

WOMEN IN MANAGEMENT NEWSLETTER

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A Message From The Chair

Lisa Mainiero, Fairfield University

Beautiful weather, wonderful shopping, renewed friendships....the meeting in Boston this year will truly serve as a highlight for many of us for years to come. As a native Massachusetts person, would you believe I had never taken a ride on those swan boats up and down the Charles River until our meeting this past August? I did finally take my ride as a reward to myself, secure in the knowledge that our meeting in Boston -- the preconference, the paper sessions, and all the networking -- had gone so well.

I would like to thank all of you for your enthusiastic participation in the full conference. I learned this year what a commitment it is to attend the meetings beginning on Friday and ending on Wednesday, but also what a pleasure! Meeting so many of you and connecting with you was my personal highlight. It feels good to know there is such excellent work going on in our division but, as always, it is the people who make our division a special place to be.

This year at the Executive Committee meeting a decision was made regarding the proposed name change. Special thanks and congratulations go to Alison Konrad, outgoing division Chair, for all her work in developing the survey last year which surfaced a multitude of names from our members. It is clear that most division members want to change the name, but to

what? After reviewing the survey results, we learned that a clear majority support names which incorporate the terms "gender" and "diversity" as well as those that replace the term "management" with "organization." The name that captured the attention of the Executive Committee, Gender and Diversity in Organizations, represents a combination of these preferences. Since we had an excellent response to last year's survey (76% of our members), we feel this name choice (and related domain statement alterations) reflects the interests and wishes of the majority of our members.

As you know, the primary reason for changing our name and domain statement is the fact that over the past seven years or so, work submitted to the division has been broader than our charter and current name suggest. Many of our members, for example, believe we should challenge the notion that gender issues are always women's issues -- thus, the change from "women" to "gender" in our name. Additionally, many members feel the term "management" is elitist and ignores or renders invisible the contribution of others (many of them women) in organizations. Finally, a majority of our members recognize that a significant proportion of the scholarship presented in our division sessions at annual conference emerges from issues of race, ethnicity and sexual orientation in addition to gender. Therefore, many believe this "diversity" should be incorporated into our new name choice.

Soon you will be receiving your survey ballot which will be your chance to vote on this all important issue.

The only way to know if our proposed name change from Women in Management to Gender and Diversity in Organizations truly reflects the interests and wishes of our members is for each of us to VOTE when our ballot arrives. According to both Division and Academy bylaws, in order to change either a name or domain statement, the ballot must first be mailed to all division members who are allotted 45 days in which to respond. The bylaws stipulate that the Chair-elect is to be responsible for counting and certification of ballots. This is a bit tricky in this case since our Chair-Elect, Roy Jacques, is living in New Zealand. In order to facilitate return of the ballots, you will be asked to mail them to Sarah Jacobson, our Newsletter Editor. Sarah will receive all of the ballots and mail them in bulk to Roy for counting and certification. Please remember that in order for a change in our name to take place, at least five percent of our membership must vote and a two-thirds majority of those voting must approve the change. Should fewer than two-thirds of those responding vote in favor of a new name and/or new domain statement, the Executive Committee will move at once to redesign the ballot.

If the membership of our division votes to change our name and domain statement, the proposed changes must be sent to all division chairs for review. All divisions have the right to object to any change of this kind. If no division objects, then the changes will be placed on the agenda for the next available meeting of the Academy's Board of Governors. The Board must then review the name change and domain statement and officially recommend that the change(s) be placed on the next Call for Papers and henceforth in all other official Academy business.

I began attending meetings of the neonate Women in Management Interest Group in 1978 in San Francisco, and it has been such a pleasure for me to watch our members mobilize over the years into a full-fledged division. Now we are on the threshold of another new, exciting developmental change for our division. Are we ready to broaden our perspectives and

welcome a new name as the banner for our ideas and scholarly work? The choice, as always, is up to you. I hope you will participate in this important process. Thank you.

Preconference '98 On The Border

Roy Jacques, Chair-Elect

This is an invitation for anyone and everyone senior, junior and student members of the division with ideas about what they would like in a preconference or doctoral consortium to e-mail me at <Rjacques@commerce.otago.ac.nz>, or fax me (from the US) at 011 643 479 8173 with your suggestions or comments. I have many ideas of my own for next year, but will not make them firm for a couple of months. So, there is still time to help shape the program if you act fairly soon. To recognize the growing importance of the preconference, which has become something of a conference in itself, the Academy is changing the name next year from 'Preconference activities' to 'Professional Development Workshops.' I hope WIM will continue to contribute to this vibrant aspect of the conference activity.

Bernardo Freeman has pointed out to me that next year's conference is in San Diego on the US/Mexican border and this fact seems to suggest all sorts of exciting possibilities for preconference themes borders between economic groups, cultural groups, knowledge communities, gender and other identity groups etc. It also seems to mirror the increasing desire expressed by division members in recent years to build bridges from WIM to other areas of the Academy and from sex/gender to other markers of identity. Please consider ways in which the preconference might build on the border theme. More than anything else, I want the preconference program to be highly participative, pluralistic and energizing for the division. I thank those who have contributed suggestions already and welcome any feedback others of you may have on how to achieve these goals.

Moving to another topic, I want to share some thoughts about the proposed division name change. I remember that when Sarah Jacobson and I were grad students, tentatively submitting our first papers to WIM, talk of a name change and all it implied was already in the air. Now, here we are almost a decade later, having finally reached a crossroads: continue as WIM or change the name to acknowledge Gender and Diversity in organizations.

Some very legitimate concerns relating to the name change have been articulated by members. Some are worried that the division might cease to be a place where professional women can feel a more welcoming environment than in other divisions. Some want to be sure we continue to emphasize a traditional emphasis on sex differences between women and men in management. These are both key functions for the division and we must continue to affirm their importance. At the same time, however, the field has broadened considerably since the early seventies when the division was first formed. 'Women in Management' implies that we are not a division involved with researching the experience of non-managerial women, gender as a force shaping men's behavior, the gendering of organizational practice and knowledge production itself, or the increasingly central interaction between gender and other markers of identity race, class, ethnicity, sexual orientation.

If two-thirds of those voting do not affirm the new name, who knows when we will be able to put forward a more acceptable choice. The ballot you are considering is the end product of

several years of internal process. Frankly, the name being put forward was not my first choice. However, if we cannot agree to compromise and support a name that is more reflective of the field in the nineties and beyond, I worry that we will fragment, or worse, stagnate, as rigid perceived boundaries begin to sediment into rigid de facto boundaries. I urge you to vote in favor of the name change and to encourage other WIM members whom you may know to do the same.

Call for Papers for the 1998 WIM Program

Laura Graves, Program Chair

The 1998 Academy of Management meeting will be held August 9 to 12 in San Diego. David Whetten has designated the theme for the 1998 meeting as "What matters most?" For instance:

- * What theories and perspectives are most useful?
- * What methods are most useful?
- * What are the all time "best bets" for improving managerial and organizational performance?
- * What is worth studying or teaching?
- * What are the most serious contemporary organizational problems that we are overlooking?

Of course, submissions that do not explicitly reflect this year's conference theme are welcome although submissions that relate to the theme may have a somewhat higher likelihood of acceptance. Further, the term "women in management" reflects only a subset of the topics of interest to members of our division. Any paper on gender issues in organizations is a relevant submission. Submissions that examine the intersection of gender and other relevant social identities, such as race and class, are especially welcome.

The size of our program will be a fixed proportion (approximately 1/3) of the number of submissions. Thus, the greater the number of papers and symposia that division members submit, the greater the size of the WIM program. Moreover, the quality of our program is directly dependent on the work you submit. So it is time to get busy! I especially want to encourage you to submit proposals for joint symposia with other divisions. Joint symposia are a critical mechanism for linking our division to others in the Academy.

I am hopeful that the division's members will submit work that reflects a wide variety of theoretical, ideological and paradigmatic perspectives. I will do my best to identify informed reviewers for all submissions. In order to match submissions with appropriate reviewers, I need a large number of reviewers. If you want to serve as a reviewer but did not sign up in Boston, please contact me as soon as possible.

This year, the division will again give two awards, the Dorothy Harlow Award and the Sage Dissertation Award. The Harlow Award recognizes the best paper submitted to the division. The winner receives both a plaque and cash award. The Sage Dissertation Award recognizes

the best paper based on a dissertation completed between January 1, 1996 and December 31, 1997. Papers submitted for the dissertation award must be single authored. The title page of the paper should note that the paper is based on a dissertation and indicate the date of the dissertation defense.

Detailed guidelines for submission will be published in the Academy of Management Newsletter. Please adhere strictly to the submission guidelines. It is especially important that you electronically submit your title page and abstract to the Academy web site before you send your submission to me. I suggest that you not wait until the last minute to visit the web site. You can imagine what will happen if all members try to complete their electronic submission the day before the deadline!

If you have any questions or suggestions, I hope you will contact me: (e-mail, lgraves@clarku.edu; phone, 508-793-7466; fax, 508-793-8822; mail, GSOM, Clark University, 950 Main Street, Worcester, MA 01610).

Winners of 1997 Sage Awards announced

Sherry Sullivan, Chair

The Sage Award Committee of the Women in Management Division of the Academy is charged with selecting individuals to receive both the Sage Award for Scholarly Contributions to Management and the Janet Chusmir Award for Service. The members of the 1996-1997 committee were: Sue Greenfield, C.V. Harquail, Claudia Harris and Judith Hunt. As Chair, I would like to acknowledge the contributions of each of the committee members who participated in this difficult task. Each diligently reviewed files and weighed the evidence to make the very difficult decisions required of this group. It was a pleasure working with them. I would also like to thank Lucretia Coleman the 1995-1996 Sage Award Committee Chair, for her assistance in the process. The support of Sage Publishing and its representative, Ms. Marquita Flemming, is also acknowledged and greatly appreciated. It is because of the financial support of the company and flexibility and support of Ms. Flemming that we are again able to make this award. Finally, members of the division who took the time to write letters of recommendation on behalf of potential recipients must also be thanked.

This year's Janet Chusmir Award for Service for 1997 was awarded to Dr. Stella M. Nkomo. Lucretia Coleman, in a letter of nomination for Dr. Nkomo wrote, "Stella has served the division well in a variety of elected and appointed roles. She served as a member of the Executive Committee, newsletter editor, program chair, chair elect and chair (1992-93). She has served on numerous committees for the division including the Sage Award Committee, the Membership Committee and the Name Change Committee. She has served as a role model of other members of the division.

The Sage Award for Scholarly Contributions to Management was awarded to Dr. Dorothy P. Moore. Janet Adams, in a letter of nomination for Dr. Moore wrote, "Her work has appeared in major journals such as The Academy of Management Journal and Academy of Management Executive and she has regularly presented research reports at national and regional Academy meetings. Her forthcoming book on female entrepreneurs promises to be a benchmark in research on entrepreneurship. She is an inspiration to those who make up the majority of our

division membership: scholar-teachers working in institutions without Ph.D. programs with a primary emphasis on teaching. Her scholarly achievements are a model to those who aspire to a strong, balanced career in academe."

The committee and the division congratulate these talented women!

Nominations Invited

1998 Sage Award for Scholarly Contributions to Management and the 1998 Janet Chusmir Service Award for Service

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 judgment 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 Women in Management Division and who has personally provided support for women in the field. 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 me by March 19, 1998 to this address: Sherry E. Sullivan Chair, Sage Scholarship and Service Awards Committee Department of Management College of Business Administration Bowling Green State University Bowling Green, OH 43403

During the 1998 Academy of Management meeting, each award will be presented with a plaque and a certificate for books from Sage Publications.

Winner of the Best 1997 Conference Paper Based on a Dissertation Announced

This year's winner of the best 1997 conference paper based on a dissertation is Myrtle P. Bell. A short version of her conference paper, "Attitudes toward Affirmative Action: Tests of a Comprehensive Framework," appears in the 1997 Academy of Management Best Paper Proceedings or the full version is available from Dr. Bell, Department of Management, University of Texas at Arlington, P.O. Box 19467, Arlington, TX 76019-0467 or mpbell@uta.edu. Comments from Dr. Bell concerning her paper appear below.

The runner-up in this year's competition is Beverly J. DeMarr, for her paper "The Role of Stress in Employee Preferences for Family-Friendly Benefits: Testing an Integrated Model." Dr. DeMarr is an Assistant Professor of Management at Davenport College of Business in Grand Rapids, MI. Requests for a copy of her paper can be sent to her via e-mail at bdemarr@davenport.edu. Comments from Dr. DeMarr relating to her submission will appear in the next issue of the newsletter.

Comments From the Author of the Best 1997 Conference Paper Based on a Dissertation

My dissertation was especially appropriate for the 1997 conference theme: "Current Issues that Call for Action." In the introduction and conclusion sections of the conference paper, I

discussed the fit of my work with the theme, supported with other research on the growing anti-affirmative action climate and focusing on the need to answer a call to action.

In my dissertation work I used the Fishbein and Ajzen theory of attitudes to test a comprehensive framework of the formulation of attitudes toward affirmative action (AA). The theory suggests that people's beliefs about the attributes of AA programs and the positive or negative nature of those beliefs will predict their attitudes toward AA. The framework also included experiential variables (experience with discrimination, knowledge of AA, workgroup and friendship diversity); information (positive, neutral, or negative presentations); and, intentions to perform behaviors related to AA (e.g., complain, vote).

The 610 participants were given a list of factors associated with AA, asked to rate the likelihood that the attribute was associated with AA, and then asked to evaluate each attribute. Attributes listed were both positive and negative. For example, the attribute list included the following items: cause employers to hire less qualified individuals; improve job opportunities of females and minorities; take a lot of time, effort, money and paperwork for companies.

As hypothesized, attitudes toward AA were found to be a function of the beliefs about attributes associated with it and evaluation of those attributes. Consistent with previous research, attitudes of females and minorities towards AA were more positive than those of males and Whites. However, I found that those differences were based on differing beliefs about, and evaluations of, specific attributes of AA. The attitudes and beliefs of Blacks, Hispanics, Asians and then Whites were most to least favorable. Unexpectedly, race and sex had a small unique effect on attitudes toward AA, rather than affecting only the beliefs and evaluations about AA. This indicates that something other than a strictly rational, cognitive process affects attitudes toward AA. Results of the hypothesized effect of positive, negative and neutral presentation of information about AA were mixed. Over the entire sample, the most positive attitudes toward AA were in the neutral information condition. The positive condition resulted in the next most favorable attitudes, the