report on the year's activities and conduct other business.*

***GDO Social and Reception***

**Monday, August 11, 7:00 – 9:00 p.m. in Hilton Anaheim, California Pavilion A**

The GDO Division invites you to join us for networking and socializing with new, international, and continuing members.

David A. Kravitz



# GDO Town Hall Meeting

## **AoM Coalition on Faculty Diversity: Progress Report and Future Planning**

Monday, August 11, 2008 from 4:10 - 5:20 p.m. in the Hilton Anaheim, Malibu Room

(The Town Hall Meeting will be held just prior to the GDO Business Meeting.)

The objective of this Town Hall meeting is to share our progress and, more importantly, to plan our future course, directions and activities for the upcoming year. We are approaching the four-year anniversary of the launching of the Coalition; it started as a GDO ad-hoc committee and has blossomed into an all-Academy grassroots effort that will, with the continued support of our members, make a difference.

## Invitation: LGBT and Friends Reception, Anaheim 2008

Before your dance card for Anaheim gets too full... mark your calendar for a fabulous reception on Sunday evening... friends, allies, and lgbt members of the Academy are all invited to the annual "All in the Family" reception sponsored by the David Eccles School of Business (U. of Utah) and logistically supported by GDO.

When? Sunday, August 10, 8:00 p.m. - 10:00 p.m.

Where? Anaheim Marriott, Grand Ballroom - Salon E

Many thanks to the GDO Division leadership and membership for their on-going support! For additional information, visit the (Informal) Gay, Lesbian, Bisexual & Transgender Guide to the Academy of Management, at:

<http://group.aomonline.org/glb/>

## Member News and Publications

Raymond Trau (Monash U.) has accepted a position as a postdoctoral research fellow at U. of Queensland in Australia. Congratulations to Raymond, our former newsletter editor, in his new position!

Long time GDO member, Sherry E. Sullivan (Bowling Green State U), was named the 2008 Distinguished Educator by Southwest Academy of Management.

GDO members, Patrick McKay, Derek R. Avery (University of Houston) with Mark A. Morris (J.C. Penney), have published the following article:

McKay, P. F., Avery, D. R., & Morris, M. A. (2008). Mean racial-ethnic differences in work performance: The moderating role of diversity climate. *Personnel Psychology*, 61, 349-374.

Beth Livingston and Timothy Judge (University of Florida) have published the following article:

Judge, T. A., & Livingston, B. A. (in press). Is the gap more than gender? A longitudinal analysis of gender, gender role orientation, and income. *Journal of Applied Psychology*.

Ann Davis has a book chapter in press:

Davis, A. (in press). "Socially constructing a transformed self-view and worldview." In Beth Fisher-Yoshida, Kathy D. Geller & Steven A. Schapiro (Eds.) *Learning Space, Cultural Diversity, and the Performative Arts: New Dimensions in Transformative Education*. NY: Peter Lang Publishers.

## GDO Doctoral Student Consortium

**2008 Academy of Management Conference, Anaheim, CA**

**Friday, August 8 & Saturday, August 9**

**Application Deadline: July 11, 2008**

The Gender and Diversity in Organizations Doctoral Student Consortium at the Academy of Management meetings includes a number of activities for those in the pre-Ph.D. phase of their academic career. Past participants have described the consortium as fun, relaxed, and informative! Some of the topics we will cover include:

**SERVICE:** General service to the academy, service to the profession, service to the division (and why you can start doing this kind of service work now as a doctoral student).

**SCHOLARSHIP:** Defining diversity more broadly and also creating your research agenda using gender and diversity lenses, framing your research, publishing/presenting studies.

**JOB SEARCH:** Building a CV, finding the right position, and getting jobs at different kinds of schools/organizations.

**WORK-LIFE BALANCE:** Living holistically/mechanisms and strategies for surviving the doctoral process

The Consortium starts in the early evening on Friday, August 8th with a reception hosted by the GDO Division Officers and Executive Committee and ends in the late afternoon on Saturday, August 9th. A final schedule of events will be sent directly to registered attendees.

Confirmed Participating Faculty (in alphabetical order):

Herman Aguinis (University of Colorado)

Joy Beatty (University of Michigan)

Stacy Blake-Beard (Simmons College)

David Kaplan (Saint Louis University)

Susan Kirby (Texas State University)

Jamie Ladge (Boston College)

Paul Myers (Simmons College)

Stella Nkomo (University of South Africa)

Maureen Scully (University of Massachusetts)

Ian Williamson (Melbourne Business School)

We will also be joined at lunch by editors from journals that have been great homes to research published by

members of GDO and for research within the GDO domain.

Confirmed Editors:

Kay Devine, Associate Editor, *Academy of Management Perspectives*

Donna Blancero, Editor, *The Business Journal of Hispanic Research*

Julie Wolfram Cox, Associate Editor, *Culture and Organization*

John M. Schaubroeck, Editor, *Organizational Behavior and Human Decision Processes*

The Consortium has open enrollment to ensure that students from all areas and backgrounds have an opportunity to participate in these developmental activities and to spend time networking with consortium presenters, peer colleagues, and others. You do not need to be a member of the GDO Division of the Academy to participate.

Self-nominations/applications, as well as those from deans, department chairs, and other senior faculty, are welcome.

To apply, please include the following information in your email:

- Name and institutional affiliation of the student
  - Student's current mail and e-mail addresses, telephone and fax numbers
- Short paragraph or key words describing student's current research interests
- Student's curriculum vitae (as a Word attachment)

(Indicate whether or not the student is a member of GDO)

Please apply as soon as possible, but no later than July 11, 2008. Send application materials via email to both 2008 Doctoral Consortium Coordinators:

Stacy Blake-Beard

Simmons College

School of Management  
Office: 617.521.3833

Fax: 617.521.3880

Susan L. Kirby

Texas State University

College of Business Administration

Office: 512.245.3309

Fax: 512.245.2850

[stacy.blakebeard@simmons.edu](mailto:stacy.blakebeard@simmons.edu) [sk10@txstate.edu](mailto:sk10@txstate.edu)

# AoM COALITION ON FACULTY DIVERSITY

**What is the Coalition on Faculty Diversity?** The Coalition is a grass-roots group comprised of Academy members interested in increasing faculty diversity in business schools and their affiliates within and outside the United States. The Coalition is concerned with recruitment, retention and promotion, as well as climate and glass ceiling issues faced by AoM members. We're working on a range of initiatives such as: Diversity Best Practice Award, Diversity Census, climate surveys and membership support.

Currently, the Coalition has more than 100 Academy members and 15 advisors representing Academy leadership. In addition, more than half of the Academy Divisions have volunteered to join the Coalition. For more information see: <http://division.aomonline.org/GDO/coalition/>

**How can I get involved?** Join our three-step program:

- Please make sure you get added to our membership list by contacting Belle Ragins (ragins@uwm.edu). We currently have 100 members and would like to double that by next year!
- Join our list serve by contacting Ron Ophir (ophir@yorku.ca).
- Come to our Town Hall Meeting at the Academy Conference! **Monday, August 11, 4:10-5:20 p.m. in the Hilton Anaheim, Malibu Room**

Check out the Coalition's website for information on other related sessions: <http://division.aomonline.org/GDO/coalition/meetings/>

## Caucus: Women Directors

Monday, August 11, 2008: 4:10PM – 5:20PM at Hilton Anaheim in Balboa C

Organizer: Rosanne Hawarden; Massey U.;

Participant: Susan Mary Vinnicombe; Cranfield U.;

Participant: Morten Huse; BI Norwegian School of Management;

Participant: Alix Valenti; U. of Houston, Clear Lake;

Participant: Helene Maria Mayerhofer; Vienna U. of Economics and Business Administration;

Participant: Susan M. Adams; Bentley College;

Participant: Ralph Stablein; Massey U.;

Participant: Yang Yang; U. of Western Ontario;

In 2007 a very successful Caucus was held on Women on Boards of Directors (WOB) research. Twenty (20) interested researchers attended and this includes the most prominent and prolific researchers in this area. The AOM Conference has become recognized as the international meeting place for WOB researchers as this is the fourth year a symposium, PDW or Caucus will have been arranged. The Caucus format has been the most successful to date in terms of numbers attending.

Decisions made by countless boards of directors around the world affect the daily lives of us all. These boards generally represent self selected elites, who perpetuate specific paradigms that support their particular value systems. Despite concerted global efforts over many years, the percentage of women on boards of directors hovers around the 10-20% mark. Given the theme of the 2008 conference, it is apparent that as a group hoping to increase the diversity of boards of directors, we are not asking the right questions nor do we understand the mechanisms that prevent or promote change at board level.

The rationale for much WOB research is the better utilization of undervalued human resources, while instituting notions of equity and social justice. These value judgments need to be articulated more clearly and researched more specifically. The focus will also be on what questions should be asked in order to achieve positive outcomes for companies and employees, for example, high innovation, retention of women employees and good corporate governance.

A number of board intervention strategies are being tried around the world. This caucus is the platform

(Continued from page 11)

through which the successes and failures of the latest attempts can be reviewed. Unless practice is supported by good research, these efforts will be misdirected and wasted. This caucus proposes to continue the discussion whereby acceptable metrics, comparable across countries, can be determined. WOB research has matured to the extent that standards must be defined. The scholars participating in this caucus constitute the group best placed to ask the necessary questions.

For an overview on global Women on Boards of Directors research, please visit [www.betterboards.biz](http://www.betterboards.biz). Contributions welcome to Rosanne Hawarden [rosanne@computer-nz.com](mailto:rosanne@computer-nz.com)

## THE QUESTIONS WE ASK ABOUT BALANCING WORK AND LIFE: LEARNING FROM OUR COLLEAGUES

**Sunday, August 10, 9:00 a.m. – 12:00 noon**

**PDW jointly sponsored by GDO and the Careers Division**

This PDW will use the conference theme “The Questions We Ask” to organize discussion around five key questions that we, as academics, ask ourselves with respect to the balance between our work and non-work lives. In this professional development workshop we bring together a group of Academy members representing multiple career stages, types of institutions, family situations and national backgrounds for the purpose of sharing our experiences and developing strategies for promoting our effectiveness and well-being in work and life domains as we navigate the demands of academic careers. The goal of the session is to provoke a lively interactive discussion that will produce a set of practical suggestions participants can take away to implement in their own lives.

Our presenters will lead discussions on the following five questions:

1. *What do we mean by work-life balance?* Renowned work-family scholar Jeffrey Greenhaus will open the discussion by presenting a working definition of work-life balance.
2. *How do we “accentuate the positive and eliminate the negative?”* Strategies for fostering work-life enrichment and facilitation and minimizing inter-role conflict and negative spillover.
3. *How do we make sure that the “life” side of work-life is adequately inclusive?* (Not just family, but also friendships, fitness/wellness activities, community involvement, volunteering, etc.)
4. *How do we handle the complexities and negotiations involved in dual academic careers?*

*How do we keep it real and stay sane?* How to set reasonable expectations for involvement and performance in multiple roles; how to survive and thrive during especially stressful times in our careers, e.g., tenure, childbearing, relocating,

winding down.

Confirmed participants include:

Susan Adams, Bentley College  
 Tammy Allen, University of South Florida  
 Elizabeth Cabrera, School of Global Management and Leadership, Arizona State University  
 Charlotte Fritz, Bowling Green State University  
 Laura Graves, Clark University  
 Jeffrey Greenhaus, Le Bow College of Business, Drexel University  
 Monica Higgins, Harvard Graduate School of Education  
 Maria Kraimer, University of Iowa  
 Stephen Poelmans, IESE  
 Marian Ruderman, Center for Creative Leadership  
 Scott Seibert, University of Iowa

This PDW is open to all, and pre-registration is not required. Bring your questions, reflections and experience with issues of work-life balance to share with others attending the workshop. See you there!

For further information, please contact either of the organizers:

Monique Valcour

Boston College

E-mail: [valcour@bc.edu](mailto:valcour@bc.edu)

Jelena Zikic

York University

E-mail: [jelena.zikic@atkinson.yorku.ca](mailto:jelena.zikic@atkinson.yorku.ca)

## SPECIAL ISSUE CALL FOR PAPERS: JOURNAL OF MANAGERIAL PSYCHOLOGY

### Employment Discrimination against Immigrants

#### Guest Editor

Joerg Dietz, Richard Ivey School of Business, University of Western Ontario

Immigrants are people who move across borders for long-term stays. In 2005, there were 200 million migrants worldwide. In many countries, immigrants make up a sizeable proportion of the population. For example, in Australia, foreign born people made up 23.4% of the population in 2005, 22% in Switzerland, 19.5% in New Zealand, 19.3% in Canada, 12.5% in Austria and Germany, and 12.3% in the United States (Dumont & Lemaitre, 2005). Due to an ageing demographic structure and shortages of skilled workers in the labor force, Western nations "need to mobilize all available human resources" (OECD, 2004, p. 68), including immigrants, for maintaining the global competitiveness of their economies. Macro-level data, however, indicate that immigrants face significant barriers in the workplace. On average, the unemployment rate for foreign-born members of the workforce is twice as high as that of natives. Often, immigrant employees are underutilized as their credentials and skills are undervalued (e.g., Reitz, 2001).

Although immigrants play an increasing role in the labor market, psychological research on the treatment of immigrants in the workplace is sparse. Recent reviews of the employment discrimination literature (Dipboye & Colella, 2005; Goldman, Gutek, Stein, and Lewis, 2006), for example, pay little or no attention to immigrants. To fill this gap, this Special Issue of the *Journal of Managerial Psychology* seeks conceptual papers, empirical papers, and critical commentaries that include, but are not limited to, the following topics:

- Factors that influence the recruitment and selection of immigrant applicants, including the evaluation of immigrants' credentials and skills
- Antecedents and outcomes of the experiences and the treatment of immigrants in the workplace
- Joint and interactive effects of immigrant status and other demographic criteria (e.g., ethnicity, sex, and religion) on organizational outcomes
- Cultural diversity and organizational effectiveness
- Factors that influence the retention of immigrant applicants

- Evaluation of practices for the integration of immigrants at work
- Cross-cultural perspectives on the treatment of immigrant employees

#### Submission requirements:

- Submissions should be between **3,000** and **6,000** words.
- Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere.
- All papers are refereed through a peer reviewed process.
- The deadline for submissions is **June 30, 2008**.
- Submissions are requested by email attachment to Kay Sutcliffe, JMP Editorial Administrator, at [ksutcliffe@emeraldinsight.com](mailto:ksutcliffe@emeraldinsight.com).

Please state in your submission that the paper is for consideration in the *Journal of Managerial Psychology* Special Issue on "**Employment Discrimination against Immigrants**".

Please contact Joerg Dietz at [jdietz@ivey.uwo.ca](mailto:jdietz@ivey.uwo.ca) if you have questions about the special issue.

#### References

- Dipboye, R. L., & Colella, A. (2005). *Discrimination at work: The psychological and organizational bases*. Mahwah, NJ: Lawrence Erlbaum.
- Dumont, J. C. & Lemaitre, G. (2005). Counting immigrants and expatriates in OECD countries: A new perspective. *OECD Social, employment, and migration working papers*.
- Goldman, B. M., Gutek, B. A., Stein, J. H., & Lewis, K. (2006). Employment discrimination in organizations: Antecedents and consequences. *Journal of Management*, 32(6), 786-830.
- OECD (2004). Trends in international migration, (2004). *Annual report, Organization for Economic Cooperation and Development*.
- Reitz, J. G. (2001). Immigrant success in the knowledge economy: Institutional change and the immigrant experience in Canada, 1970-1995. *Journal of Social Issues*, 57, 579-613.

## SPECIAL ISSUE CALL FOR PAPERS: JOURNAL OF MANAGERIAL PSYCHOLOGY

### Intercultural Competence

#### Guest Co-Editors

**Michael J Morley, Kemmy Business School, University of Limerick, Ireland**

**Jean-Luc Cerdin, ESSEC Business School, France**

The intercultural encounter, in all its guises, is becoming an increasingly common experience in a grater array of workplaces and work settings in an ever-increasing number of countries and regions. In the international business arena, intercultural competence, at the individual level, is presumed to be associated with global career success, and, at the organizational level, with business success through the more effective management of business operations in this increasingly diverse range of host locations. Yet, the cumulative evidence on these fronts from the international, comparative and cross-cultural literatures remains mixed. Conceptual and definitional challenges abound, the path to its development remains uncertain and its resultant impact is, at best, somewhat variable.

This special issue of the Journal of Managerial Psychology aims to further explore the multifaceted nature of intercultural competence, and deepen our knowledge of its relationship with individual and/or organizational effectiveness and other outcomes. Specifically, we intend to publish papers that contribute to a better conceptualization and definition of intercultural competence. Papers that examine the relationships between intercultural competence and individual or organizational outcomes are particularly welcome. Also, papers that address the challenge of identifying and measuring intercultural competence, either for research or practical purposes, would also be particularly relevant to this special issue.

We welcome both theoretical and empirical contributions to the special issue, providing they are consistent with the general theme. In selecting the final contributions for the Special Issue, consideration will be given to papers that propose innovative theoretical insights and/or empirical perspectives on intercultural competence. We welcome contributions from a wide range of countries or regions. Papers should add to both theory building and practice.

Specific areas that papers for this special issue could explore include, *inter alia*:

- What definitional and measurement dilemmas exist in the intercultural competence domain area?
- Are there identifiable pre-requisites for intercultural competence?
- What do we know about global mindset, its relationship to international career success and its relation-

ship to international business success?

- How is intercultural competence linked to intercultural transitional adjustment, international assignment and global career success?
- What is the relationship between intercultural competence and global leadership development? What are the most critical competences? Can they be developed, and if so, how?
- What is the role and value of cross-cultural training in facilitating intercultural competence enhancement?
- What is the evidence on the relationship between various kinds of international assignments and development of intercultural competence? Are long-term international assignments more efficient than short-term assignments, commuter assignments, flexpatriation or global virtual teams in the development of intercultural competence?
- Cultural Intelligence, Emotional Intelligence, and Global Mindset: how similar are they?
- Tools for assessing intercultural competence: how to choose between the numerous existing tools? How do MNCs assess intercultural competence?
- Intercultural Competence and knowledge flows within global enterprises.

As with regular issues of the Journal of Managerial Psychology, this special issue will embrace different methodological perspectives and traditions.

#### Submission Requirements

The deadline for electronic submissions of between 5,000 and 7,000 words is **September 29<sup>th</sup>, 2008**. Please submit to **Kay Sutcliffe, Editorial Administration** at [ksutcliffe@emeraldinsight.com](mailto:ksutcliffe@emeraldinsight.com), stating that the paper is for consideration in the Journal of Managerial Psychology Special Issue on "**Intercultural Competence**."

**For additional details please contact either of the Guest Co-editors:**

Prof. Michael J. Morley	Prof. Jean-Luc Cerdin
Kemmy Business School	ESSEC Business School
University of Limerick	France
Ireland	<a href="mailto:cerdin@essec.fr">cerdin@essec.fr</a>
<a href="mailto:michael.morley@ul.ie">michael.morley@ul.ie</a>	

## CALL FOR PAPERS: AMERICAN SOCIETY FOR COMPETITIVENESS (ASC)

NINETEENTH ANNUAL CONFERENCE

NOVEMBER 6-8, 2008

Orlando, Florida

*The nineteenth annual ASC conference on **Global Competitiveness in the 21st Century**: Economic Development, Property Rights, Individual Liberty and Democracy is an excellent opportunity for you to:*

Interact with scholars, business leaders, and government leaders from all over the world

Discuss research findings and current practices pertaining to the various facets and sources of competitiveness

Present your paper in a very congenial and professional conference environment

***Publish your article in peer-reviewed Cabell's listed journals***

***Completed articles, works-in-progress, abstracts, and panel discussion topics*** focusing on the following areas are sought: ***traditional areas such as*** international trade and finance, human resource management, information technology, marketing, etc. as well as areas of current interest such as Knowledge-Based Firm and Society, Energy and Global Politics, Privatization in Global Markets, Corporate Governance & Supply Chain Management & Competing in Dynamic Global Industries such as Telecommunications, Pharmaceutical and Biotech.

Accepted papers will be published in the Society's Annual Research Volume--*Competition Forum*. At least one author is required to attend the conference. Highly competitive papers may be invited for publication in one of the Society's journals--*Advances in Competitiveness Research* or *Competitiveness Review*. The deadline for the receipt of submissions is **June 8, 2008**. To facilitate the blind peer review process, the first page should include: Title of submission, authors' name(s), institutional affiliation(s), e-mail address, and phone and fax numbers. The second page should repeat the paper title but should contain no information that would identify the author or the institution. Publication style guidelines of the American Psychological Association should be used. Please send four copies of the submission (or one copy by e-mail) to:

Prashanth N. Bharadwaj, Academic Program Chair  
American Society for Competitiveness

PO Box 1658, Indiana, PA 15705

E-mail: [pnb@iup.edu](mailto:pnb@iup.edu)

Phone: 724-357-4880

Fax: 724-357-5743

**ASC Web-site:** [www.eberly.iup.edu/asc](http://www.eberly.iup.edu/asc)

## What is GDO?

The domain statement of the Gender and Diversity Division of the Academy of Management covers “content relating to gender and diversity within and outside organizational boundaries including cultural, societal, and worldwide levels, and to the influence of group relations on the structuring of societies and the production of knowledge.”

Major topics include theory and research on:

- Gender and its intersections with race, class, and other institutionalized systems of power
- The impact of group diversity on well-being and effectiveness at individual, group, and organizational levels of analysis
- The impact of occupational and organizational structures on marginalized and dominant groups
- Experiences of members of different social groups, including (but not limited to) groups differentiated by gender, race, ethnicity, class, sexual orientation, gender identity, gender expression, nationality, religion, culture, (dis)ability, and age
- The impact of organizational policies, practices, and discourses on dominant and marginalized groups, including critical examination of seemingly neutral assumptions underlying such policies, practices, and discourses, and their differential impact on these groups
- The intersection of work, family, and community in relation to one’s social position
- Institutional and structural barriers to equality and equity across social groups
- Processes of change that create and foster inclusion, whether from external interventions or from individuals within groups or organizations
- The impact of cultural, societal, and national diversity on workers and the workplace
- Diversity in academia, in general, and in the field of organization studies in particular
- Cross-national comparative approaches to all of the above.

**Gender and Diversity in  
Organizations:  
a Division of the Academy of  
Management**



Division Chair:  
Lynn Bowes-Sperry  
Western New England College  
E-mail: [lbowessp@wnec.edu](mailto:lbowessp@wnec.edu)

[www.division.aomonline.org/gdo](http://www.division.aomonline.org/gdo)

## Have a submission for the GDO Division Newsletter?

The GDO newsletter is excited to post news about our members. If you have announcements concerning conferences, calls for papers, book or article publications, or memorial announcements for those we have lost, please contact the following individuals. **E-mail contributions are preferred** (with Microsoft Word, PDF or Rich Text Format (RTF) attachments).

**Send calls for papers, announcements, or acknowledgements to:**

**Newsletter Editor** Beth Livingston ([beth.livingston@cba.ufl.edu](mailto:beth.livingston@cba.ufl.edu))

**Send in memoriam for those GDO members we have lost to:**

**Rosanne Hawarden** ([rosanne@computer-nz.com](mailto:rosanne@computer-nz.com))

Regular mail submissions: P O Box 29-251, Christchurch, New Zealand